



Annual Operating Plan

July 2021 – June 2022



OSPRI New Zealand (OSPRI) was established on 1 July 2013. It currently manages the National Animal Identification and Tracing (NAIT) and TBfree Programmes.

This is the Annual Operating Plan for OSPRI New Zealand Limited and its wholly-owned subsidiaries NAIT Ltd and TBfree New Zealand Ltd.



OSPRI New Zealand’s shareholders and funders:



OSPRI New Zealand’s Stakeholders’ Council consists of representatives from:

Beef + Lamb New Zealand	Federated Farmers Meat and Wool	New Zealand Deer Farmers Association
Dairy Companies Association of New Zealand	Local Government New Zealand	New Zealand Stock and Station Agents Association
DairyNZ	Meat Industry Association New Zealand	Predator Free 2050
Deer Industry New Zealand	Ministry for Primary Industries	Road Transport Forum
Federated Farmers Dairy		

Contents

Our organisation	4
What we aim to achieve	5
Who we are	6
OSPRI’s value	8
Strategic Plan 2019–2024	11
Strategic Priorities 2021–2022	16
Support Priorities 2021–2022	26
2021–2022 Budget overview	32
2021–2022 Key performance indicators	33



Our organisation

In July 2020 OSPRI launched a new operating model designed to set up the company to be an agile, connected and customer-centric service delivery organisation, better able to provide integrated services to our customers across all our programmes.

Key features of the operating model are:

- A move to a regional service delivery model supported by national-level centres of excellence in disease management and traceability
- An enhancement of OSPRI's regional presence
- Changes to organisational design and leadership to support the new operating model.

The new model provides for strong regional leadership while maintaining a national focus, and extending our presence across New Zealand to align with where farmers and stakeholders are. The design will also drive collaboration across teams in OSPRI to deliver an integrated set of services to farmers.

The Executive Leadership Team structure includes three new General Managers responsible for service delivery in the North Island, Upper South Island, and Lower South Island, along with new positions as heads of Disease Management, and Traceability.



What we aim to achieve

Reduce infected status cattle or deer herds to less than

32



Total TB Vector Risk Area will be reduced by

100,000 hectares

80% of vector operations completed on time and on budget



Annual number of cattle and deer TB tests reduced by

10%



70%

NAIT compliance

OSPRI Annual Operating Plan 2021-22

This document is OSPRI's Annual Operating Plan for the 2021-22 financial year. It describes our programmes of work to deliver agreed disease management and animal traceability outcomes

for New Zealand's livestock industries, according to newly refined strategic priorities and initiatives, and key performance indicators, which remain aligned with OSPRI's Strategic Plan 2019-

24. This Annual Operating Plan should be read together with the Strategic Plan 2019-24 and budget for 2021-22, overviews of which are provided in this document.

Who we are

OSPRI New Zealand Limited was established in 2013, bringing together the Animal Health Board Inc and National Animal Identification and Tracing (NAIT) Limited.

OSPRI is owned by three industry shareholders – DairyNZ, Beef+Lamb New Zealand, Deer Industry NZ, and is funded by levies and Government investment through the Ministry for Primary Industries (MPI).

PROGRAMMES OF WORK

OSPRI is the sole shareholder of TBfree New Zealand Limited and NAIT Limited which are the statutory management agencies for the delivery of the TBfree and NAIT programmes respectively. Accountabilities for delivery of these programmes are contained both in legislation and in National Operational Plans developed by OSPRI and provided annually to the responsible Minister.

The TBfree programme is directed at the biological eradication of

bovine tuberculosis (TB) from New Zealand by 2055, with milestone targets of livestock TB freedom by 2026 and possum TB freedom by 2040.

NAIT is New Zealand's national animal identification and tracing programme, capable of tracing livestock movements across the supply chain from farm to meat processing, for the purposes of managing animal health, disease outbreaks, food safety and biosecurity risks. The programme currently applies to farmed cattle and deer.

GOVERNANCE

The OSPRI Board comprises of six directors. The Board owns the company's Strategic Plan and is responsible for overseeing the achievement of its objectives.

The Board is supported by a Stakeholders' Council representing 13 stakeholders. Key functions and powers of the Stakeholders' Council include reviewing, monitoring and discussing with the Board the performance of the long-term objectives and strategies for the OSPRI group, reporting to shareholders, and recommending Board appointments.

BUDGET

A summary of the 2021-2022 operational budget, and provision for capital expenditure, is included in this document.



OSPRI'S value

OSPRI's ambition is to be the trusted partner of choice of Government and industry for the ongoing management of animal diseases in the primary sector. We are an integrated service provider offering end to end disease management expertise, services and systems.

OSPRI was established for the benefit of primary industry shareholders and its worth lies in creating demonstrable value for them. The OSPRI value statement describes why OSPRI exists and the benefit it provides to its shareholders and stakeholders:

- Farmers and markets can depend on us to provide assurance as to the health and status of animals
- Access to international and domestic markets is reliant on our nation's excellent animal health status and reputation, which depends on Government, industry and stakeholder commitment to animal health management, traceability, biosecurity capability, surveillance programmes and emergency disease preparedness and response.

Focus on delivery

In 2021-22 we will improve our delivery of disease management and traceability services through:

- Reducing TB infected herds by implementing long term strategies to enable access to land for pest management operations and to build pest management partnerships with landowners
- Application of new technologies for more efficient detection and control of TB in wildlife
- Integration of NAIT and TBfree systems to provide a single and more accessible OSPRI interface for farmers
- Improving NAIT compliance by making NAIT easier to use, better understood and easier to comply with

- Enhancing the traceability system to build value for our shareholders and stakeholders
- Building on our enhanced regional presence to provide agile and responsive services and support to farmers, landowners and local stakeholders
- Continuing our investment in all capability, systems, relationships and culture.

We have our head office in Wellington and our regional offices at Palmerston North, Hamilton, Christchurch and Dunedin. Our people are also located in Whangārei, Stratford, Taupō, Napier, Greymouth, Timaru, Mackenzie and Invercargill. We have 143 full time equivalent staff who provide expertise and capability in epidemiology and

disease management, pest control operational planning and contract management, and delivery of the livestock traceability system. We provide support, information and education to farmers, landowners and stakeholders through a strong network of regional extension partners, a dedicated in-house contact centre and a team of communications specialists. Our programmes of work are backed and underpinned with strong information technology, health and safety management and corporate support.

Delivery of our livestock disease management and traceability programmes is strongly supported by 12 regional OSPRI Committees made up of farmer representatives, and through the strong networks of our industry shareholders and a range of rural sector stakeholders.





Impacts

Livestock free of TB by

2026

Possums free of TB by

2040

TB is eradicated from NZ by

2055

Strategic Plan 2019-2024

OSPRI's Strategic Plan 2019-2024 details the strategic outcomes, enablers for success, and seven impacts that the company expects to deliver in that five-year period, as follows:

Strategic outcomes

The Strategic Plan contains two key outcomes, mirroring OSPRI's legislative responsibilities in the areas of disease management and traceability. These are:

- Animal diseases for which we have primary responsibility are managed to agreed outcomes
- Full traceability of the animals within the National Animal Identification and Traceability scheme.

These outcomes are inter-related, as effective disease management needs to be underpinned by a comprehensive and reliable traceability system.

Critical enablers

Four critical enablers are vital to us successfully delivering our strategic outcomes, and to stakeholders having trust and confidence in OSPRI.

The following statements stress the importance of people, relationships, culture and capability to OSPRI's future success:

- To be successful, we need to have the culture, capability and capacity to deliver our programmes effectively and efficiently
- It is important that our shareholders, stakeholders and funders agree that we understand their needs and expectations
- Our superior information management systems and technology will support the successful delivery of our strategy and programme
- Our success depends on broad understanding and support for our programmes and the strategies we deploy to implement them.

Impacts

Delivery of our strategic outcomes will bring about the following impacts:

- Livestock are free of TB by 2026
- Possums are free of TB by 2040
- TB is eradicated from New Zealand by 2055
- In the event of a disease incursion those who must manage the incursion have timely, accurate animal traceability information
- Those responsible for the management of animal health and disease have confidence in the traceability scheme and its performance
- OSPRI is asked to take on responsibility for the management of other diseases
- Other parties with a legitimate interest are able to verify the provenance of animals within the NAIT system
- Stakeholders have trust and confidence in OSPRI and in the delivery of its programmes.

Strategic Priorities 2021-2022

This Annual Operating Plan is based on a refinement and refocus of the OSPRI Strategic Plan into five strategic priorities and three organisation support priorities, to be delivered through strategic initiatives to meet key performance indicators.

Our 2021-22 Strategic Priorities in relation to disease management have been informed by the 2020 TB Plan Health Check, lessons from spikes in herd infection in Hawke’s Bay and South Westland, and the imperative to make strong progress towards our 2026 milestone of TB freedom in cattle and deer.

This requires us to meet serious challenges. Despite a strong history of TB eradication in New Zealand, reducing infected herds from 1700 to our final 40, we are now at the most difficult and complex part of our eradication journey. In particular we need to deliver effective, sustained possum control over large areas of remote and difficult

terrain to control land which have not been controlled in the past, and where aerial 1080 baiting is the only feasible control option.

Gaining access to much of this land is complicated by complex land access issues, restrictions or opposition to the use of 1080, and conservation considerations including protocols to protect kea. Our focus will be to build relationships and partnerships, and to ensure our programmes help to deliver environmental, social and cultural benefits beyond TB eradication – and which are well understood. This will include building our capacity in Te Ao Māori and engaging more closely with iwi.

Our traceability priorities - also informed by the Traceability Health Check project with our stakeholders – are in response to identified needs to enhance NAIT compliance, performance and ease of use for farmers.

We will aim for increased efficiencies and better use of resource across all our work, but notably through more targeted livestock TB testing, a more collaborative approach with our field and on-farm delivery contractors, innovations in possum control and wildlife TB surveillance, and delivering information technology which makes life easier for farmers and other users of our systems and data.

OSPRI strategic priorities



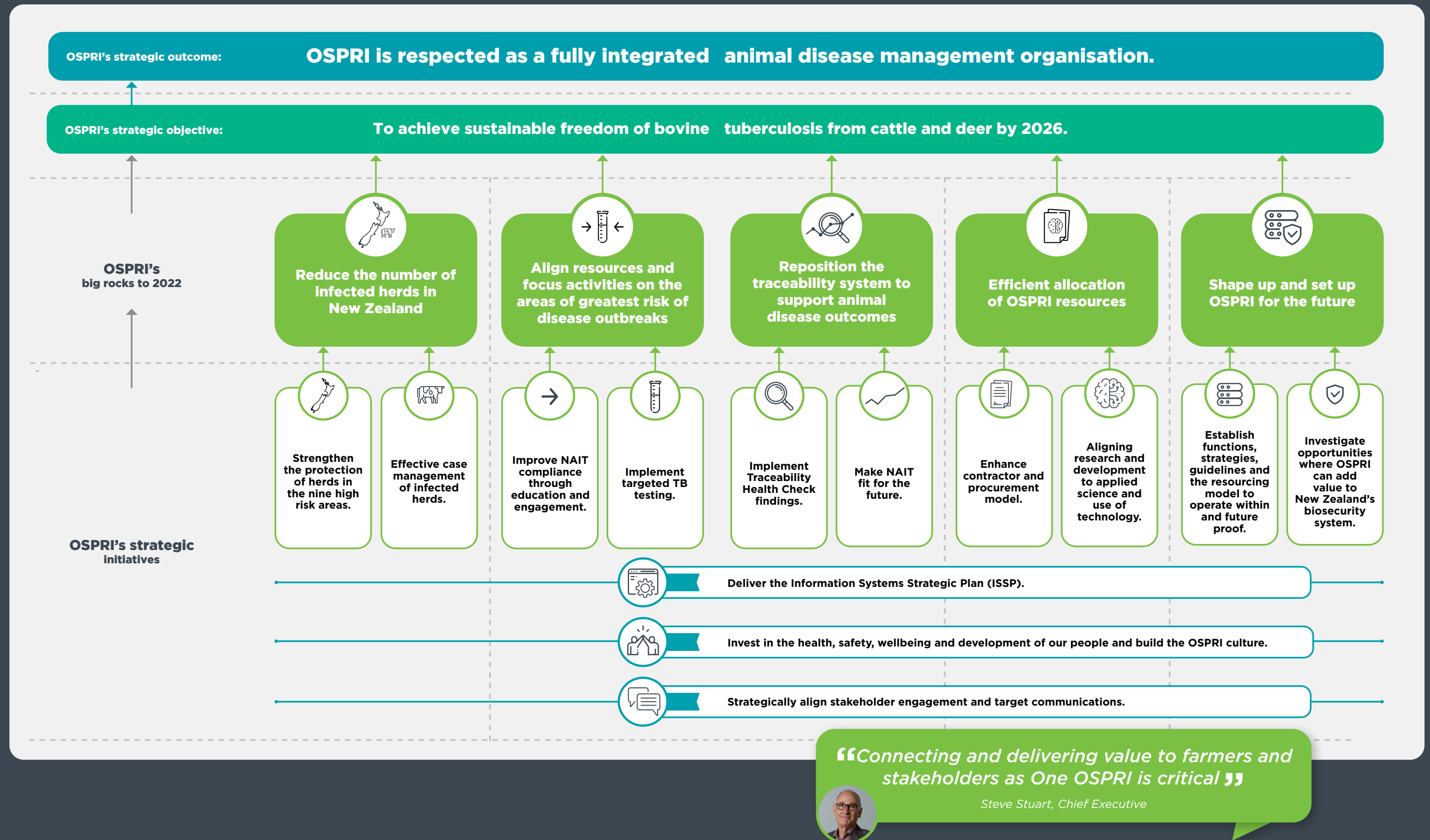
5 Strategic Priorities



3 Organisation Support Priorities



Strategic Priorities to 2022





Strategic Priority

1

Reduce the number of infected herds in New Zealand

Maintaining progress towards TB freedom in cattle and deer by 2026

A rapid return to a downward trend in the number of TB infected herds is critical to achieving the National TB Plan objective of TB freedom in cattle and deer by 2026, as defined by Order in Council. Recent progress has been challenged by increases in herd infection in inland Hawke's Bay and Harihari in South Westland.

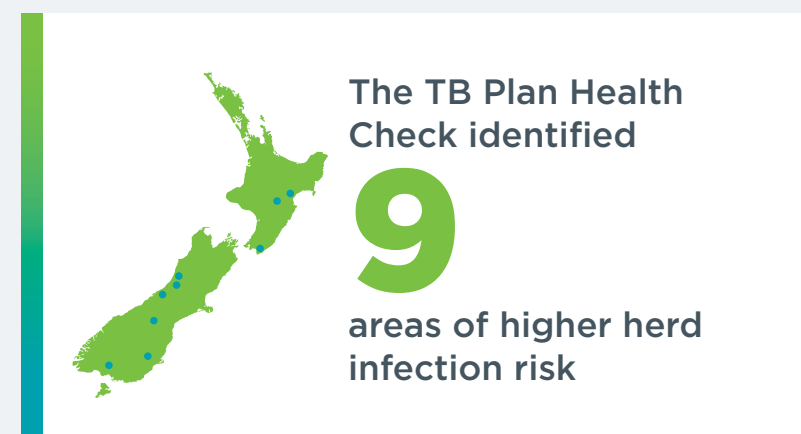


Along with Hawke's Bay and Harihari, the TB Plan Health Check of 2020 identified a further 7 areas of higher herd infection risk which will be managed through targeted wildlife disease surveys and possum control, along with continued, and in some cases more stringent livestock movement control.

2021-2022 will see the implementation of our newly developed land access strategic framework. Timely access to land – particularly for wildlife disease surveys and possum control – is critical to our success as we move into more challenging areas.



All infected herds will be subject to detailed case management plans to ensure rapid clearance of infection. Enhanced wildlife disease management, monitoring and reporting will improve our tracking of progress towards TB eradication.



Case study

Finding out an animal in your herd has bovine TB is something farmers dread. West Coast dairy farmer Andrew Stewart has been there and talks about why TB eradication and its importance goes beyond the farmgate.



"You never forget that gut-wrenching feeling when you learn a cow from your herd has TB. Growing up on the West Coast, TB was around us in the wildlife and bush. It was inevitable that one day we would have it on-farm. In our case, we sent one cow to the works and that started a chain of events that took over a year to resolve. We were lucky in some respects; we had a closed farm system where the animals moved only between the family farms or went straight to the meat

processor. So, for tracing and disease management that helped prevent any further infection.

"Still, it's a bugger of a disease to tackle. TB eradication and its importance ultimately goes beyond the farmgate.

" You never forget that gut-wrenching feeling when you learn a cow from your herd has TB. **"**

Maintaining TB freedom in cattle and deer herds is essential to our primary sector and the wider New Zealand economy, especially now as we grapple with the new world order and global pandemic. We have made considerable progress on the West Coast; infected herds have dropped from around 60 to 13 in the past 10 years. Nationally too, the end is in sight, but the remaining areas are the toughest to undertake the necessary pest control."



Strategic Priority

2

Align resources to areas of risk

Prioritise NAIT compliance resources and TB testing to areas of greatest risk

It is of utmost importance that New Zealand's livestock traceability system has high levels of compliance, data integrity and is easy to use. In 2021-22 we will continue our focus on raising NAIT compliance levels, through farmer education, improved programme management and collaboration with industry stakeholders. We will also initiate a behavioural change plan as informed by our regulatory intelligence programme.

Routine livestock TB testing will be reduced in areas where risk of infection from wildlife is low, enabling overall reductions in test numbers and costs, and better targeting of disease control resources to areas of higher risk.

Improved detection of TB at slaughter, and new requirements for testing stock being moved from herds with recent history of TB will mitigate infection risks in areas where routine testing is scaled back.



We will continue our focus on raising NAIT compliance levels, through farmer education, improved programme management and collaboration with industry stakeholders.

Case study

Why traceability is important to the Jones'

Marc and Nia Jones recently moved to a new sharemilking opportunity on a 370-hectare farm at Mamaku.

The couple and their young family had been contract milking 950 cows at nearby Tokoroa when they heard about the opportunity. They and their team of three staff expect to be very busy in the coming season.

"We've got our new NAIT number and purchased the herd. There's about 570 cows, 70 heifers and around 100 calves," says Marc.

"We're also PICA delegates for the owner's Tirau farm and nearby grazing block where our young stock are going to. So, we'll be involved with managing three NAIT locations."

Animal traceability is important to Marc and Nia Jones even though the logistics of doing it can be challenging sometimes. While current technology is not always keeping pace with today's on-farm regulations, the need for traceability is an abiding memory for Marc.

"I believe traceability comes from a good place. Growing up in Wales and working on farms as a youngster, I still remember the foot and mouth outbreak and I would never want to see it again, it was devastating."

"I do also believe in the value of being able to trace where produce has originated from and that provenance story, which customers and overseas markets are increasingly asking about"

"You would think the risk of this awful disease or M.bovis coming to your farm or community are convincing enough reasons to ensure your animals are traceable."





Strategic Priority

3

Reposition the traceability system

Implementing the findings of the Traceability Health Check and making NAIT fit for the future

We have worked with stakeholders to identify strategic improvements to the livestock traceability system through the Traceability Health Check process, which focussed on internal OSPRI operational enhancements, traceability system improvements and long-term investment approaches. Implementation of the new Traceability Operational Strategy will set the direction for the traceability programme for the next five years as we work to achieving our strategic objective of full lifetime traceability for NAIT animals. This will consist of:

- Stabilising the system over the next two years by ensuring the system performs as intended pending the roll out of MyOSPRI
- Strengthening the system over a three-year horizon by maintaining a strong focus on the development and release of MyOSPRI and other tools to improve the customer experience, implementing an intelligence-led, customer centric model that aims to support farmers to practice good on-farm biosecurity, rolling out OSPRI's accreditation framework, and allocating resources to areas of greatest disease risk or need
- Optimising the system over years three to five by exploring options to automate on-farm processes making it easier to meet NAIT obligations and achieve data integrity while also exploring opportunities for farmers and industry to extract more value from our traceability programme.



The new Traceability Strategy will set the direction for the traceability programme in 2021-22 and will include:

- making better use of data
- intelligence and insights
- applied research to target activities and inform decision making.

Case study

Lifetime animal traceability

Manawatū farm manager Paul Mercer is expecting 400 calves this season and will be keeping detailed records on the 147ha 370-cow farm he manages.

Mercer says when calves are born they use brass tags in the first few days as an identifier to match them to their mothers. They are then tagged with Allflex birth tags and there are several ways of capturing the calf's details.

"The staff on farm use WhatsApp to capture when a calf is born and this can be readily shared in real-time, so everyone knows what is happening. On wet days, we still use the old-style calving notebook."

Mercer says as soon as they tag calves with birth tags, the tag number and all the relevant details are recorded using the MINDA live app on his cellphone and this information syncs through into NAIT.

"I'll usually get an email notification from the NAIT system about two hours after they've been recorded in MINDA - confirming the calf's registration is now in the NAIT system."

"If one of the animals loses a tag in the field, we'll retag with a replacement NAIT

tag and take a picture of the new tag using a cellphone.

"This way, we can record the new tag number and match it to the missing tag in NAIT."

Calves sold mainly go to saleyards and some are reared and contracted for Wagyu beef.

Mercer urges farmers to "just get on and do it" when it comes to NAIT.

"If you are calving, register the calves' tag numbers in MINDA or NAIT and declare the month, year of birth and the NAIT location number [birthplace]."

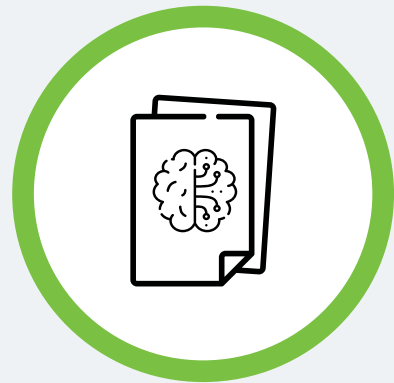
"Remember too, if you're finishing calves for beef,

to change the animal production type from dairy. You can do this now using the MINDA Live app."

He says it's essential to be able to trace animals back to their original source.

"If we have a biosecurity incursion or we're managing a livestock disease outbreak like Mycoplasma bovis, NAIT helps us work out where the animals have been, and the other animals they have come into contact with, and what we need to do to prevent the spread. Lifetime animal traceability protects our business and builds New Zealand's biosecurity capability."





Strategic Priority

4

Efficient allocation of resources

Aligning research and development to applied science and use of technology

Our applied research and development programme will be aimed towards introducing operational improvements and efficiencies in possum control and density monitoring using technology such as drones, thermal imaging and remotely monitored lures with AI software. We will also work to further reduce any adverse effects of toxin use in possum control, in particular to minimise 1080 poisoning risks to kea.

More rapid (48 hours turnaround) diagnosis of TB in samples from slaughtered livestock will be important in order to ensure effective livestock TB surveillance under a reduced on-farm herd testing programme.

Enhancing the contractor and procurement model

We aim to implement a contract model that promotes efficiencies and generates savings through stronger collaborative relationships with strategic suppliers of TB wildlife vector operations, on-farm livestock TB testing and laboratory services for disease diagnosis.

Leveraging our relationships with like-minded organisations

We will continue to work with organisations such as Department of Conservation and Zero Invasive Predators to identify areas where joint operations deliver benefits to both organisations.



Case study

New technology to solve an old problem at Molesworth Station



Molesworth station covers 185,000 hectares and is home to the largest cattle herd in the country, which also has the longest history of TB infection, which was first detected in the 1960s.

OSPRI is adopting a multi-pronged approach to eradicating TB from wildlife at Molesworth. Aerial 1080 possum control is planned over 80,000 hectares at Tarndale and Bush Gully in winter 2021, adding to the

60,000 hectares that was aerially controlled in 2017.

OSPRI's Upper South Island Field Services Manager Josh King says there are great opportunities to introduce drone technology along with thermal imaging cameras in areas such as Molesworth, to enhance our possum control surveillance capability, and these technologies could prove invaluable for TB eradication in other large, remote areas.

“We are dealing with the tail of the infection and investing in multiple methods to achieve TB freedom.”

“This is the final stage of a long journey to return Molesworth and its herd to a TB-free status and the technology is one component in achieving that,” says Josh.



Strategic Priority

5

Shape and set up
OSPRI for the future

Building the foundations for sustained
high performance

A big focus for OSPRI during 2021-22 is shaping and setting the organisation up for future success.

We are developing and implementing a new Business Planning process, as well as streamlining our reporting and monitoring frameworks to be sharper in how we assess performance, adapt and build learnings back into our planning cycle.

OSPRI has also established a new Quality, Compliance and Assurance function in order to:

- Improve internal controls, our quality management systems and processes through continuously improving the way we do things, smart process redesign and implementing the right tools and technology
- Assist with improving NAIT and TB Free programme compliance, including internal and external standard development and establishing fit for purpose NAIT Accreditation Programmes.





Support Priority

1

Deliver the Information Systems Strategic Plan

Improving our information systems for better delivery of disease control and traceability

OSPRI'S Information Systems Strategic Plan is the framework for redevelopment of information systems and technology to support delivery of disease control and traceability programmes and to improve data and information management.

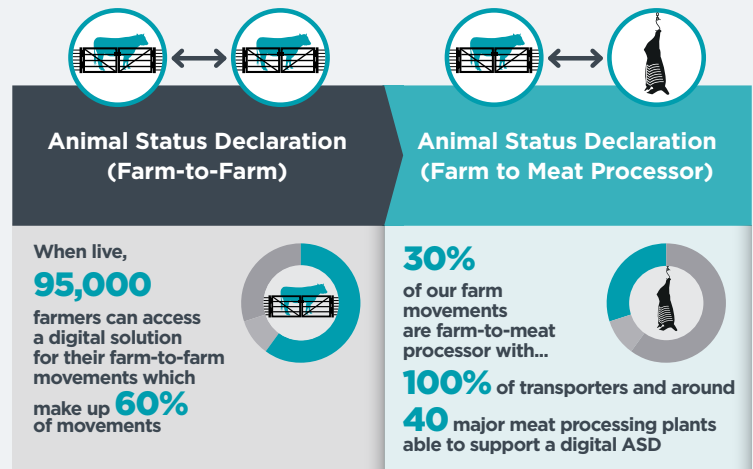
To meet the growing needs of our farmers, meat processors and others across the primary sector, we're upgrading our digital services, to improve customer experience and to make our systems easier to use.

The new online portal MyOSPRI, will eventually bring together NAIT, TBfree and ASD so that farmers can do all of their online transactions with OSPRI in one place.

The focus for 2021-22:

- Functional completion of digital Animal Status Declarations (ASD) in the MyOSPRI system
- Third party integration APIs with our meat processor industry partners
- A solution for the OSPRI Operational Systems that will replace existing Disease Management and Vector systems
- A roadmap of functional releases, for user interface design for the new regulatory NAIT system.

Animal Status Declaration Plan





Support Priority

2

Invest in our people and their health, safety and wellbeing

Implementing Our People Strategy

OSPRI launched Our People Strategy in early 2021, with a focus on building our organisational culture to make OSPRI a great place to work and enabling our people to be the best they can be.

Our 2021 engagement survey returned a completion rate of 93% across the organisation, with an engagement score of 70%.

In 2021-22 we will:

- Create a programme of work that collaborates organisation wide to bring OSPRI values to life and generates personal ownership
- Build our workplace culture and support our people in promoting awareness and capability in Te Ao Māori and Te Reo
- Refresh our website to better represent who we are as an employer
- Create an onboarding programme which accelerates performance and a sense of belonging
- Develop a Learn@OSPRI framework of tailored professional development programmes, resources and initiatives to support personal and professional development
- Develop a Diversity and Inclusion framework and policy with clear implementation paths and accountabilities.

Building on the success of OSPRI's Health, Safety and Wellbeing

OSPRI is absolutely committed to ensuring our people go home safely every day. OSPRI and our contractors continue to make significant improvements with both lead and lag indicators. An engagement survey completed in early 2021 highlighted that our people feel physically safe in their work and OSPRI has a very strong safety culture.

In 2021-22 we will:

- Implement a new national Wellbeing Framework
- Develop and implement a new geospatial incident and hazard reporting system for OSPRI people and our contractors
- Continue to focus on improving our safety culture, incident frequency rates and proactive safety conversations.

Our People Strategy





Support Priority

3

Strategically align stakeholder engagement and target communications

Ensure continued trust and confidence of our stakeholders, shareholders and customers through strategic engagement, targeted communications and education, and effective and efficient customer processes

We have developed a refreshed stakeholder engagement, customer and communications framework based on previous survey feedback and through listening closely to our farming communities.

In 2021-22 we will implement the key initiatives within this framework. Our delivery will be enabled by a clear focus on:

- Enhancing customer service delivery through the Contact Centre, including the development of a knowledge base, smart technology use and developing a roadmap for creating a Contact Centre of the future
- Building stronger communication of our operational plans, and progress against them, to build recognition of the OSPRI story and gain practical stakeholder and community support
- Refreshing our campaigns and messaging to farmers based on the farming calendar and through farmers' channels of choice
- Collaborating with our stakeholders to use their channels and networks to promote the OSPRI story and key messages.



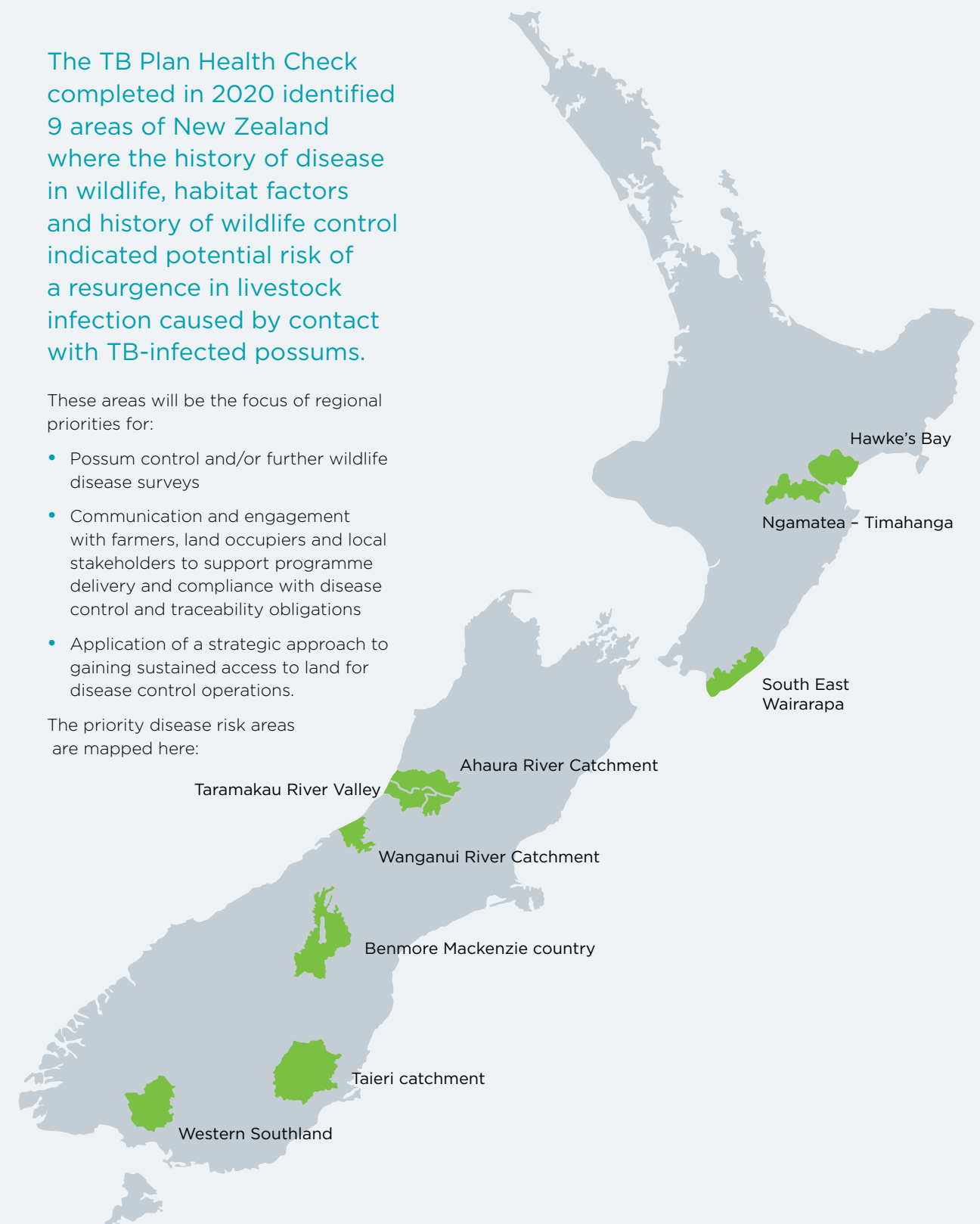
Regional Priorities

The TB Plan Health Check completed in 2020 identified 9 areas of New Zealand where the history of disease in wildlife, habitat factors and history of wildlife control indicated potential risk of a resurgence in livestock infection caused by contact with TB-infected possums.

These areas will be the focus of regional priorities for:

- Possum control and/or further wildlife disease surveys
- Communication and engagement with farmers, land occupiers and local stakeholders to support programme delivery and compliance with disease control and traceability obligations
- Application of a strategic approach to gaining sustained access to land for disease control operations.

The priority disease risk areas are mapped here:



2021-2022 Budget overview

CASH FLOW / BALANCE SHEET

Both the deficit and proposed capital expenditure are funded from existing reserves which sees the Group's expected:

- Retained Earnings (Equity) reducing from \$29.0m to \$23.5m
- Cash reducing from \$27.3m to \$16.4m

OPERATIONAL EXPENDITURE

2021-2022 (\$000)	TBfree	NAIT	OSPRI Group
Revenue (incl interest)	61,885	7,875	69,760
Expenses			
Pest control and management	41,771		41,771
Disease management and testing	12,954		12,954
NAIT operations		3,537	3,537
Research	1,926		1,926
Contact Centre	935	935	1,870
IT	3,251	3,251	6,503
Business service support	6,892	3,392	10,284
Total operating expenses	67,730	11,116	78,846
Surplus/(Deficit)	(5,845)	(3,241)	(9,086)

CAPITAL EXPENDITURE

2021-2022 (\$000)	OSPRI	TBfree	NAIT	OSPRI Group
ISSP programme		3,066	3,066	6,132
Lease Refurbishment	530			530
Computer replacements	285			285
	815	3,066	3,066	6,947

2021-2022 Key performance indicators

This table sets out Key Performance Indicators that will be monitored during the year and reported externally

1.	Reduce the number of infected status cattle or deer herds to less than 32
2.	Reduce the total TB Vector Risk Area by 100,000 hectares, to 6.6 million hectares
3.	Achieve 70% compliance with NAIT regulations as measured on the traceability compliance scale
4.	Reduce annual number of cattle and deer tests by 275,000 (10%)
5.	Complete 80% of vector operations contracts on time and within budget
6.	Implement the Accreditation Programmes for Entities Trading in NAIT Animals and Information Providers
7.	Release MyOSPRI and supersede the current electronic Animal Status Declaration (eASD) <ul style="list-style-type: none">• Release 1: Farm to Farm ASD (By August 2021)• Release 2: Organisation and Location management (by December 2021)• Release 3: Farm to Meat Processor support (by 30 June 2022)
8.	Reduce and maintain the OSPRI Total Recordable Injury Frequency Rate below 23, for every million hours worked
9.	Develop a cultural training framework to lift capability and embed Te Ao Māori across OSPRI
10.	Achieve a 75% community engagement score measured through OSPRI Stakeholder and Committee Chairs



OSPRI'S stand at Mystery Creek Fieldays, 2021.

