



National Animal Identification and Tracing Scheme

National Operations Plan 2021/22



Contents

New Zealand's traceability journey	2
Our Traceability Strategy	5
Components of this National Operations Plan	6
Our strategic outcome	7
Focus area: Making NAIT fit-for-purpose and easier to use	8
Focus area: Support farmers to practise good on-farm biosecurity	10
Measuring our progress	12
Our stakeholders	15
Our stakeholders' expectations	16



New Zealand's traceability journey

Traceability is a key part of 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.

NAIT Ltd is responsible for managing New Zealand's livestock traceability scheme, the National Animal Identification and Tracing Scheme (**NAIT**). The NAIT scheme links people, locations and livestock so we can manage disease outbreaks to contain and recover from biosecurity and food safety threats quickly. It also provides access and assurance to local and overseas markets about food safety standards and product integrity through traceability of livestock and origin of those products.

A robust traceability scheme means the farming sector can get back to business sooner if there is a biosecurity threat, food safety concern or market access issue. If the source of disease can be identified, then the risk and cost to the wider supply chain can be minimised. It also means that New Zealand can reassure our trading partners about the integrity of our products.

NAIT Ltd is committed to supporting farmers to practise good on-farm biosecurity by 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, NAIT Ltd has committed to improving NAIT as quickly as possible. We are working hard with our shareholders and stakeholders to give New Zealand a comprehensive and reliable tracing scheme

that is valued by users and effectively supports biosecurity responses.

We are seeing results, such as increased compliance statistics 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.

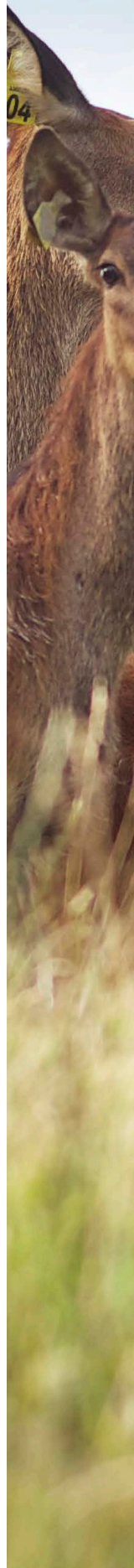
Where we are now


In the coming months, we will start to roll out the first phases of New Zealand's future traceability operational strategy (below). This National Operations Plan (NOP) forms part of our plans to stabilise, strengthen, and optimise NAIT (as a part of New Zealand's broader traceability system) to be a world-class traceability scheme.

In developing this new strategy, we began with a traceability 'health check'. We looked at the original drivers for developing NAIT, which were farmers and industry saying they needed a traceability scheme.

We looked at how the programme has performed to date, researched comparable schemes globally, identified what is working and what is not, and benchmarked how we are performing on an international scale.

Ultimately, our new strategy focuses on establishing an intelligence-led and customer-centric approach to better target activities that support farmers to practise good on-farm biosecurity. It will be supported by new traceability and disease management software to replace the current NAIT information system, called MyOSPRI. The new strategy will be further strengthened by OSPRI's regional operating model, and increased regional footprint establishing an integrated network of industry partners. The right people will be in the right locations with the skills, tools and resources to support farmers and the broader industry.



A photograph of several brown deer in a field of tall, dry grass. The deer are looking in various directions. One deer in the foreground has a yellow tag with the number '306' on its ear. Another deer to the left has a tag with '37'. The background is a soft-focus landscape with green trees under a blue sky.

Alongside biosecurity, traceability is a vital component of human health, food safety, and market access. There is a focus in our new strategy on building industry partnerships that create opportunities for the market that incentivise farmers to practise good on-farm biosecurity, working closely with all parties from pasture to plate. Farmers will be able to see how they can capture ongoing value from the traceability scheme, not simply at the processing stage.

A critical finding from the health check was that many farmers and others across the sector do not really understand the value of traceability. To achieve a more effective, fit-for-purpose scheme, we need to agree on a clear and consistent value proposition for traceability and promote that across the sector in ways tailored to different participants in the scheme.

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 is a driver of that work.



Our Traceability Strategy

The Traceability Strategy takes an intelligence-led, customer centric approach to support farmers to practise good on-farm biosecurity. It is informed by research, supported by tools and technology, and strengthened by an integrated network of industry partners.



Delivering the strategy

Stabilise

Continuing to stabilise NAIT by ensuring the system performs as intended pending the arrival of MyOSPRI.

Strengthen

Strengthening the system over a three year horizon with a strong focus on the development and release of MyOSPRI and other tools to improve the customer experience, rolling out OSPRI's accreditation framework, implementing an intelligence-led model to support farmers to practise good on-farm biosecurity allocating resources to areas of greatest risk and identifying appropriate baseline funding.

Optimise

Optimising the system over years 3-5 by exploring options to automate on-farm processes while seeking to extract value for farmers and industry from our traceability programme.

2021/22

2022/23

2023/24

2024/25

2025/26



Components of this National Operations Plan

Strategic outcome

Where do we want to go?

Our strategy

What is our overarching strategy to get there?

Focus areas

What are our areas of focus?

Key activities

How are we going to get there?

Progress measures

How are we going to know we have gotten there?

Our strategic outcome

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. The closer we get to full traceability, the more value we can deliver through the NAIT scheme.

This NOP will contribute to this strategic outcome. Measures of success are outlined in the “Measuring our progress” section of this NOP.

Through delivering on this NOP we expect to impact four areas; to increase usability, to strengthen partnerships, to enhance education and engagement and to provide assurance.

Impacts

Usability

- The NAIT information system is easy to use
- Farmers are able to self-service.

Partnerships

- There is a strong connected network of industry partners
- There is a clear, consistent value proposition for traceability which is promoted across the sector.

Education and engagement

- Those with obligations under the NAIT Act are supported to practise good on-farm biosecurity in order to fulfil NAIT obligations, and OSPRI and its stakeholders can proactively identify and address areas that create difficulty with achieving this
- Compliance and enforcement activities are targeted to the areas of greatest risk.

Provide assurance

- Those with a responsibility to trace animals in a disease response have confidence that NAIT data is reliable and fit-for-purpose to enable livestock tracing
 - Farmers have assurance that those third parties acting on their behalf are providing accurate and timely information to NAIT.
-



Focus area: **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 reliable 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 reliable and fit-for-purpose to enable livestock tracing. Any issues with data reliability are identified and plans are developed to address these issues.

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. We will identify where the highest-priority issues are, and provide options for improving data quality.

2. **Leverage our regulatory framework.** Utilise and engage with our regulatory framework, including working to put the appropriate NAIT Standards in place and keep them up-to-date:

- The Animal Identification Standard
 - The Registration of Entities Trading in NAIT Animals Standard
 - The Third Party Software Standard
 - The Accreditation of Entities Dealing with NAIT Animals Standard
 - The Accreditation of Information Providers Standard.
-

3. **Improve tag retention.** Further investigate the causes of NAIT tag degradation or retention failure; and address and mitigate these issues.

This includes completing investigations into the degradation of NAIT tags, and designing and consulting on policy frameworks for introducing backup animal identifiers where the primary identifier is lost.

Enhanced tag retention and simplified re-identification will improve the full traceability of NAIT animals and decrease costs for farmers, while improving market returns. This will also assist in supporting farmers to practise good on-farm biosecurity by mitigating the effects of a known barrier to farmers meeting their NAIT obligations.

4. **Invest in our systems and our software.** This includes the NAIT information system's usability, user experience, data reliability 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, including commencement of work on NAIT functionality in a new integrated animal health and disease management technology platform; and the integration of electronic animal status declaration information with NAIT to support consignment-level traceability.

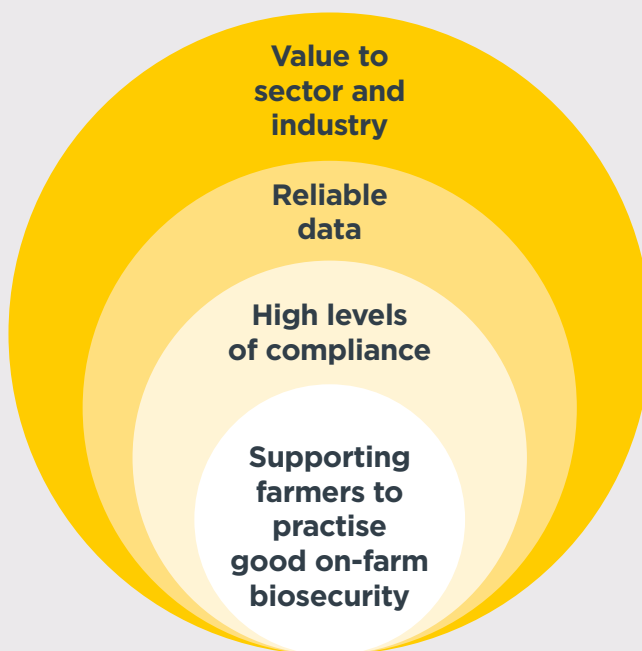
By improving the user experience, we will better enable farmers to meet their obligations, which positively impacts data accuracy and increases the value for farmers. By ensuring that those that need access to NAIT data have the right tools to meet their needs, we can increase the value of and confidence in the NAIT scheme.



Focus area: **Support farmers to practise good on-farm biosecurity**

Supporting farmers to practise good on-farm biosecurity increases 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 outcomes.

To support this, NAIT (through OSPRI) undertakes compliance activities in conjunction with the Ministry for Primary Industries. Ease of use and system upgrades contribute to data reliability alongside higher compliance rates.



Key activities

- 5. Make our decisions intelligence-led.** Use data products, regulatory intelligence and research to support decision-making, inform strategy, and enable the optimal delivery of other Key Activities. We will produce intelligence products and policies, produce data and information products to meet NAIT's needs, and undertake foundational work into future research projects.

Intelligence (including research, regulatory intelligence, and business intelligence) is the systematic collection, identification, and analysis of behaviour, hazards, risks, or patterns of non-compliance for regulatory decisions.

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

- 6. Set the foundations for delivering excellent customer service.** Customer focus needs to be at the heart of everything we do to achieve traceability outcomes. Customer excellence at OSPRI is always supported by being close to our farmers and stakeholders, providing support and advice via our national contact centre and through on-the-ground regional support under OSPRI's New Operating Model.

The Customer Excellence programme within OSPRI will identify, then work towards implementing, best-practice initiatives to enable a customer-focused approach to service delivery.

- 7. Support farmers to practise good on-farm biosecurity.** This includes establishing a group to work on alignment of education, communication and education activities, behavioural change pilot project work, and development of tools and resources.

Activities will be informed by:

- Regulatory intelligence
- Understanding the motivations and barriers related to on-farm biosecurity practices
- Behavioural change research and methodologies
- Continuous user experience feedback
- Improved NAIT user experience insights
- 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.

- 8. Deepen our engagement with industry.** A key enabler of our success is to establish and maintain partnerships. We will clearly define roles and responsibilities across industry and government and seek opportunities to engage.

The traceability scheme will be strengthened by an integrated network of industry partners. This will enable the traceability scheme to be co-ordinated and better achieve traceability outcomes.

- 9. Work with MPI and industry on compliance activities.** Continue to undertake compliance activities under the VADE model with MPI. OSPRI is responsible for the Voluntary and Assisted compliance functions, while MPI responsible for the Directed and Enforced functions.

We will continue robust reporting and monitoring of our compliance metrics. See the 'Measuring Our Progress' section of the Plan below.

In the 21/22 reporting year, a special area of focus will be to work on compliance in the context of accreditation of Information Providers and Registered Entities Dealing with NAIT Animals under existing legislative frameworks. The NAIT Accreditation Programme supports farmers' confidence that the organisations handling and managing their NAIT data have been scrutinised and meet industry-agreed standards.

Measuring our progress

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 show 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 are 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	2021/22
Traceability Indicative Compliance Scale (aggregate compliance)	65%
Animals registered since January 2020 with full traceability	70%
NAIT animals that are registered in the NAIT system prior to their first off-farm movement	80%
Animal movements recorded within 48 hours	75%

Key activity completion measures

To support the successful completion of the activities in this National Operations Plan, the following activities will be measured:

Key Activity Key Performance Indicator

Completion of the NAIT tag degradation research trial. (Key Activity 3)

NAIT Standards in place and up to date:

- Registration of Entities Trading in NAIT Animals Standard
 - Third Party Software Standard.
-

Progressing the development of the 'MyOSPRI' Integrated Disease Management and Traceability software solution as per the OSPRI Information Systems Strategic Plan. (Key Activity 4)

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.

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 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
- 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.



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. 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"> • Beef + Lamb New Zealand • DairyNZ • Deer Industry New Zealand • 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 (PICAs or people in charge of animals) • Saleyards • Stock and station agents • Meat processors • Live exporters • Livestock transport operators • Tag manufacturers • Information providers and 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>Mycoplasma 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"> • Animal renderers • Farm supply stores • Federated Farmers • Genetics companies • Local government (Animal Control) • Ministry of Foreign Affairs and Trade • Other 'peak-body' organisations (organisations who represent a community or a sector, including the Meat Industry Association and the Dairy Companies Association of New Zealand) • Primary Industry Training Organisations • SPCA

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."

