



National Animal Identification and Tracing Scheme

National Operations Plan



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About this National Operations Plan

This National Operations Plan (**NOP**) is a strategic plan for New Zealand's traceability scheme. Its initiatives will be completed over several (3+) years. It will be updated as a 'living document'.

This National Operations Plan is a statutory instrument made under section 10 of the National Animal Identification and Tracing Act (**NAIT Act**).

The NOP is developed by OSPRI in consultation with the Traceability Working Group which includes stakeholder representation from Beef + Lamb New Zealand, DairyNZ, Deer Industry New Zealand, Federated Farmers, and the Ministry for Primary Industries.

New Zealand's Traceability Journey

Traceability is vital for New Zealand's biosecurity

New Zealand's biosecurity is vital for protecting our environment, economy, and human and animal health. OSPRI supports New Zealand's biosecurity through animal health and disease management, livestock traceability, and pest management.

OSPRI is responsible for New Zealand's livestock traceability system, the National Animal Identification and Tracing Scheme (**NAIT**). NAIT is a vital part of biosecurity as it helps minimise livestock disease risks. It does this by capturing the location and movements of animals across their lifetime. This, in turn, helps to protect farmers' livelihoods, and provides access and assurance for local and overseas markets, ultimately enhancing New Zealand's reputation for supplying premium animal products.

A fully operational livestock traceability system makes it possible to respond quickly in case of a disease incursion or food safety/contamination event. It allows for targeted, proactive monitoring, surveillance, and management of livestock. It is also important for food safety and quality assurance programmes.

OSPRI is committed to increasing compliance with NAIT and ensuring the NAIT scheme is fit-for-purpose and future focused, so that there is full traceability of NAIT animals.

Where we have come from

NAIT has been in place since 2012. The scheme was recently stress-tested by the *Mycoplasma bovis* (*M.bovis*) response that began in 2017. The *M.bovis* Eradication Programme and a review of NAIT that concluded in 2018 highlighted that NAIT has fallen short in some areas.

In response, OSPRI has committed to improving NAIT as quickly as possible. We are working hard to ensure that New Zealand has a comprehensive and reliable tracing system that is valued by users and effectively supports biosecurity responses. We are seeing results from the 2019/20 NOP activities, such as increased compliance across a range of metrics, that give us confidence NAIT is headed in the right direction. We are strengthening the scheme and are on track to achieve our strategic objectives.

Where we are now

The primary goal of the 2019/20 National Operations Plan was to stabilise the NAIT scheme and set solid foundations for the future. This involved making improvements to data quality, addressing usability of the system incorporating user feedback, increasing compliance, and enhancing regulatory settings.

In the past 12 months we have seen significant improvements in response to this work. Our work on data accuracy, for example, means that farmers can have greater confidence that they are meeting their obligations under the NAIT Act.

We still have a way to go to ensure New Zealand has a world leading livestock traceability scheme that supports and protects this vital primary industry. This NOP will be a significant driver of that work.

Where do we want to go?

Our **Strategic Outcome** for the NAIT scheme is that:

“There is full traceability of animals within the NAIT Scheme”.

Full traceability is achieved when we know where an animal has been from birth to death, slaughter or live export. The closer we get to full traceability, the more value we deliver through the NAIT scheme.



OSPRI will achieve this strategic outcome by delivering on the three strategic initiatives in this NOP:

Strategic Initiative	Benefits
Making NAIT fit-for-purpose and easier to use	<p>Each of NAIT’s wide range of stakeholders are confident in using, relying on, and working with the NAIT scheme and the NAIT information system.</p> <p>The NAIT information system is easy to use. NAIT data is accurate, attributable, up-to-date, and complete.</p>
Increasing compliance	<p>There is a high degree of compliance with NAIT obligations by those with obligations under the NAIT Act. NAIT and its stakeholders can proactively identify and address areas that create difficulty with achieving compliance.</p>
Planning for the future	<p>NAIT can quickly adapt to changes in the industry with an agile, forward-focused approach. We are building on the NAIT scheme and are well placed to be a world leader for animal traceability.</p>

Our Stakeholders

The NOP must deliver against industry and Government expectations.

The NAIT Act requires the NOP to identify the expectations of those persons who have an interest in the NAIT scheme. We have canvassed those with an interest in the NAIT scheme to understand their expectations. A variety of groups were identified that have an interest in the NAIT scheme and rely on OSPRI to deliver on this NOP.

Stakeholder	Who
OSPRI's shareholder organisations and funders	<ul style="list-style-type: none"> • Deer Industry New Zealand • Beef + Lamb New Zealand • DairyNZ • NZ Government (<i>funder, non-shareholder</i>).
Those who have obligations under the NAIT Act and regulatory framework	<ul style="list-style-type: none"> • Farmers • Stock and station agents • Meat processors • Live exporters • Livestock transport operators • Tag manufacturers • Information providers & accredited entities dealing with NAIT animals.
Those who rely on the information in NAIT	<ul style="list-style-type: none"> • Disease control functions, within OSPRI and elsewhere • Ministry for Primary Industries: <ul style="list-style-type: none"> • Readiness, response and incursion investigation teams / <i>M.bovis</i> programme • Food safety • NAIT Compliance Officers • Animal Welfare Officers • Biosecurity Policy • Office of the Chief Scientist • Police (Wandering stock and stock theft).
Others	<ul style="list-style-type: none"> • Federated Farmers • Local government (Animal Control) • SPCA • Other 'peak-body' organisations (organisations who represent a community or a sector, e.g. meat processors) • Animal renderers.

This plan has been developed in consultation with these stakeholders. Their expectations, and how we will meet them with this National Operations Plan and in other ways, are as follows.



Our Stakeholders' Expectations

We have asked our stakeholders about their expectations for the NAIT scheme.

A sample of what we heard is below. We identified four main themes. This NOP meets these expectations and builds on them through our Strategic Outcome of full lifetime traceability, and our three Strategic Initiatives.

1

Engagement with our farmers, our shareholders and funders, and our stakeholders

"Delivery of tools and facilitation of forums to engage and educate farmers regarding legislative requirements and the solutions available to them."

"Slaughter plants have the opportunity to engage with NAIT on scheme changes that require in-plant implementation."

"Central point for stakeholder liaison and engagement; and the creation and implementation of ongoing education campaigns."

"Robust engagement and communications with NAIT users."

"Development and execution of an integrated shareholder/stakeholder engagement and communications strategy around NAIT compliance to support on farm behaviour change."

"To be able to comment/make suggestions on topics that might have an effect on our business; or if we have particular expertise within the topic."

2

Tracing in a biosecurity response

"Provide traceability support to assist with tracing for animals or animal cohorts of-interest in the form of: (i) doing the tracing (ii) creating custom-made tracing reports or (iii) providing existing traceability reports."

"Current situation with *M.bovis* clearly outlines the need for an effective, accurate and functioning traceability system. This has to be the overriding expectation/outcome for NAIT."

"Rapid and accurate data on locations and counts [and] on historic movements."

"Confidence that the NAIT scheme is an integral and necessary component of broader actions to significantly improve biosecurity."

"Exotic disease response managers have confidence that NAIT data can be relied upon to support effective disease tracing."

3

Data accuracy and information systems

“Delivery of animal traceability systems that interface and align with industry recognised animal management tools.”

“System upgrades to improve user interfaces and usability.”

“Data interoperability i.e. ability to link with existing data sources for biosecurity ideally via existing linkages across industry rather than having to match across data.”

“The NAIT system is user-friendly and presents as few technical barriers to farmer compliance as possible.”

“Improving data integrity and accuracy to allow rapid response to Ministerial information needs.”

4

Compliance

“As a given we would like to see compliance across the sector and accuracy of data in the NAIT system.”

“Contribute to compliance through monitoring, advice and direction to PICAs.”

“NAIT messaging reinforces the benefits at the individual and industry level of NAIT scheme compliance.”

“Farmers have access to in-person support to understand their NAIT obligations and how to fulfil them.”

“Compliance. Absolute given. Should really be no half measures here. However wrapped around this needs to be training, education and support.”

Components of this National Operations Plan

OSPRI's Traceability Strategic Outcome:

Our vision for traceability set by the OSPRI Strategic Plan.

Strategic Initiatives: Areas of focus that will successfully deliver on our strategic outcome.

Key Activities: Work items that contribute to progress under our Strategic Initiatives.

Progress measures: How we will measure our progress against our Strategic Initiatives.

Business-as-usual activities

The strategic initiatives in this plan do not incorporate business-as-usual (**BAU**) activities. While BAU activities are vital to the success of the NAIT scheme, they are not the focus of this NOP.

Such BAU activities include but are not limited to:

- Providing support and advice to our stakeholders via our national contact centre and through on-the-ground regional support
- Providing data access and fulfilling reporting requirements
- Day-to-day maintenance and improvements to the NAIT information system
- Data maintenance.

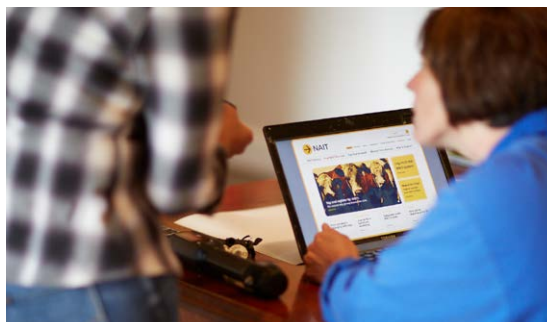


Strategic Initiative: Making NAIT fit-for-purpose and easier to use

The NAIT scheme needs to be fit-for-purpose.

In practice this means that:

- **In the event of a disease incursion, those who manage the incursion** have access to timely and accurate animal traceability information, and the tools to use the information appropriately.
- **Those responsible for animal health and disease management** have confidence in the traceability scheme and its performance.
- **Those with obligations under the NAIT scheme** understand these obligations and have access to useable systems and tools and resources so that they can easily meet them.
- **The information held in the NAIT information system** is accurate, attributable, contemporaneous and complete. The degree of NAIT data accuracy is known and can be used to plan accordingly to address areas of concern.



Key activities

1. **Improve data accuracy levels.** Establish a baseline for determining the accuracy of animal location data held in the NAIT information system, and then develop an action plan to address any identified issues.

This will allow for a better understanding of NAIT animal data, identify where the highest-priority issues are, and provide a clear idea of what is required to improve data quality.

2. **Gain full value from our regulatory framework.** Utilise and engage with our regulatory framework, including ensuring the appropriate NAIT Standards are in place.

This will continue to optimise the way the NAIT scheme is delivered: adding value for stakeholders and ensuring compliance with legislation through fully utilising all the regulatory tools available.

3. **Improve tag retention.** Further investigate the causes of NAIT tag degradation or retention failure; and develop an action plan to address and mitigate these causes.

Enhanced tag retention will improve full traceability of NAIT animals and decrease costs for farmers, while improving market returns. Increasing tag retention will also improve farmer compliance by reducing a known barrier to compliance with the NAIT scheme.

4. **Invest in our systems and our software.** This includes the NAIT information system's usability, user experience, data integrity and security, and the tools available to us. For example, tools and reports for rapid tracing for disease management purposes.

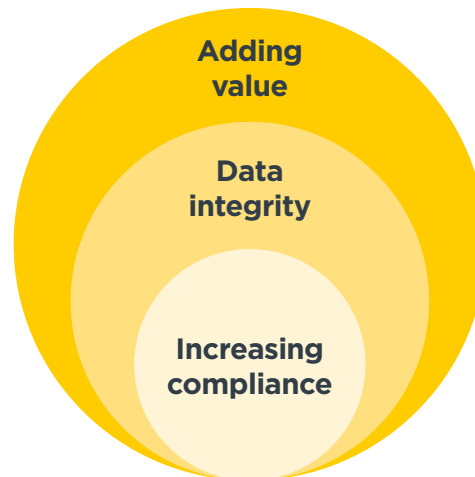
Fit-for-purpose information systems are a critical enabler for the success of the NAIT scheme.

By improving the user experience, compliance will increase and we will improve data accuracy. By ensuring that those that need access to NAIT data have the right tools to meet their needs, we can increase the value of and confidence in the NAIT scheme.

Strategic Initiative:

Increasing compliance

Increasing compliance with the NAIT regulatory framework contributes to a higher degree of data integrity, ultimately adding value and enabling those who rely on NAIT data to gain maximum value from it: for example, to support a disease management event. In turn, we can better achieve our strategic objectives.



NAIT (through OSPRI) undertakes compliance activities in partnership with the Ministry for Primary Industries under its **VADE** compliance model.

OSPRI is responsible for the **V**oluntary and **A**ssisted compliance functions, while MPI is responsible for the **D**irected and **E**nforced functions.

Key activities

5. Enhance our traceability education and communications. This includes developing and delivering a Traceability Education and Communications Strategy. This strategy will incorporate stakeholders' and regions' perspectives, and will be informed by:

- Continuous user experience feedback
- Improved NAIT user experience insights
- New and enhanced tools and resources for NAIT users
- Requirements for those with differing levels of connectivity.

This will contribute to a greater awareness and understanding of the NAIT scheme, leading to increased compliance by those with obligations under the Act.

6. Work with MPI and industry on compliance. Implement, work with industry on, and annually review, activities under OSPRI's joint Compliance Action Plan with MPI. The Action Plan identifies our shared areas of focus for compliance each year: for example, systems integration and targeting specific aspects of non-compliance.

This will continue to strengthen our joint compliance relationship and lead to increased compliance.

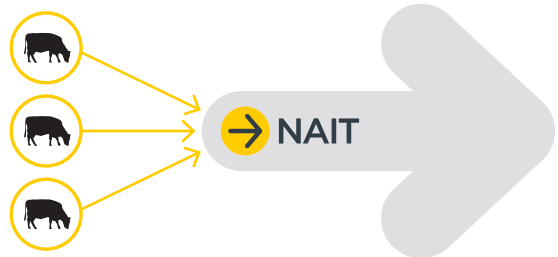
7. Utilise intelligent, data-driven insights. Take a data analytics- and insights-led approach to compliance.

This will enable us to be more agile and targeted when supporting those who have NAIT obligations to meet those NAIT obligations. It supports a risk-based approach to compliance.

Strategic Initiative: Planning for the future

NAIT needs to be able to adapt to changes in the industry with an agile, forward-focused approach.

A future focus will enable us to advance the NAIT scheme based on; building on the scheme through legislative reform, international insights and leadership, and embracing new technologies and emerging trends.



Key activities

- 8. Design the future traceability strategy.** Collaborate with stakeholders to develop and deliver a future-focused Traceability Strategy.

This strategy will address:

- New and emerging technologies
- New approaches to compliance
- Value-add propositions for farmers and industry.

This will ensure the NAIT scheme is an agile and adaptable traceability scheme and position the scheme to 'stay ahead of the curve'.

- 9. Learn from other countries.** Assess the NAIT scheme against known international industry leaders who exemplify best practice.

This will provide an improved understanding of New Zealand's position and improve traceability outcomes, contributing to a world class traceability system.

- 10. Consider our future regulatory framework.** Where there is scope for longer-term reform of the regulatory framework that underpins the NAIT scheme, consider how it could be improved and/or added to. Consider the regulatory requirements for a future-focused traceability scheme and information system.

This will allow us to rethink how we do traceability, what needs to be added and amended, and allow us to expand the scheme if needed e.g. to disease management, new diseases, or other species.

Measuring our Progress

The Strategic Initiatives and Key Activities in this National Operations Plan are achievable, over the Plan's three-to-five-year horizon, with comprehensive processes in place. This is backed up with a robust measurement, monitoring, and reporting framework.

Completion of Key Activities is subject to prioritisation, and financial/resourcing requirements, which project planning will consider.

Compliance Measures

Compliance key performance indicators are a useful tool for determining the overall performance of the NAIT scheme. They provide

data-driven insights into whether those with NAIT obligations are fulfilling them. Higher compliance contributes to data integrity, which contributes to a higher value add.

Good results across this suite of indicators indicate that the NAIT scheme has the necessary information available to support a rapid and efficient response to a biosecurity incursion. These also provide a valuable source of data for government, industry, and those with NAIT obligations.

Compliance Dashboard

A series of compliance key performance indicators will be displayed in a 'compliance dashboard'. The key performance indicators in the dashboard will be reported on quarterly (Q1 in October, Q2 in January, Q3 in April and Q4 in July). They can be compared to the corresponding period in previous years.

Some major key performance indicators on the dashboard, and our targets for them, are:

Compliance Key Performance Indicator	2019/20*	2020/21	2021/22	2022/23
Animals registered since January 2020 with full traceability	46%	60%	70%	80%
NAIT animals that are registered prior to their first movement**	77%	81%	86%	90%
Animal movements recorded within 48 hours	75%	80%	85%	90%

* KPI years ending June 30. Q3 result from the previous FY for baseline measure.

** NAIT Animals have been registered with the NAIT system prior to their first off farm movement.

Project plans

Progress will also be measured through the delivery of the Strategic Initiatives in this NOP. Each Strategic Initiative has a set of Key Activities.

Key Activities will have a deliverable, or series of deliverables, supported by a project plan and/or another strategic document (for example, the Information Systems Strategic Plan).

These project plans support Key Activities where required and will be socialised with key stakeholders.

They will include e.g. timeframes, linkages, legislative requirements, ideal outcomes, business value, deliverables, options, risks, and dependencies (e.g. information technology systems).

Key Activity Completion Measures

To ensure the successful completion of the activities in this National Operations Plan, we will have (and continuously update and add to) Key Activity key performance indicators. These will track our progress on the completion of our Key Activities.

Key Activity Key Performance Indicator	When
Completion of the joint MPI/OSPRI real-time tracking proof of concept field trials. (Strategic Initiative: Planning for the Future)	By June 2021
Completion of the NAIT tag degradation research trial. (Key Activity 3)	By December 2021
Progressing the development of the 'One OSPRI' Integrated Disease Management and Traceability Software solution as per the OSPRI Information Systems Strategic Plan. (Key Activity 4)	Year one by July 2021 Year two by July 2022 Year three by July 2023

All-of-OSPRI Measures

Progress against this NOP is also monitored under OSPRI's performance monitoring framework, and reported on in OSPRI's Annual Operating Plan Quarterly Report.

- Financial accounts detailing how Government funding and levies collected under the scheme have been used
- The findings of an annual independent audit of our progress against this NOP.

Reporting

Annual reporting

A NAIT NOP Annual Report will be compiled; delivered to the Minister responsible for the NAIT scheme, and to NAIT stakeholders; and made public by 1 October each year.

It will include:

- NAIT's progress under this plan, and 'where to next'
- Changes to this National Operations Plan following its annual review
- How NAIT is addressing the Government's priorities and expectations

Other reporting

A six-monthly progress report will be compiled and published in February each year detailing our progress against this NOP.

Risk register

A rolling risk register will be maintained for this NOP as a repository for all risks identified. This will include additional information about each risk, e.g. nature of the risk, reference and owner, mitigation measures, and relevant treatments.

Appendix: Our strategic planning framework

The NAIT NOP forms part of the overall OSPRI planning and reporting cycle. It is developed through a highly collaborative approach with input from wider OSPRI and external stakeholders.

Many of the key activities in this NOP have dependencies with, or require collaboration from, other business groups in OSPRI. OSPRI is currently undergoing organisational change and the strategic planning framework is in the process of being updated to reflect the new geographically based operating model.

The OSPRI Strategic Plan 2019–2024 includes three strategic initiatives for traceability and a corresponding set of KPIs which align with the NAIT National Operations Plan.

OSPRI is considering its planning and reporting framework in light of our new operating model. The NOP currently fits within this model as follows.

