



# Annual Operating Plan Mahere Mahi mō TeTau

July 2023 - June 2024 | Hūrae 2023 - Hune 2024



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 National Animal Identification and Tracing (NAIT) Limited and TBfree New Zealand Limited.



OSPRI New Zealand's shareholders and funders:



**OSPRI New Zealand's Stakeholders' Council consists of representatives from:**

Beef+Lamb New Zealand

Dairy Companies Association of New Zealand

DairyNZ

Deer Industry New Zealand

Federated Farmers Dairy

Federated Farmers Meat and Wool

Local Government New Zealand

Meat Industry Association New Zealand

Ministry for Primary Industries

New Zealand Deer Farmers Association

New Zealand Stock and Station Agents Association

Predator Free 2050

Road Transport Forum

Department of Conservation



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# OSPRI Annual Operating Plan 2023-2024

## Mahere Mahi ā-Tau

### o OSPRI 2023-2024

This is OSPRI's Annual Operating Plan for the 2023-2024 financial year. It describes our programmes of work to deliver agreed disease management and animal traceability outcomes for New Zealand's livestock industries, as detailed in OSPRI's Strategic Plan 2019-2024.

This Annual Operating Plan should be read together with the Strategic Plan 2019-2024 and the budget for 2023-2024; overviews of each are provided in this document.

## Who we are

### Ko wai mātou

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

OSPRI has 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).

# What we aim to achieve this year

## Ā mātou whāinga whakatutuki mō tēnei tau



Reduce the infected herd status cattle or deer herds to

**13**



Deliver rebuilt NAIT system

Reduce total TB VRA to

**6.25M hectares**

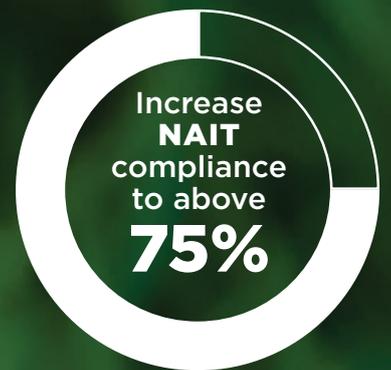


stakeholder confidence



Health, Safety and Wellbeing score is below

**9**



Complete set up for *M. bovis* management

# OSPRI's value

## Te whāinga hua o OSPRI

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.

### PROGRAMMES OF WORK

OSPRI is the sole shareholder of TBfree New Zealand Limited and NAIT Limited which are the statutory management agencies for 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, responsible for tracing livestock movements across the supply chain from farm to meat processing, for the purposes of managing disease outbreaks, food safety and biosecurity risks. The programme currently applies to farmed cattle and deer.

### OUR DELIVERY FOCUS

- **Reducing the number of TB infected herds** by focusing on the case management of infected herds and on delivering operations in areas that have a high-risk of TB infection being spread to herds.
- **Achieving meaningful engagement and collaboration** with farmers, landowners and Māori to build and maintain enduring relationships and partnerships and increase understanding and support for the TBfree programme.
- **Developing technology that improves NAIT compliance** by making NAIT easier to use, better understood and easier to comply with.
- **Delivering key transformation initiatives and planning for the seamless transition of *Mycoplasma bovis* (*M. bovis*)**, while managing the change process well for our people, farmers and other stakeholders.
- **Being ready to assist with and strengthen New Zealand's response** in the event of an animal disease incursion such as foot and mouth disease.
- **Making OSPRI a great place to work** by investing in the capability of our people and continuing to promote a culture of health, safety and wellbeing in the workplace.



**GOVERNANCE**

The OSPRI Board currently comprises seven directors; an MPI appointed observer attends Board meetings as an observer. The Board is responsible for overseeing the achievement of the Strategic Plan objectives.

The Board is supported by a Stakeholders' Council representing 14 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.

**THE OSPRI ORGANISATION**

To ensure the successful delivery of our programmes and provide value to farmers, we are geographically dispersed throughout New Zealand, with offices in Palmerston North, Hamilton, Christchurch, Dunedin and Wellington. We also have people located in Stratford, Taupo, Napier, Greymouth, Timaru, and Invercargill.

Our 145 people provide expertise and capability in epidemiology and disease management, pest control operational planning and contract management, delivery of the livestock traceability system, and information technology development and maintenance.

We provide support, information and education to farmers, landowners, Māori and other stakeholders through a network of regional extension partners, an in-house support centre and a communications team. Our programmes of work are underpinned by a key focus on our people, strong health, safety and wellbeing leadership and corporate support.

12 regional OSPRI Committees, made up of local farmer and stakeholder representatives, and our industry shareholder and rural sector networks support the delivery of our livestock disease management and traceability programmes and enable us to engage closely with farmers.



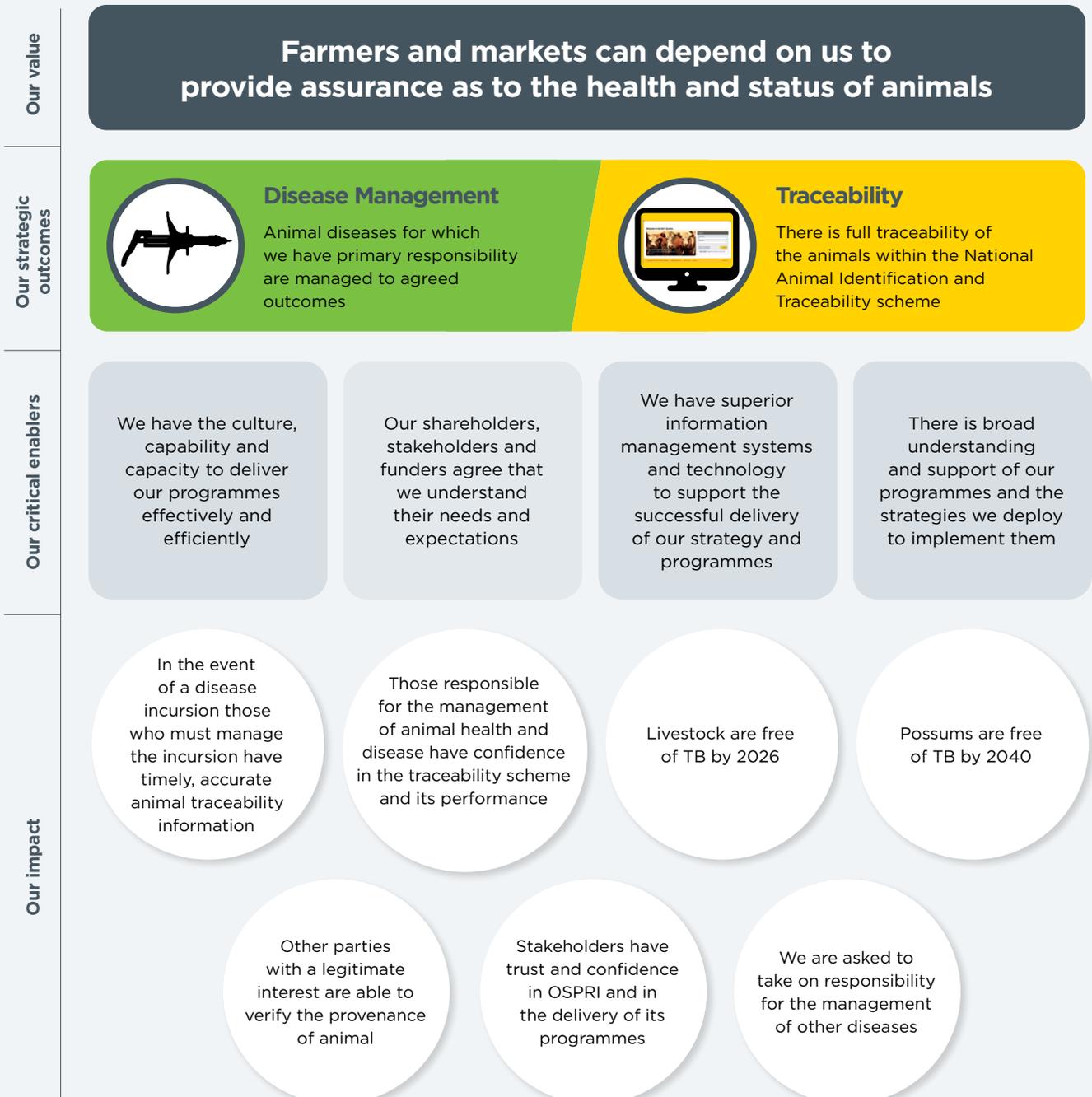
# Strategic Plan 2019-2024

## Mahere Rautaki 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 period.

In early 2022 the OSPRI Board and Executive Leadership Team, with the assistance of the Stakeholders’ Council, reviewed progress on delivery of the Strategic Plan and key operating environment challenges. The Strategic Plan was retained but some changes were made to KPIs to ensure a sharp focus on priority work to ensure we manage key risks to the delivery of our strategic outcomes.

While the Strategic Plan has served OSPRI well, it is expected a new Strategic Plan will be developed in the 2024/25 year.



# Our Objectives for 2023–2024

## Ō Mātou Whāinga Poto 2023–2024

This Annual Operating Plan sets four key objectives for FY2024, which will be delivered through nine focus areas.

### OUR FOUR PRIORITY WORK AREAS THIS YEAR

- Reduce the number of infected herds in New Zealand.
- Support farmers to embed good on-farm traceability practices.
- Evolve OSPRI for the future, including the work with our stakeholders and MPI on planning for the transition of *M. bovis*.
- Make OSPRI a great and safe place to work.

The key performance indicators for the 2023–2024 year match the KPIs in OSPRI's Strategic Plan 2019–2024 (as reviewed in 2022), this being the last year of that plan.

### OUR CURRENT OPERATING CONTEXT

Our current challenges include:

- An extremely competitive labour market, associated skills shortage and increasing inflationary pressures.
- Securing and maintaining long term land access to support achievement of sustainable TB freedom in herds by 2026.
- Preventing outbreaks of TB in domestic herds.
- Maintaining strong stakeholder/farmer/Māori confidence.
- Retaining and developing our people.
- Ensuring financial resilience and security of funding.
- Continuing to increase farmers' awareness of and compliance with their NAIT obligations.

### FOOT AND MOUTH DISEASE RESPONSE

Under the Ministry for Primary Industries' preparedness plan for Foot and Mouth Disease or other fast-moving disease incursion, OSPRI will provide operational and traceability support to a response. This means that most of OSPRI's operations would cease and our people would be diverted to assist as requested. In this event, there could be potential impacts on OSPRI achieving the targets in this Annual Operating Plan.



# Our Objectives for 2023-2024

## Ō Mātou Whāinga Poto 2023-2024

**Our vision:** OSPRI is respected as a fully integrated animal

**Our value:** Farmers and markets can depend on us to

**Our outcomes:** Animal diseases for which we have primary  
Full traceability of the animals within the

**Our objectives for 2023-2024**

**Our focus**

  
**Reduce the number of infected herds in New Zealand**

  
**Reducing infected herd numbers in Hawke's Bay and Hari Hari**

  
**Collaborate and partner with farmers, landowners and Māori to support the TB Programme**

  
**Initiate 10-year review of the TB programme**

“ OSPRI is sharply focused on delivering tangible value to farmers and stakeholders. ”

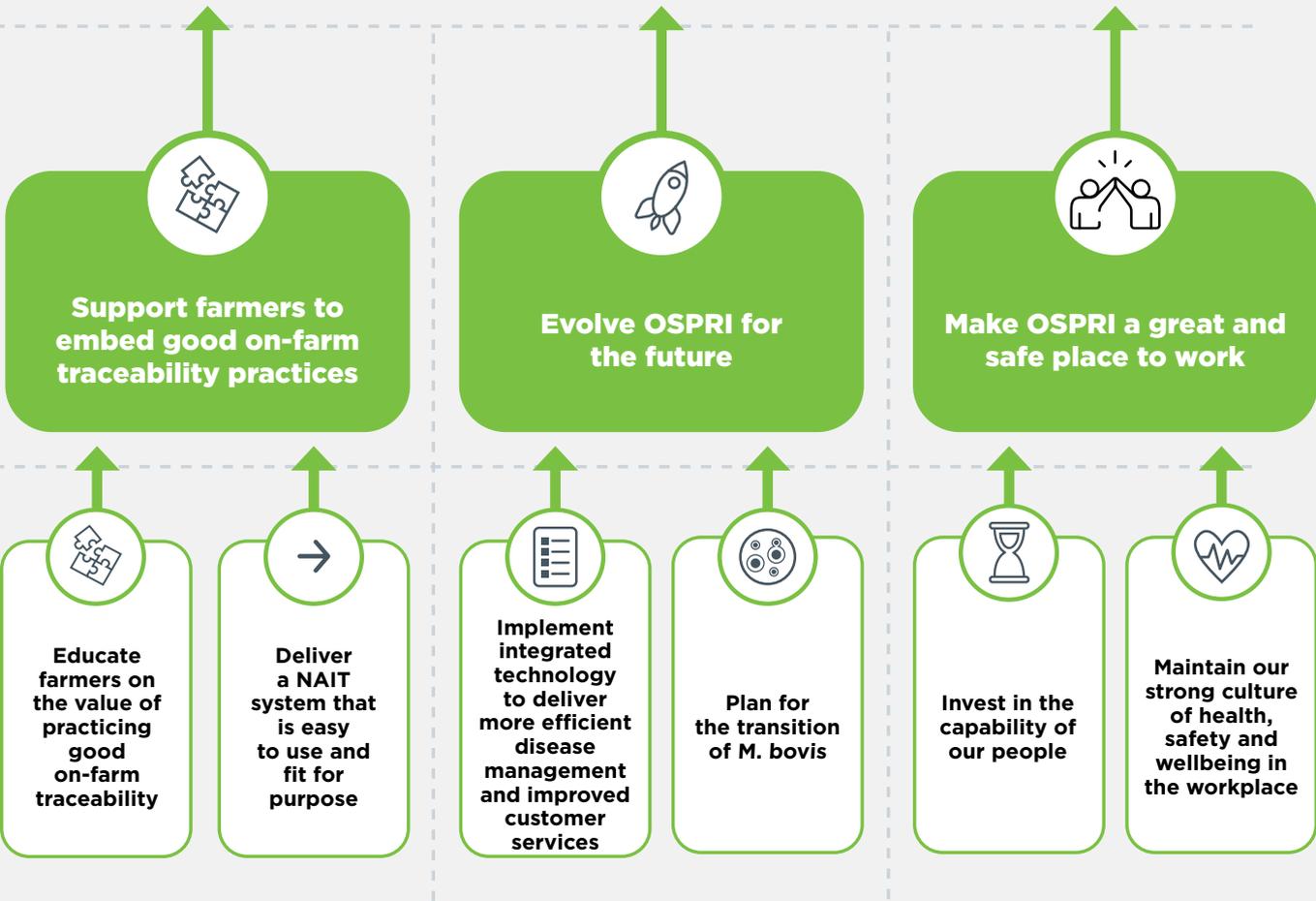
Steve Stuart, Chief Executive



## disease management organisation

## provide assurance as to the health and status of animals

## responsibility are managed to agreed outcomes National Animal Identification and Traceability scheme



**Objective 1**



# Reduce the number of infected herds in New Zealand

## Key performance indicators

- Reduce the number of infected herd status cattle or deer herds to 13.
- Reduce the total TB Vector Risk Area to 6.25 million hectares, with a priority focus in high-risk areas.

## Our focus



### Reducing infected herd numbers in Hawke’s Bay and Hari Hari

Continuing the 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. To maintain progress made in the past 24 months, particular focus will be given to further reducing the clusters of herds in Hawke’s Bay and Hari Hari.

The 2020 TB Plan Health Check identified nine areas of higher herd infection risk which are being managed through targeted wildlife disease surveys and possum control, along with livestock movement control. We will continue to review and manage all remaining TB vector risk areas to ensure early identification and timely control of disease in wildlife populations that risks achievement of the 2026 objective.

Other initiatives are :

- Investigate infected herd data to ensure the TBfree programme approach continues to support progress towards the 2026 milestone.
- Review our surveillance scenario models and our monitoring and reporting framework to ensure they remain fit for purpose as we progress towards TB freedom.



### Collaborate and partner with farmers, landowners and Māori to support the TBfree programme

OSPRI’s land access framework was implemented in 2021, to promote stronger engagement with landowners and Māori.

In 2023-2024 OSPRI will continue to focus on early and meaningful engagement and collaboration with farmers, landowners and Māori. By engaging with the right people and providing information that is relevant to a range of interests and values, we aim to increase understanding and support for the TBfree programme.



### Initiate 10-year review of the TB programme

The recommendations of the 2023 health check will be reported in the first quarter of FY2024.

Part of the work of the 2023 health check has been to scope the process, roles, and responsibilities for the full review of the TB National Pest Management Plan. This is required before 2025/26 and will commence in FY2024.

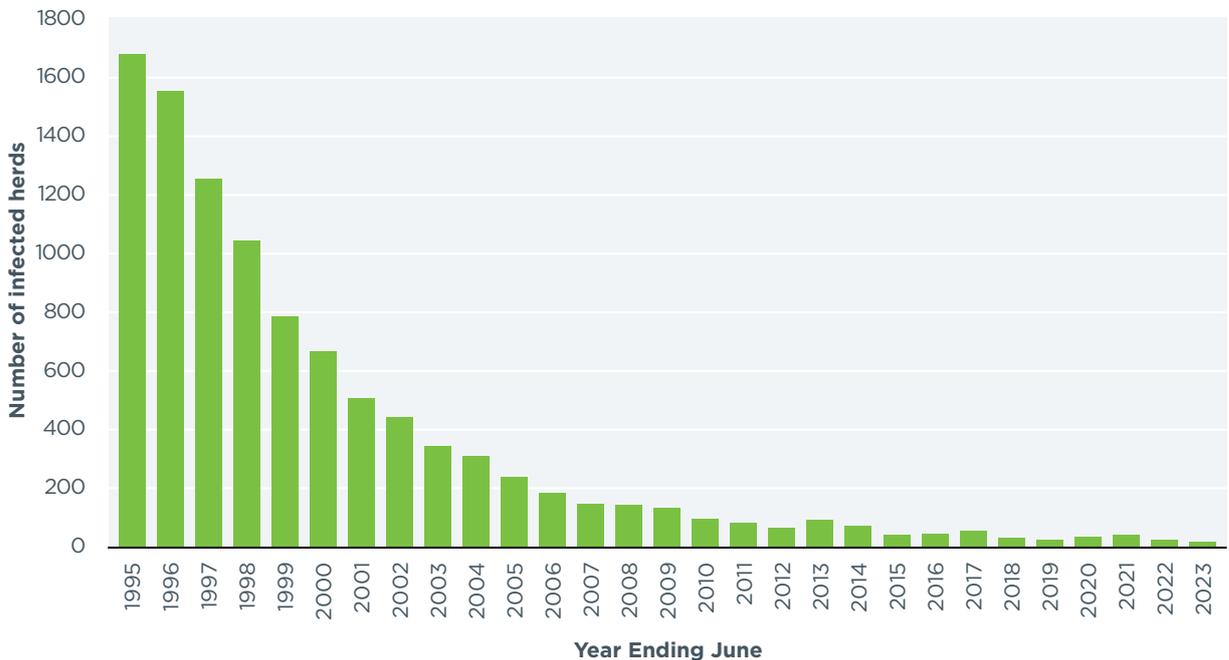
### TB progress to date

There is a strong history of TB control in New Zealand, with infected herds reducing from approximately 1700 in the mid-1990s to less than 30.

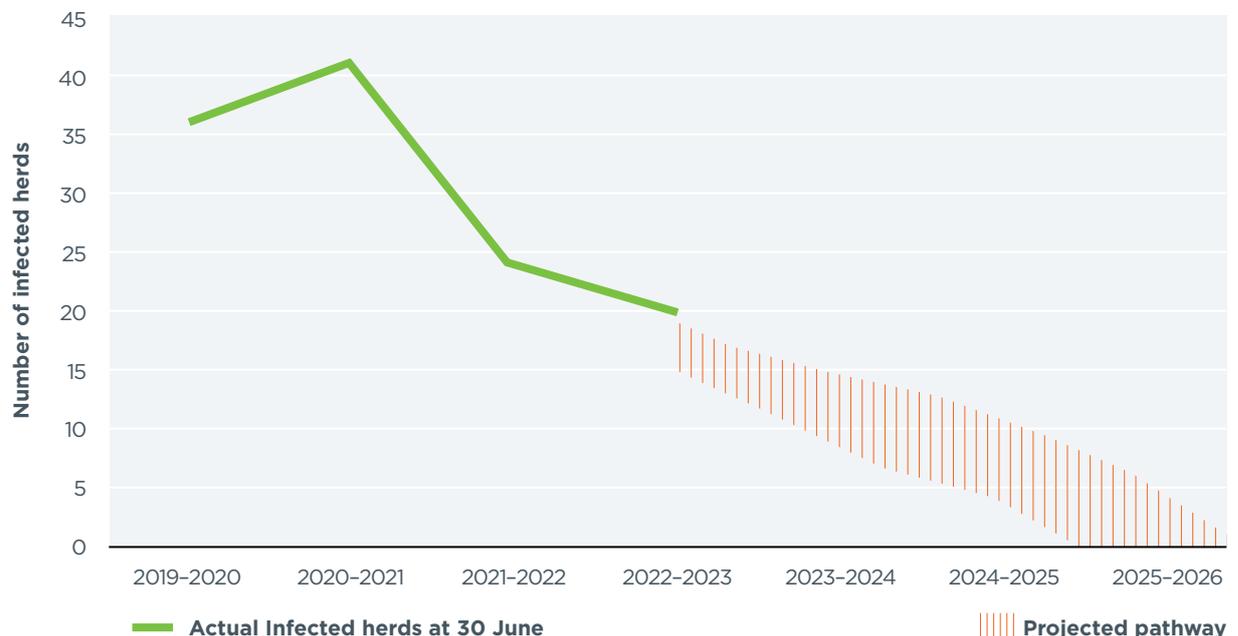
However, we are now at the most difficult part of the eradication journey. We need to deliver effective, sustained possum control over large areas of remote and difficult terrain where aerial 1080 baiting is the only feasible control option and in areas which have not previously been a part of the TB programme.

Gaining access to much of this land is complicated by complex land access issues, opposition to the use of 1080, and conservation considerations including protocols to protect kea.

**Number of infected cattle and deer herds at 30 June**



**Our pathway to zero infected herds at 2026**

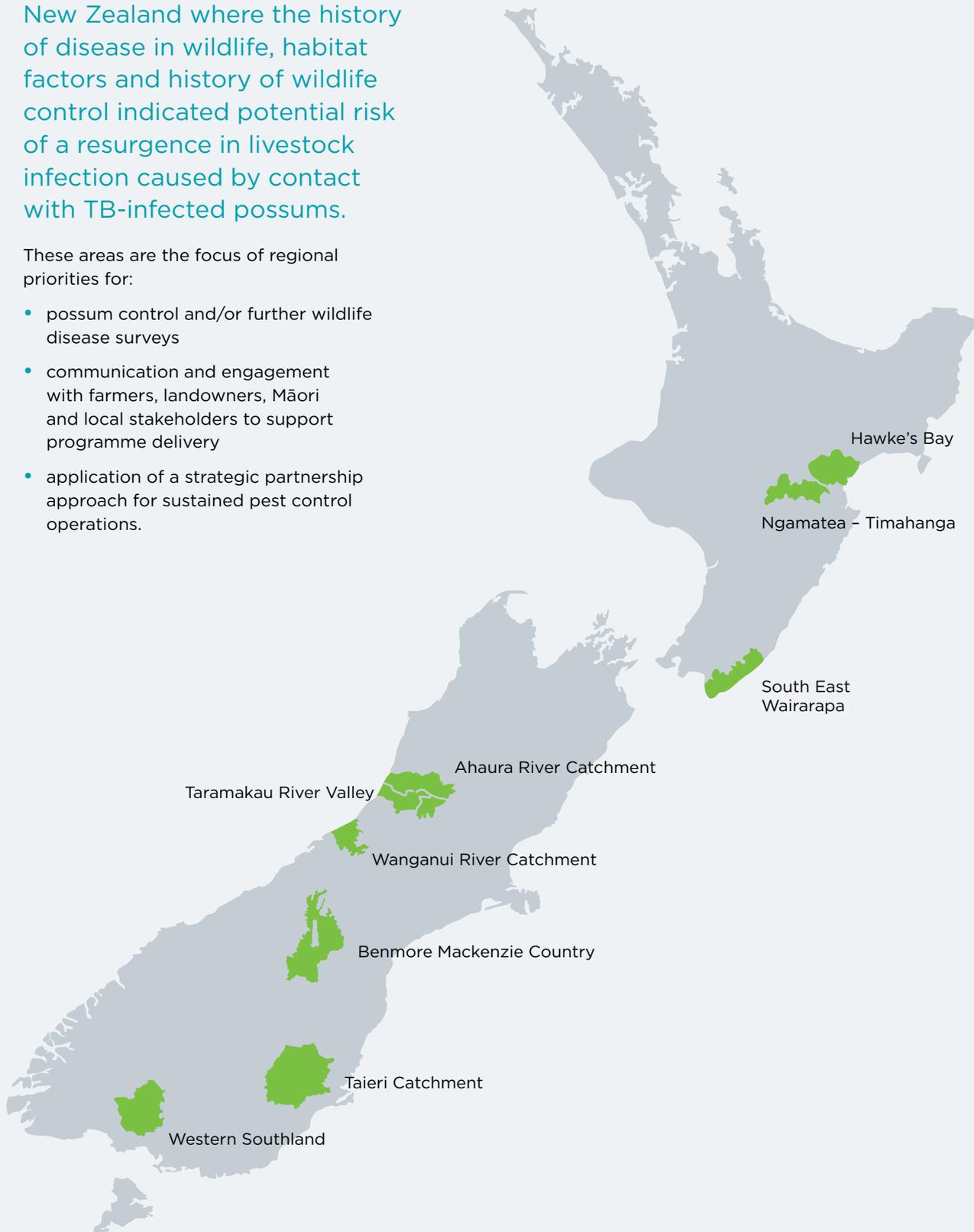


## Regional priorities

The 2020 TB Plan Health Check identified nine 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 are the focus of regional priorities for:

- possum control and/or further wildlife disease surveys
- communication and engagement with farmers, landowners, Māori and local stakeholders to support programme delivery
- application of a strategic partnership approach for sustained pest control operations.



## Case study

# Entering the home stretch for TB eradication

Over the past decade the TBfree programme has been edging closer to eradicating bovine TB from New Zealand, going from 1700 herds in the 1990s to less than 30 herds at the start of 2023.

Pest management is a major part of the TBfree programme with aerial and ground control the main form of control for possums, the main vector of the disease. While much progress has been made, we are not there yet.

An example of how the eradication programme is working can be seen in the upper South Island high country of Molesworth Station and the neighbouring Muzzle and Bluff Stations. With the recent 1080 aerial operations, farmers in the area are feeling positive that their properties may soon be clear of TB.

Richard Murray has been on Bluff Station since 1976. He says it's been a slow, difficult process but huge progress has been made over the years. "They originally told us we'd have to live with it [TB], but we were determined to get through it. With the research and development that's been done and the continual persistence, we've actually achieved the goal."

OSPRI's senior veterinarian Kevin Crews, who's been in the disease management game a long time, says it's been a progressive strategy over the past 50 plus years of driving it back to where it's come from. Getting TB out of the Clarence catchment is a critical part of the success not just of the strategy in this local area, but the TB plan nationally.

Another reason why this area is critical, explains Crews, is because of the grand scale, and the fact that we're on the cusp of eradicating TB over literally half a million hectares, which is a very good indication that the national TB plan itself can be ultimately successful.

Muzzle Station farmers Guy Redfern and Colin Nimmo, like their Bluff and Molesworth Station neighbours, have been dealing with TB for more than 30 years and will be glad to see it gone for good.

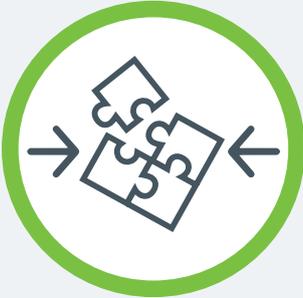
For Colin, Guy's father-in-law, the continuing story of TB in New Zealand is that people need to realise it will spread if not controlled and the job needs to keep going.

"We need to finish it off really, we've done a hell of a good job of getting TB down to a very low number of herds. What we need to do now is get rid of the little pockets of TB that's left because once you take your foot off the hammer it'll just come back again. It will be easier to finish the job off now than let it come back and we'll be back to square one."

*“What we need to do now is get rid of the little pockets of TB that's left.”*



**Objective 2**



# Support farmers to embed good on-farm traceability practices

**Key performance indicators**

- Increase compliance with NAIT obligations to above 75% as measured on the Traceability Compliance Scale<sup>1</sup>.
- Continue work to deliver the rebuilt NAIT system which is easy to use and fit for purpose.



**Our focus**

**Educate farmers on the value of practicing good on-farm traceability**

We will continue to target our education and engagement to those who need assistance to comply with their NAIT obligations, to ensure better awareness of traceability obligations and why they are important. This will lead to increased compliance, measured by the traceability compliance scale (which provides a general trend indicator of NAIT compliance across a range of measures<sup>1</sup>).

A focus on improving the quality of the service we deliver to farmers from our Support Centre and regional network, through ongoing training of our people and a range of education products and activities, will ensure farmers have access to the tools and resources they need to understand and meet their NAIT obligations. Key to this is aligning education, communication, and compliance activities to areas of greatest disease risk.



**Deliver a NAIT system that is easy to use and fit for purpose**

To increase confidence that the traceability system performs in the event of an outbreak, we need a NAIT information system that is easy to use and integrates seamlessly with third-party software.

It is critical to advance work on NAIT functionality in our new integrated animal health and disease management technology platform. This platform is designed to support users, disease response teams, and compliance teams.

By improving the user experience, we will better enable farmers to embed good traceability practices, which positively impacts data quality and increases value for farmers and disease response teams. Working with farmers to understand their challenges and design a fit-for-purpose information system that works for them on farm will improve NAIT data accuracy, support rapid disease tracing, and better enable us to share information with key industry partners.

<sup>1</sup> The traceability compliance scale is an indicative trendline indicator consisting of aggregated data across the range of available NAIT compliance measures for the recording of events within the legally required timeframes.

## Case study

# Supporting farmers to improve NAIT records

The *M. bovis* outbreak highlights the importance of keeping good NAIT records on the farm. NAIT is supporting mid-Canterbury farmers to improve the region's biosecurity.

We are increasing our efforts to educate farmers in mid-Canterbury following the instances of *Mycoplasma bovis* (*M. bovis*) there. We want to help farmers understand their NAIT obligations and the importance of adopting good on-farm traceability practices as part of their overall biosecurity preparedness.

OSPRI's Head of Traceability says the ability to manage a disease outbreak, contain it, and work towards its eradication relies on accurate traceability records. "Simply put, we all have a role to play when talking about traceability and biosecurity. Everyone must do their part for the system to work, and for the industry to be protected.

"Poor NAIT recordkeeping can lead to delays in the response, increased spread of the disease, and increased cost to farmers and the country."



### Targeted support campaign launched

We launched a targeted support campaign for farmers in the Wakanui area to help them with updating their NAIT accounts. We are also launching a NAIT education campaign that will include a series of NAIT workshops, drop-in centres, and webinars in the greater Ashburton district. The campaign will help farmers understand their NAIT obligations and why traceability is important.

### An early intervention programme

Along with the Ministry for Primary Industries, we are piloting an early intervention programme for farmers who are not meeting their NAIT obligations.

Through this programme we hope to offer them support and education so they understand:

- what their NAIT obligations are, as a person in charge of animals
- where to get help.

We're trying to support farmers so they can avoid getting to the point where they're receiving infringements or being prosecuted for non-compliance with NAIT.

"Now is not the time to get complacent. We need to think not only about the diseases that we are trying to eradicate currently but also about what could potentially hit us next. We've spent over five years working to eradicate *M. bovis* from New Zealand. That's a lot of hard work that the industry and individual farmers have all put in. The same applies for bovine TB, except over a longer period."

**“ Poor NAIT recordkeeping can lead to delays in the response, increased spread of the disease, and increased cost to farmers and the country. ”**

**Objective 3**



## Evolve OSPRI for the future

### Key performance indicators

We have completed transition planning and set up for the management of *Mycoplasma bovis* (*M. bovis*).

80% of surveyed stakeholders (including Māori partners) express confidence in OSPRI and its programmes as measured through a stakeholder survey in June 2024.



### Our focus

#### Implement integrated technology to deliver more efficient disease management and improved customer services

In 2023-2024 we will continue the development and implementation of the following key transformation initiatives:

- Our new animal disease management system.
- The replacement NAIT system.
- Integration of the NAIT system with disease management information.
- Provision of third-party access.
- Configuration of the disease management system for the transition of *M. bovis*.



#### Plan for the transition of *M. bovis*

*M. bovis* is a bacterial disease, commonly found in cattle all over the world. It can lead to serious health conditions and, in some situations, significant economic and welfare challenges for farmers.

OSPRI is working with MPI and two of our shareholders (Beef+Lamb New Zealand and DairyNZ) to plan the transition of the *M. bovis* programme to OSPRI. Our focus for 2023-2024 is ensuring OSPRI is set up with the appropriate capability and funding to implement a successful long-term *M. bovis* surveillance programme while maintaining the delivery of the TBfree and NAIT programmes.

## Objective 4



# Make OSPRI a great and safe place to work

## Key performance indicators

OSPRI has over 65% of people in the Growth contributor quadrants of our Talent Matrix.

OSPRI's internal aggregated Health, Safety & Wellbeing score reduces to and remains below 9<sup>2</sup>.



## Our focus

### Maintain our strong culture of health, safety and wellbeing in the workplace

OSPRI is committed to ensuring our people go home safely every day. We launched our Wellbeing Framework in 2021, focused on four pillars that support our people: physical wellbeing, health awareness, mental health, and spiritual and emotional wellbeing.

In 2023-2024 we will continue to build on these foundations by:

- Improving our ability to verify contractor health and safety standards against standard operating procedures and contract requirements to ensure their compliance with ISO45001 and satisfy our Health Safety and Wellbeing Act obligations.
- Designing and delivering an OSPRI Safe philosophy to maintain our strong health, safety and wellbeing culture.
- Developing training to enhance the health and safety competency of our field-facing roles.



### Invest in the capability of our people

OSPRI successfully implemented our People Strategy in 2021. We are now focused on ensuring we have the most talented people to deliver our national programmes, and nurturing the initiatives, support and frameworks launched to date.

In 2023-2024 we will:

- Build the capability of our people by boosting internal talent, targeting external talent, and reviewing our recruitment model, processes and partners.
- Extend the leadership development opportunities available to our people, strengthening our culture of human-centred leadership and allowing people to realise their individual growth potential.
- Strengthen our culture by ensuring our values are incorporated in our processes and policies and owned by our people.
- Develop Te Ao Māori and Te Reo learning opportunities.

<sup>2</sup> OSPRI's internal aggregated Health, Safety & Wellbeing measure assesses our performance across seven objectives that encompass OSPRI's injury rate, compliance standard performance and wellbeing measures.

# 2023–2024 Budget overview

## Arowhānui rārangi pūtea 2023–2024

### CASH FLOW / BALANCE SHEET

The FY2024 budget was developed in the context of uncertainties with both the local and world economies, political unrest, higher cost of living and supply chain issues still prevalent. Major impacts on the organisation have been Cyclone Gabrielle and significant weather events, creating havoc for farming communities in the North Island and disruption to both customer and OSPRI's activities. Internally the FY2023 year has been one with several key staff changes along with challenges faced by the business in rising vector and testing costs.

The shortfall between the Group surplus and proposed capital expenditure is funded from existing reserves which sees the Group's expected position to be:

- Retained Earnings (Equity) decreasing from \$28.7m to \$25.2m.
- Cash reducing from \$10.8m to \$1.2m (excluding *M. bovis* working capital advance).
- ISSP capital expenditure budgeted at \$5.5m for the year.

The Group's expected position at FY2024 year end is in accordance with the OSPRI Treasury Policy, ensuring appropriate financial resilience is in place.

### OPERATIONAL EXPENDITURE

2023-2024 (\$'000s)	TBfree	NAIT	M. bovis	OSPRI	OSPRI Group
<b>Revenue (incl interest)</b>	<b>59,614</b>	<b>12,343</b>	<b>20,023</b>	<b>2,129</b>	<b>94,109</b>
<b>Expenses</b>					
Pest control and management	33,800	-	-	-	33,800
Disease management and testing	17,599	-	11,304	-	28,903
NAIT operations	-	2,843	-	-	2,843
Research	1,500	-	464	-	1,964
Support Centre	444	1,479	296	-	2,219
IT	2,825	2,825	1,614	-	7,264
Regional Support	3,292	1,280	914	-	5,486
Business service support	4,996	2,268	5,431	2,129	14,824
<b>Total Expenses</b>	<b>64,456</b>	<b>10,695</b>	<b>20,023</b>	<b>2,129</b>	<b>97,303</b>
<b>Surplus/(Deficit)</b>	<b>(4,842)</b>	<b>1,648</b>	<b>-</b>	<b>-</b>	<b>(3,194)</b>

### CAPITAL EXPENDITURE

2023-2024 (\$'000s)	TBfree	NAIT	M. bovis	OSPRI	OSPRI Group
ISSP programme	2,725	2,725	-	-	5,450
Computer replacements	-	-	-	250	250
					<b>5,700</b>

## 2023-2024 Key performance indicators

### Ngā tūtohu painga mahi matua 2023-2024

This table sets out Key Performance Indicators that will be monitored during the 2023-2024 year and reported externally. The indicators align with those in our 2019-2024 Strategic Plan, as refreshed in 2022.

1.	Reduce the number of infected herd status cattle or deer herds to 13.
2.	Reduce the total TB Vector Risk Area to 6.25 million hectares , with a priority focus in high-risk areas.
3.	Increase compliance with NAIT obligations to above 75% , as measured on the Traceability Compliance Scale*.
4.	Continue work to deliver the rebuilt NAIT system which is easy to use and fit for purpose.
5.	80% of surveyed stakeholders (including Māori partners) express confidence in OSPRI and its programmes as measured through a stakeholder survey in June 2024.
6.	We have completed transition planning and setup for the management of Mycoplasma bovis.
7.	OSPRI has over 65% of people in the Growth contributor quadrants of our Talent Matrix.
8.	OSPRI's internal aggregated Health, Safety & Wellbeing score reduces to and remains below 9**.

\* The traceability compliance scale is an indicative trendline indicator consisting of aggregated data across the range of available NAIT compliance measures for the recording of events within the legally required timeframes.

\*\* OSPRI's internal aggregated Health, Safety & Wellbeing measure assesses our performance across seven objectives that encompass OSPRI's injury rate, compliance standard performance and wellbeing measures.

## Reporting under PBE FRS 48

### Te whakapūrongo i raro i PBE FRS 48

The 2023 financial year was the first year in which the OSPRI Group, in addition to the annual audit of financial results, reported on, and audited, non-financial activities in accordance with PBE FRS 48 Service Performance Reporting Standard (PBE FRS 48).

The non-financial service performance measures which OSPRI reports under PBE FRS 48 are comparable year on year.

1.	The number of bovine TB infected status cattle or deer herds trends down year on year.
2.	The total hectares of TB Vector Risk Area declared free of bovine TB in each financial year (is in line with the targets in TBfree Plan).
3.	Completion of planned vector operations contracts in the financial year on time.
4.	Completion of planned vector operations contracts in the financial year within budget.
5.	Annual infected herd period prevalence is below the targeted threshold of 2%.
6.	Percentage of NAIT animals that are registered in the NAIT system prior to their first off-farm movement trends upwards year on year.
7.	Percentage of animal movements recorded within 48 hours trends upwards year on year.
8.	Average wait time for Support Centre to answer calls (trends down year on year).



