Annual Operating Plan FY2027

1 July 2026 – 30 June 2027

About OSPRI

OSPRI New Zealand Limited (OSPRI) was established on 1 July 2013. It manages the National Animal Identification and Tracing (NAIT), TBfree and *M. bovis* programmes.

OSPRI | NAIT   OSPRI | TBfree   OSPRI | MBfree

OSPRI New Zealand's shareholders and funders:

DairyNZ   Deer Industry New Zealand   beef+lamb new zealand   Ministry for Primary Industries Manatū Ahu Matua

OSPRI New Zealand's Stakeholder Forum consists of representatives from:

Beef+Lamb New Zealand

Dairy Companies Association of New Zealand

DairyNZ

Deer Industry New Zealand

Department of Conservation

Federated Farmers Dairy

Federated Farmers Meat and Wool

Meat Industry Association New Zealand

Ministry for Primary Industries

New Zealand Deer Farmers Association

New Zealand Stock and Station Agents Association

OSPRI regional farmer committees

Road Transport Forum

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Eradication of TB and *M. bovis* is delivered on-time to budget

Consistently improving traceability and assurance

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The NAIT scheme has a clear plan and the technology infrastructure to deliver to the livestock industry's current and future needs

Capable and ready to respond

Goal
OSPRI's expertise, data, systems, and processes are deployed to meet emerging needs and enhance the value of NZ's livestock sector

Continuous improvement for operational excellence

Goal
Continuous improvement initiatives deliver greater efficiency, effectiveness, and synergies across OSPRI's programmes

Critical enablers

- Engaged, capable, productive and safe people
- Maximising the value and efficiency of investment
- Excellent stakeholder relationships and partnerships
- Fit for purpose technology and data management

Values

Purpose Led | Powered by People | Stronger Together | We Deliver

OSPRI values

Purpose Led

The work we do is critical for our livestock industries and New Zealand. Grounded in science, guided by evidence, we think critically, act with intent and strive for excellence.

Powered by People

We hire great people and back them to do exceptional work. We keep our teams safe and well, creating the conditions for everyone to succeed — in the field, on farm, or in the office.

Stronger Together

We work as One OSPRI — across our teams, industry, and partners. We build trust through collaboration and achieve more by working together.

We Deliver

We're focused on delivering impact – We think ahead, adapt quickly, and learn as we go. We plan, stay ready for change, and prepare confidently for tomorrow's challenges and opportunities.

CEO overview

Sam McIvor
Chief Executive Officer

Purpose and Strategic Context

This Annual Operating Plan (the Plan) for FY2027 (1 July 2026 – 30 June 2027) sets out the programme of work to deliver the second year of OSPRI's Strategic Plan 2025–2028, including aligned objectives, focus areas and key performance indicators.

FY2027 is a delivery intensive year, characterised by:

- a clear focus on execution, discipline, and value for our shareholders, funders, and farmers
- continuation of core disease eradication and traceability programmes; we are likely to achieve confidence of absence of *M. bovis* during this financial year
- progressing the build of the NAIT system replacement
- delivery of other key initiatives approved through the FY2027 portfolio prioritisation process
- constrained organisational and technology capacity, requiring disciplined sequencing and prioritisation.

Progress in FY2026

Over the past year, OSPRI has continued to consolidate its core role in disease management and traceability. We have maintained delivery of the TB and *M. bovis* programmes, progressed important statutory and funding processes, and strengthened the foundations that support our people, systems, and partnerships.

FY2026 was a year of stabilisation and transition, including an organisation redesign, and it has positioned the organisation well for the delivery challenges ahead.

Key Priorities and Approach for FY2027

FY2027 is a pivotal year. It is characterised by a small number of high impact initiatives that are critical to the future performance of New Zealand's biosecurity and traceability system – most notably the next phase of the NAIT system replacement and the continuation of major technology and infrastructure modernisation. These initiatives are essential, but they are also demanding. As a result, the Plan reflects deliberate choices about sequencing, resourcing, and what we will not take on in this financial year.

Our priority remains delivery of core programmes. Eradication of bovine TB and *M. bovis* remain central to OSPRI's purpose, and protecting delivery confidence in these programmes underpins every decision in this Plan. We are likely to achieve confidence of absence of *M. bovis* during the year.

Alongside this, we will continue to work to improve traceability and assurance, recognising the increasing importance of high quality data for disease response, market access and assurance, and sector confidence.

The Plan also reflects our commitment to continuous improvement for operational excellence. In FY2027 we will strengthen our people capability, leadership, and culture; embed portfolio discipline; and invest in fit for purpose technology and data foundations. These are not ends in themselves; they are enablers that allow OSPRI to deliver agreed outcomes efficiently and sustainably.

Commitment to Strategic Delivery

This Plan has been developed to ensure a clear line of sight from strategy to delivery, and to provide confidence that OSPRI is focusing its resources on the initiatives that matter most. It is a realistic plan for a demanding year, grounded in what can be delivered well.

We thank our shareholders, funders, partners, and farmers for their continued support and engagement. We also acknowledge the commitment of OSPRI's people, whose focus and professionalism will be critical to delivering this plan.

What we aim to achieve this year

Strategic Priorities

Strategic Priority 1

Delivering disease eradication

Goal

Eradication of TB and *M. bovis* is delivered on time to budget

Key activities 26/27

- Implement the new TB National Operational Plan to give effect to the outcomes of the 2025 TB Plan review, including delivery of eradication activities to agreed KPIs
- *M. bovis* confidence of absence surveillance data collection is on track
- Work with funders to agree the plan following eradication of *M. bovis*
- Commence discovery work on replacement of the VectorNet systems

Strategic Priority 2

Consistently improving traceability and assurance

Goal

The NAIT scheme has a clear plan and the technology infrastructure to deliver to the livestock industry's current and future needs

Key activities 26/27

- NAIT replacement build on track against budget and schedule
- Implement the change management programme for the NAIT replacement
- Implement the new NAIT National Operations Plan to give effect to the NAIT three-year business plan (2026-2029) and hit NOP targets
- Partner with farmers and stakeholders to improve NAIT performance

Strategic Priority 3

Capable and ready to respond

Goal

OSPRI's expertise, data, systems, and processes are deployed to meet emerging needs and enhance the value of NZ's livestock sector

Key activities 26/27

- eASD is on a secure, flexible platform
- OSPRI is funded to deliver the ASD and eASD service and stakeholders are satisfied with its value for money

Strategic Priority 4

Continuous improvement for operational excellence

Goal

Continuous improvement initiatives deliver greater efficiency, effectiveness, and synergies across OSPRI's programmes

Critical Enablers

Critical Enabler 1

Engaged, capable, productive, and safe people

Key activities 26/27

- Design and launch our People Strategy
- Deliver a new Remuneration Framework and Capability Framework and embed new Learning Management System
- Fully implement enterprise safety systems, critical risk, and fatigue controls supported by monitoring, reporting, and completion of all mandatory HS&W and critical risk training
- Launch and embed an approved, future-focused Wellbeing Strategy

Critical Enabler 2

Maximising the value and efficiency of investment

Key activities 26/27

- Continued application of portfolio management to manage delivery risk
- Ongoing prioritisation of spending and resource use
- Develop fee for service model
- Strengthen internal controls

Critical Enabler 3

Excellent stakeholder relationships and partnerships

Key activities 26/27

- Implement customer / stakeholder engagement strategy
- Improve the involvement and effectiveness of OSPRI shareholders and funders, Committees, and the Stakeholder Forum in OSPRI's activities
- Continue to progress partnerships, within the wider biosecurity sphere and with Māori

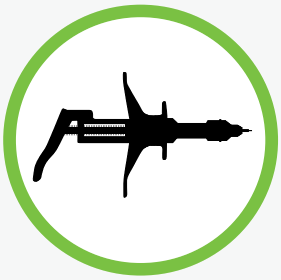
Critical Enabler 4

Fit for purpose technology and data management

Key activities 26/27

- Deliver core infrastructure modernisation through project Backbone
- Transition to new technology managed services provider
- Implement enterprise data framework practices

Strategic Priority 1



Delivering Disease Eradication

Strategic goal

Eradication of TB and *M. bovis* is delivered on time to budget

FY2026 – Work achieved

- 1.1 million hectares of Vector Risk Area were revoked as part of the 2025-26 Proof of Freedom process, meeting this year's target for hectares declared free of TB. We did not achieve the target number of TB infected herds, reflecting the TB Plan review finding that livestock infections will continue while infection remains in wildlife reservoirs.
- Transition of TB testing to in house delivery and embedding into business as usual operations. In-house testing capability enabled introduction of a criteria-based testing regime in surveillance areas and achieved savings of $1.9m against budget.
- Changes to Movement Control Areas from 1 March 2026 have reduced the requirement to undertake pre-movement testing for approximately 360 herds. Reductions in Special Testing Areas have resulted in approximately 220 herds seeing reduced TB testing frequency.
- Completion of the statutory review of the TB National Pest Management Plan, including consultation and approvals.
- As part of the implementation of the TB Plan review recommendations, development of a 12-year plan to clear the remaining Vector Risk Area hectares.
- Entered the confidence of absence phase for *M. bovis*, maintaining performance under the National Operational Plan against surveillance, investigation, and response KPIs. High likelihood that we will achieve confidence of absence of the disease earlier than planned.

Summary of the TB Plan review outcomes

The independent review, commissioned by TB Plan funders, confirmed that eradication of TB from New Zealand remains technically sound and achievable.

It recommended an operational shift to prioritise landscape-scale vector control of highly infected possum populations, particularly in the Central North Island and Central Otago, and sequencing efforts to maximise disease removal within the funding cap.

The changes approved are:

- milestone change, replacing the 2026 livestock TB freedom milestone with TB freedom in cattle, farmed deer, and wildlife by 2040
- a new 10-year benchmark to demonstrate progress towards the 2040 milestone – the achievement of TB freedom in possums in the South Island by 2036
- an amended performance objective, to maintain the national annual infected herd period prevalence at ≤ 0.05% for the duration of the TB Plan. This equates to approximately 30 infected herds per annum
- a statistical measure of TB freedom of 95% confidence infection would be detected above a threshold of one infected cattle or deer in one million, and 95% confidence residual TB in possums would have been detected if present
- technical amendments to support incursions response, Animal Status Declaration alignment, laboratory sample requirements, and wild pig restrictions.

FY2027 – What will be delivered

In FY2027, OSPRI will:

- implement the new TB National Operational Plan to give effect to the outcomes of the 2025 TB Plan review, including delivery of eradication activities to agreed KPIs
- continue delivery of the *M. bovis* National Pest Management Plan, maintaining momentum toward confidence of absence
- work with funders to agree the plan following eradication of *M. bovis*
- progress supporting initiatives, including:
  – development of the non-scheme fee for service TB testing programme
  – discovery work, where timing aligns with approved sequencing and capacity constraints, for the VectorNet systems replacement business case.

KPIs

#	Activity	Outcome	Measure / KPI
1	**Deliver vector operations in line with new NOP**	Target amount of vector operations is delivered	• 1.8 million hectares of vector operations delivered to plan and specification • Progress the keystone vector operation milestones to plan and specification
2	**Maintain herd infection target**	Herd infection is reduced to target levels and risk of spread controlled	• Annual infected herd period prevalence ≤ 0.05% is maintained
3	**Complete TB disease surveillance through processing works and in-house TB testing**	Surveillance programme gives confidence that herd infection is detected in a timely manner TB testing is delivered within budget with high farmer satisfaction	• Routine and non-routine testing (1.3m tests) is completed during 2026/2027 as part of the surveillance programme • Pre-movement tests are scheduled within 14 days of the request and completed within 30 days of request • Farmer understanding of TB testing requirements and rationale improves from 63% to 70%
4	**Proof of vector disease freedom**	Vector Risk Area is reduced to target levels	• On track to revoke 1.783 million hectares of Vector Risk Area between 1 July 2026 and 30 June 2028, leaving 3.035 million residual hectares of Vector Risk Area at that date
5	**Deliver research and innovation strategy for disease management programmes**	Research investment is targeted and governed to deliver adoptable tools, evidence and insights that support disease eradication, strengthen traceability assurance, and improve readiness for future biosecurity challenges	• Research and innovation milestones delivered in full and on time, with findings adopted into operational programmes
6	***M. bovis* disease surveillance through processing works and bulk tank milk testing**	Surveillance for M. bovis programme completed in line with the sample targets in the *M. bovis* NOP	• Meet NOP KPIs (see *M. bovis* NOP Table 3 measures / targets)

Strategic Priority 2

Consistently Improving Traceability and Assurance

Strategic goal

> The NAIT scheme has a clear plan and the technology infrastructure to deliver to the livestock industry's current and future needs.

FY2026 – Work achieved

- Procurement for NAIT system replacement; the contract with the successful vendor was signed in June 2026. Two independent quality assurance reviews found the procurement stages achieved their aims. The system replacement business case, which includes a change management programme, has undergone an independent quality assurance review prior to Board approval.
- Progressing the NAIT Triennial Business Case and funding discussions with funders. The Triennial Business Case outlines the strategic goals and investment priorities for the next three years.
- Maintaining high customer satisfaction with NAIT support services – 91.6% customer satisfaction score for the Support Centre at the end of June 2026.
- Consulted on and published the refreshed NAIT Accreditation Standards for Accredited Entities and Information Providers.
- Joint OSPRI and MPI compliance monitoring and enforcement workplan developed and in progress, with a focus on movement declarations and the accuracy of registered PICAs and locations.
- Campaign delivered to increase recording of birth details to lift lifetime traceability %.
- Revised NAIT device standard to provide farmers with a broader range of tag solutions.

FY2027 – What will be delivered

FY2027 is a critical delivery year for traceability, with the following initiatives proceeding:

- NAIT system replacement build phase commences to replace the ageing NAIT platform and enable improved data quality, usability, and system resilience.
- Implementation of a change management programme to ensure stakeholders and partners are engaged during the build and are prepared for the launch of the new system.
- Triennial Business Case – finalisation of funding and delivery settings for the NAIT Scheme over the medium term.

These initiatives will dominate technology and change capacity and will be carefully sequenced to protect core operational delivery.

NAIT replacement system

The current system has reached the end of its viable life and can no longer effectively support the NAIT Scheme's disease management and traceability requirements. Its ageing architecture and structural limitations constrain performance, usability, and productivity, increase operational and cyber security risks, and weaken overall system resilience. The system also limits OSPRI's and the sector's ability to realise greater value from NAIT data and insights to support on-farm decision-making, compliance, and performance.

The strategic response is to replace the NAIT information system with a modern, easy-to-use platform that supports increased compliance rates and data quality. This is the primary driver of investment for the FY27–FY29 period.

Capabilities and performance that the new NAIT system must deliver to effectively support NAIT Scheme performance

Mobile-friendly Platform
This enables time-critical activities to be recorded on-farm or in the field, improving accessibility and reducing delays in data entry where connectivity is available.

Animal Groups
Users can organise animals into logical groups by age, breed or management group that reflect how stock is managed on farm.

Transfer Tags
Legal transfer of tags between NAIT Locations, ensuring continuity of grazing, tagging, and movement activities.

Lifetime Traceability
User-friendly workflows for registering animals and managing tag replacements make it easier for users to record correct information at the point of activity.

Activity Dashboard with Compliance
NAIT offers a location-specific summary of key operational and compliance activities with percentage-based compliance indicators from auditable system events.

Enhanced Movement Workflow
Users can save and select frequently used NAIT locations. Unregistered animals can be registered via quick pop-ups. Animals can be moved in predefined groups. Movements can be saved as drafts and resumed later. Separate workflows for rejected and disputed movements improve usability and clarity.

Farm Operation Management
Group multiple NAIT Locations under a "Enterprise", better reflecting real-world operational models (e.g., Trusts and Partnerships).

Location Boundaries
Users can define NAIT location boundaries using LINZ parcel selection, free-draw tools, or a combination of both, providing flexibility to accurately represent both contiguous and non-contiguous boundaries of where animals are being managed.

KPIs

#	Activity	Outcome	Measure / KPI
7	**Implement 2026/27 NOP**	NAIT hits targets for data improvement and farmer satisfaction	• The percentage of animals in the NAIT system with lifetime traceability increases from 58.6% to 60% • Customer satisfaction with OSPRI support centre services remains ≥85%
8	**Progress build of NAIT replacement system**	NAIT replacement delivery is underway, with priority functionality built and tested, delivery risks actively managed, and stakeholders prepared for the launch, positioning the programme to realise benefits in future years	• NAIT replacement system build milestones achieved on schedule and within budget • Change management programme on track against schedule • Stakeholder confidence that OSPRI is heading in the right direction ≥82%

Strategic Priority 3

Capable and Ready to Respond

Strategic goal

> OSPRI's expertise, data, systems, and processes are deployed to meet emerging needs and enhance the value of New Zealand's livestock sector

FY2026 – Work achieved

- Stabilised eASD functionality and progressed plans to replatform the solution to further increase stability and deliver cost savings.
- Project management and secretariat support provided to the independent eASD Governance Group set up with industry partners with the aim of developing a sheep traceability business case.

FY2027 – What will be delivered

Approved FY2027 initiatives include:

- delivery of the eASD system update
- delivery of outcomes arising from completed eASD Governance Group feasibility and business case work, where funding and capacity allow
- maintaining organisational readiness while protecting our focus on core TB, *M. bovis*, and NAIT commitments.

KPIs

#	Activity	Outcome	Measure / KPI
9	**Re-platform eASD**	eASD is on a secure, flexible platform	• Cost savings • Security and functionality • Stakeholder confidence that OSPRI is heading in the right direction ≥82%
10	**Implement business arrangements for the support of ASD**	OSPRI is adequately funded to deliver the ASD and eASD service	• Funding arrangement agreed

Strategic Priority 4

Continuous Improvement for Operational Excellence

OSPRI's programmes are underpinned by critical enablers of people; financial management; project management; funder, stakeholder, and farmer relationships; technology and data infrastructure; research and innovation.

Critical Enabler 1

Engaged, Capable, Productive and Safe People

Powered by people and purpose led, OSPRI's success comes from attracting and backing talented people to work safely and collaboratively, delivering high impact outcomes together and achieving exceptional results across its programmes.

FY2026 – Work achieved

- Improvements to performance management processes, including the incorporation of the new OSPRI values, which were launched in September 2025.
- Increased engagement, evidenced through the Culture Amp survey measurement improving from 58% to 71%.
- Implementation of HRIS system which has achieved efficiency in the areas of recruitment and reporting.
- ISO45001 (health and safety) reaccreditation, which occurred after the onboarding of the new TB testing division.
- Continued focus on and improvements in health, safety, and wellbeing performance and maintaining the Health, Safety and Wellbeing internal scorecard measure of less than nine.

FY2027 – What will be delivered

- A new OSPRI People Strategy that is fit for purpose to progress the strategic plan.
- As part of implementation of the new People Strategy, delivery of a new Remuneration Framework, Core Capability Framework and new Learning Management System.
- Ongoing review and improvement of safety system, including safety management software, monitoring, and reporting tools.
- Internal Health, Safety & Wellbeing (HSW) training programme reviewed and improved, and maintained as current.
- Fatigue management framework developed and implemented across the organisation.
- Critical risk programme training roadshow delivered.
- Future-focused Wellbeing Strategy approved, launched, and embedded, with priority initiatives in progress to support workforce resilience and engagement.

These initiatives will be sequenced to manage leader capacity and change load.

Embedding our Organisation Design and New Ways of Working

In FY2027, OSPRI will focus on embedding the organisation redesign completed in April 2026 and translating it into consistent, effective ways of working across the organisation. This work is a core part of our commitment to continuous improvement for operational excellence.

The redesign was undertaken to strengthen clarity of accountability, improve decision making, and better align capability and capacity with OSPRI's strategic priorities. While structural changes were implemented in FY2026, FY2027 is the year in which the benefits of that redesign must be realised through how OSPRI operates day to day.

KPIs

#	Activity	Outcome	Measure / KPI
11	**Update People Strategy**	OSPRI's people strategy is fit for the future OSPRI's people are engaged, and organisational performance increases	• Engagement score maintained or improved year on year with a target of 80% • Voluntary turnover less than 15% for the year
12	**Implement People Strategy initiatives**	We have a fair and easy to understand Remuneration Framework and Policy that can be applied consistently to everyone's pay at OSPRI We have a defined Core Capability Framework and succession planning guidance A new Learning Management System is embedded and actively utilised across OSPRI	• Key roles have identified successors and development plans in place • Learning participation rates and completion rates increase year on year
13	**Implementation of enterprise safety systems, critical risk, and fatigue controls, supported by monitoring, reporting, and completion of all mandatory HS&W and critical risk training**	OSPRI's safety culture and safety performance is maintained	• Safety indicator score ≤9 (stretch ≤8) • 90% on time completion of required internal HSW training, with >85% positive post training feedback • Critical Risk Programme (CRP) Roadshow training delivered with 80% effectiveness rating from participants
14	**Delivery of new Wellbeing Strategy**	Improved workforce resilience and engagement	• ≥85% positive Health & Safety results in the 2026/27 Culture Amp survey

Critical Enabler 2

Maximising the Value and Efficiency of Investment

OSPRI must carefully balance investment in infrastructure, processes, and people to lift efficiency and effectiveness, while prioritising the use of funding to deliver traceability and disease eradication outcomes.

FY2026 – Work achieved

- Established portfolio and project management disciplines.
- Implementation of organisational redesign.

FY2027 – What will be delivered

- Continued application of portfolio management to manage programme and portfolio delivery risk.
- Ongoing prioritisation of spending and resource use to deliver on traceability and eradication outcomes and approved major change initiatives while reducing the cost of delivery to increase our efficiency.

KPIs

#	Activity	Outcome	Measure / KPI
15	**Strengthen financial oversight and investment prioritisation**	Financial management maximises programme investment, funds improvements and builds reserves	• Effective management of and reporting against Board-approved budget to achieve strategic programme and project objectives • Programme delivery costs within 5% of budget
16	**Strengthen project and programme manager capability**	OSPRI's projects are delivered in full, on time to budget with benefits realised	• Independent audit rates implementation and use of portfolio governance process as effective
17	**Realise efficiency benefits from FY2026 organisational redesign**	Lower overheads and clearer accountabilities enable more efficient delivery of core programmes	• Reduction in indirect and overhead costs compared with FY2026 • Savings realised from organisation redesign (baseline vs FY2027 actual)
18	**Strengthen internal controls**	Improved internal controls, increasing efficiency and effectiveness and reducing risks	• Implementing actions from internal and external audits within agreed timeframes

Critical Enabler 3

Excellent Stakeholder Relationships and Partnerships

OSPRI's success depends on strong funder confidence, effective partnerships, and active farmer engagement.

FY2026 – Work achieved

- Ongoing engagement work with shareholders, funders, and committees.
- Progressed Māori engagement and partnership activity through appointment of Partnerships Manager function.
- Designed a stakeholder satisfaction measurement programme and will report on the baseline results in the FY2026 annual report.

FY2027 – What will be delivered

- Implement and deliver the stakeholder management framework to deliver increased engagement, transparency, and coordination with others to deliver OSPRI's programmes and improve the stakeholder satisfaction measure.

KPIs

#	Activity	Outcome	Measure / KPI
19	**Implement engagement improvement programme**	OSPRI's relationship with shareholders and funders is strong OSPRI's input, support, and partnerships with Māori are increasing	• Stakeholder engagement effectiveness ≥85%
20	**Conduct discovery phase for CRM upgrade**	Clear, evidence-based options and recommendations for a future CRM uplift	• Discovery delivers documented options, costs, benefits, risks, and a decision--ready recommendation
21	**Provide timely, consistent support to stakeholders through the OSPRI Support Centre**	Stakeholders can easily access support to meet regulatory and programme requirements and have satisfaction and trust in OSPRI support	• Calls answered within target of 3 minutes (5 minutes during Moving Day months)

Critical Enabler 4

Fit for Purpose Technology and Data Management

FY2026 – Work achieved

- Stabilisation of core technology services.
- Progress on data strategy and infrastructure planning.
- Procurement of new managed services provider.

FY2027 – What will be delivered

- Project Backbone delivered – establishment of standardised enterprise services supporting NAIT system replacement and future developments.
- Project Evergreen delivered – transition to a new managed services provider.
- Implementation of enterprise data model.

These initiatives are foundational to NAIT replacement and future digital capability.

KPIs

#	Activity	Outcome	Measure / KPI
22	**Implement technology roadmap**	Technology investment is prioritised and sequenced to support strategy and delivery capacity	• Roadmap targets achieved • Portfolio reprioritisation occurs where necessary • Service continuity maintained during transition phases
23	**Implement AI strategy**	AI adoption is governed, ethical and value focused to improve productivity while managing risk	• AI strategy and governance in place
24	**Implement Enterprise Data Strategy**	Establishment of Enterprise Data Model, and initiatives to improve data quality and overall value of data assets	• Data quality improvements (measured through lifetime traceability) tracked and trending positively • Adoption of Enterprise Data Framework


OSPRI