



Annual Operating Plan Mahere Mahi mō TeTau

July 2024 - June 2025 | Hūrae 2024 - Hune 2025



OSPRI New Zealand (OSPRI) was established on 1 July 2013. It currently manages the National Animal Identification and Tracing (NAIT) and TBfree programmes and is delivering services to MPI's *M. bovis* programme.

This is the Annual Operating Plan for OSPRI New Zealand Limited and its wholly owned subsidiaries: National Animal Identification and Tracing (NAIT) Limited, TBfree New Zealand Limited, and *M. bovis* Free New Zealand Limited.



OSPRI New Zealand’s shareholders and funders:



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

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

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OSPRI Annual Operating Plan 2024–2025

Mahere Mahi ā-Tau

o OSPRI 2024–2025

This is OSPRI's Annual Operating Plan for the 2024-2025 financial year.

It describes our programmes of work to deliver agreed disease management and animal traceability outcomes for New Zealand's livestock industries.

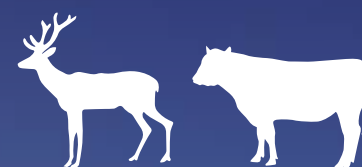
The Annual Operating Plan includes objectives, focus areas, and key performance indicators which are aligned with OSPRI's Strategic Plan 2019-2024. Due to the ongoing delivery of parts of the work programme under the current Strategic Plan and a new Chief Executive to be appointed in mid-2024, the Board and shareholders have decided to delay the development of the new OSPRI Strategic Plan to the 2024-2025 year. The Board acknowledges this plan is written ahead of the new operational strategy, and will work with OSPRI's partners, stakeholders and shareholders in FY2025 to deliver a new strategic plan.

The Annual Operating Plan should be read together with the Strategic Plan 2019-2024 and the budget for 2024-2025, overviews of which are provided in this document.



What we aim to achieve this year

Ā mātou whāinga whakatutuki mō tēnei tau



Reduce the TB infected herd status cattle or deer herds to

12

[Click for more info](#)

Reduce total TB VRA to less than

6.25M hectares

[Click for more info](#)



Deliver MyOSPRI (NAIT replacement)

[Click for more info](#)

80%

Stakeholder satisfaction with our level of engagement

[Click for more info](#)



Health, Safety and Wellbeing score of

9

[Click for more info](#)



[Click for more info](#)



Develop the new Strategic Plan

[Click for more info](#)



Implement the National Operational Plan for *M. bovis*

[Click for more info](#)

Who we are

Ko wai mātou

OSPRI is an integrated service provider offering end to end disease management expertise, services, and systems.

It 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).

SUBSIDIARIES

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.

OSPRI is also the sole shareholder of *M. bovis* Free New Zealand Limited. Currently, it manages the *M. bovis* programme for the Ministry for Primary Industries under a service agreement. During the 2024-2025 financial year, it is anticipated that this subsidiary will become the statutory management agency for delivery of the *M. bovis* programme under a National Pest Management Plan.

GOVERNANCE

The OSPRI Board currently comprises six directors. There are two observers, one appointed by MPI and one by shareholders. The Board also runs an Associate Director programme.

The Board is supported by a Stakeholders' Council representing 14 stakeholders. Key functions and powers of the Stakeholders' Council include reviewing, monitoring, and providing feedback to the Board on the performance of the OSPRI group's long-term objectives and strategies, reporting to shareholders, and recommending Board appointments.

OUR 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, Taupō, Napier, Greymouth, Oamaru, and Invercargill.

Our 166 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, and 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.



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.

PROGRAMMES OF WORK



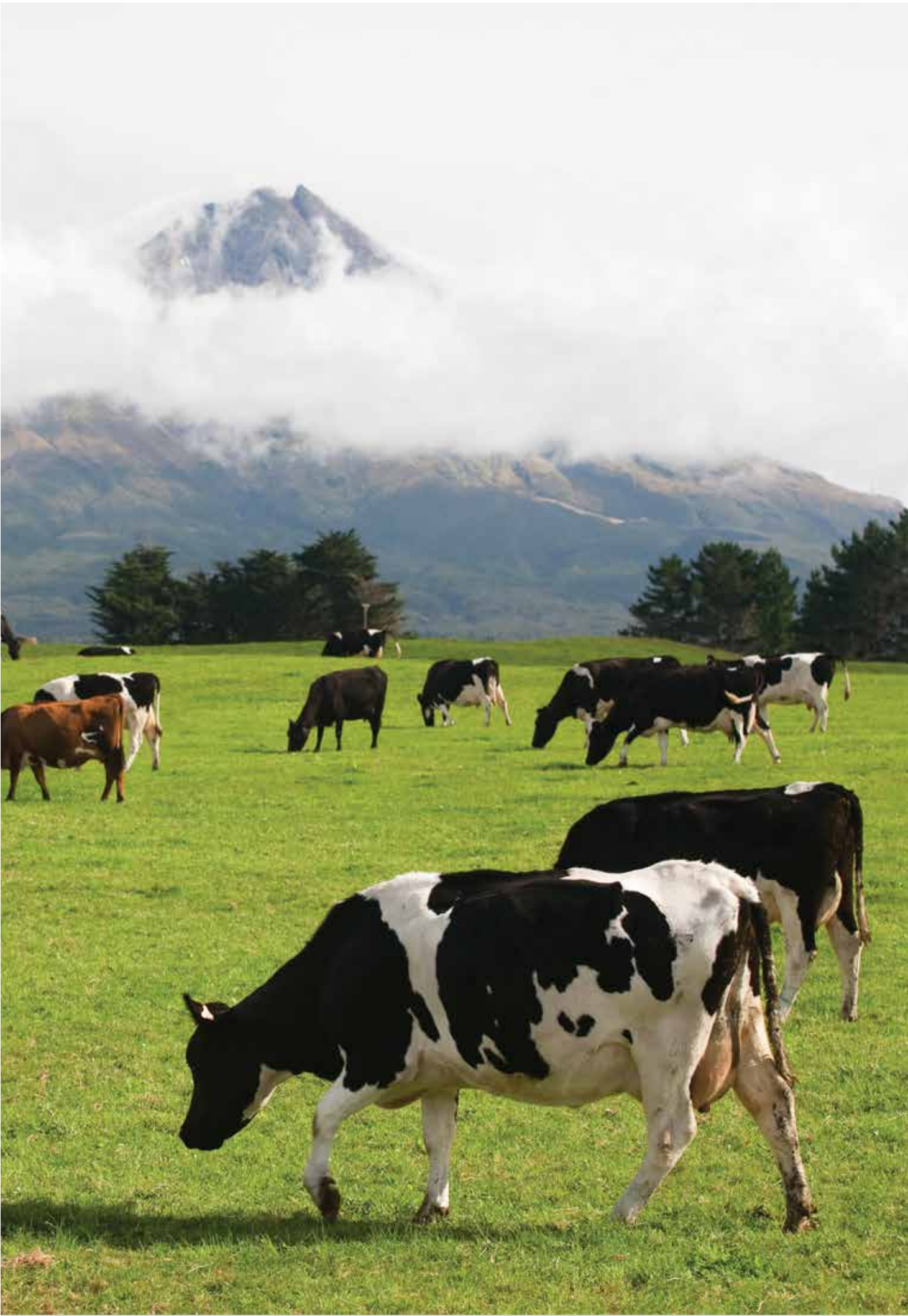
The TBfree programme is directed at the biological eradication of bovine tuberculosis (TB) from New Zealand by 2055, with milestone targets of livestock TB freedom in herds by 2026 and possum TB freedom by 2040.

M. bovis

The purpose of the *M. bovis* programme is to eradicate *Mycoplasma bovis* from New Zealand by 2028. OSPRI's subsidiary, *M. bovis* Free New Zealand Limited, has entered a contract with the Ministry for Primary Industries to provide certain services to deliver the *M. bovis* programme. It is anticipated that a National Pest Management Plan will be in place during 2024-2025.



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 purpose of managing disease outbreaks, food safety and biosecurity risks. The programme currently applies to farmed cattle and deer.



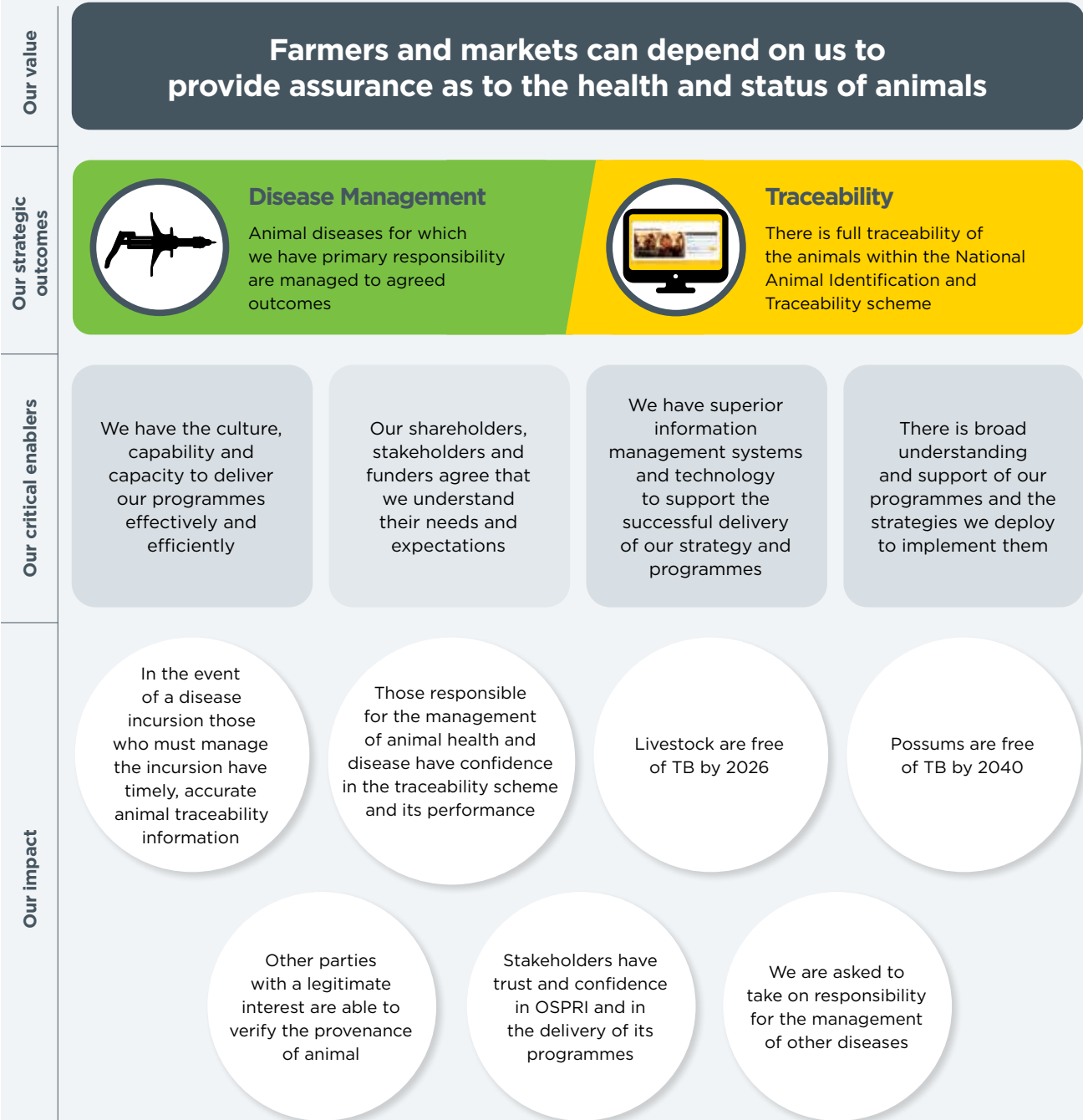
Strategic Plan 2019-2024

Mahere Rautaki 2019-2024

The Board owns the company’s Strategic Plan and is responsible for overseeing the achievement of its outcomes and impacts.

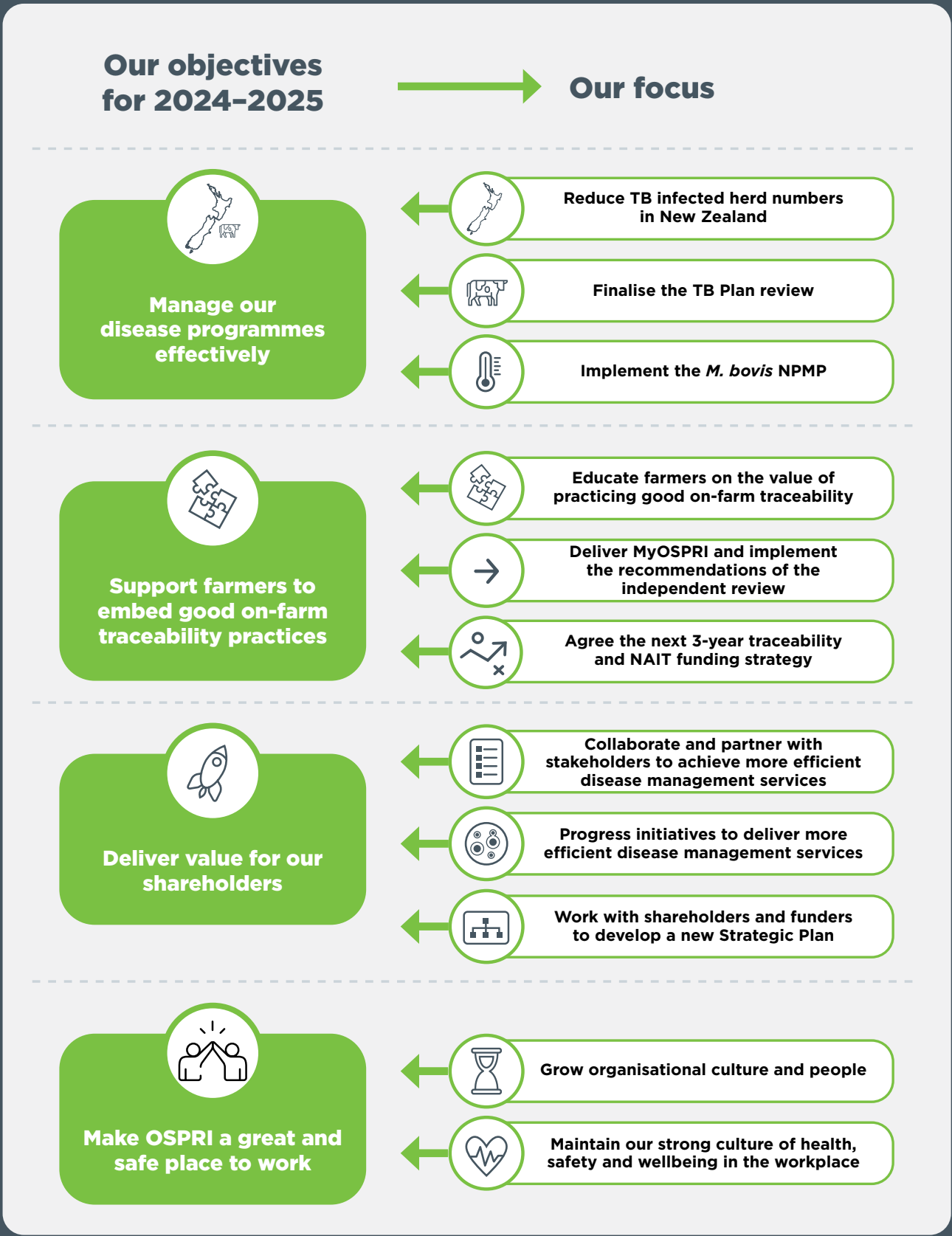
While OSPRI’s Strategic Plan 2019-2024 was due to conclude by 30 June 2024, the impacts of COVID, inflationary pressures and growth in the scope of technology requirements mean there is still work to do under this Plan.

Additionally, with a new Chief Executive likely to commence around the start of the new financial year, the Board and shareholders have agreed to defer the development of the new OSPRI Strategic Plan to the 2024-2025 year. The Board acknowledges this plan is written ahead of the new operational strategy, and will work with OSPRI’s partners, stakeholders and shareholders in FY2025 to deliver a new strategic plan.



Our Objectives for 2024-2025

Ō Mātou Whāinga Poto 2024-2025



Objective 1



Manage our disease programmes effectively

Key performance indicators

- Reduce the number of TB infected herd status cattle or deer herds to 12.
- Reduce the TB Vector Risk Area to less than 6.25 million hectares.
- Implement the National Operational Plan for the *M. bovis* programme under the National Pest Management Plan.



Our focus

Reduce TB infected herd numbers in New Zealand

There were 16 infected herds as at 31 March 2024. This represents the lowest number of infected herds in the TBfree programme's history and while fluctuation is expected, it is a notable achievement. There remains one positive herd in the Hari Hari cluster (managed since 2020) with no new TB cases there for over two years, with an ongoing possum control programme. We continue to carry out control operations in response to the Hawke's Bay incursion which began in 2019. From a high of 20 TB infected herds in the 2020-2021 year, the number has reduced to 6 in Hawke's Bay.

The predicted national infected herd number at 30 June 2025 of 4, contained in the National Operational Plan objectives and targets¹, was set during the 2016 TB Plan review, and did not account for either the Hawke's Bay or Hari Hari outbreaks. The KPI target (12) takes into account those incursions. The 10-year review of the TB national pest management plan will be completed within the 2024-2025 year, and may result in changes to the Plan's targets.

We will continue to:

- reduce the number of herds infected with TB due to wildlife contact, through the delivery of operations in areas that have a high risk of TB infection being spread to herds.
- review and manage all remaining TB vector risk areas as this is critical to ensuring early identification and timely control of disease in wildlife populations.



Finalise the TB Plan review

A statutory review of the National Pest Management Plan for bovine TB is required to start by 1 July 2026. Shareholders have agreed that this review should be completed earlier, in recognition of the cost pressures the TBfree programme faces.

The analysis phase of the review has started and includes the assessment of the financial and strategic assumptions from the 2016 TB Plan review. The second phase of substantive review will be carried out under a Plan Governance Group; membership will include OSPRI's funders. The review is expected to include an examination of the targets and future funding of the programme and identifying a fit for purpose disease surveillance strategy.

¹ Section D, National Operational Plan (1 October 2016, amended December 2021).



Implement the *M. bovis* National Pest Management Plan

The Ministry for Primary Industry's (MPI) *Mycoplasma bovis* programme currently operates under a Government Industry Agreement (GIA) under the Biosecurity Act 1993 (the Act).

From 1 November 2023, OSPRI's subsidiary, *M. bovis* Free New Zealand Limited, has been responsible for the delivery of day-to-day operational and disease control functions of the programme.

MPI and its GIA partners have been working on a proposal for a national pest management plan (NPMP) under Part 5 of the Act to eradicate *M. bovis* from New Zealand, and *M. bovis* Free New Zealand Limited is the proposed management agency. We are working with our funders to support the progress of their proposal, and to be ready to take on management of the proposed NPMP.

Molesworth – progress towards TB eradication on New Zealand's largest station

Molesworth Station is New Zealand's largest working farm, spanning 180,787 hectares in the mountainous and scenic landscape of the South Island high country.

For 36 years, the station has been home to the longest-standing TB-infected herd. The station has been a focal point for a 9-year programme involving targeted herd TB and wildlife surveillance, farm and stock management, possum control, and innovative research initiatives.

In October 2023, OSPRI completed what we intend to be the final planned TBfree 1080 aerial operation at Molesworth Station. Since 2017, we've been carrying out an intensive TBfree aerial possum control programme, supported by ground control operations in the Bush Gully, Tarndale, and Acheron East areas, working hard to eradicate TB at Molesworth Station.

The work completed in Yarra and Five-mile concludes our planned aerial operations for now. Over the next five years we will monitor wildlife for any signs of TB, and livestock through annual testing and surveillance at slaughter.

Providing we do not identify any new TB infection originating from wildlife, the 2023 aerial could be the final TBfree aerial in Molesworth's journey. Ground-based activities, including trapping and monitoring possums, wildlife surveillance of pigs and ferrets, and ongoing herd testing, will continue.

Molesworth Station is not the only area that is at risk from TB infection, and the neighbouring areas also benefit from the work completed by the TBfree programme. Decades of hard work has been going on behind the scenes to overcome TB and we're working with the local community to help eradicate the disease.



“The journey to a TB-free future is a collective effort, and we appreciate the ongoing support from our community and stakeholders.”

Objective 2



Support farmers to embed good on-farm traceability practices

Key performance indicators

Deliver MyOSPRI (NAIT replacement).

Increase compliance with NAIT obligations to above 80%, as measured on the Traceability Compliance Scale.



Our focus

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

We will continue to deliver education products and activities to ensure better awareness of traceability obligations and their importance, targeted to areas of greatest disease risk. The impact of our engagement should be seen in an increase in our compliance trend indicator².



Deliver MyOSPRI

OSPRI has been working towards delivering an integrated animal disease management and traceability system, so New Zealand farmers and our markets can continue to depend on us to provide assurances as to the health and status of animals. This work includes a NAIT replacement system (MyOSPRI) that is user-friendly.

While we slowed work on the project during the 2023-2024 financial year, OSPRI remains committed to delivering a system that makes NAIT compliance easier, and increases confidence that the traceability system will perform in the event of an outbreak.

By improving the user experience, we will better enable farmers to embed good traceability practices, which will positively impact data quality and increase value for farmers and disease response teams.

To support the delivery of MyOSPRI during this financial year, our change programme for both external and internal users will ensure:

- farmers can access and navigate the new system, with easy-to-use resources to upskill them in its use
- our Support Centre and regional partnership network are trained to help farmers while they learn how to use MyOSPRI.

² The traceability compliance scale is an indicative aggregate figure to show trends. It is an annual average of animals registered before first off farm movement and animal movements recorded within 48 hours.



Agree the next three-year traceability and NAIT funding strategy

2024-2025 is the last year of the current Traceability Operational Strategy, which has a goal of delivering the core capabilities of a reliable traceability system that is fit for purpose in the event of a disease outbreak.

As we continue to implement the existing strategy, particularly with our focus on migrating NAIT users to our new software solution, MyOSPRI, we will also start work to agree the next three-year strategy with our funders and the funding that is required to deliver its aims.

Strengthening the biosecurity system

Since the start of a joint compliance focus on animal registration between MPI and OSPRI in 2019, the registration of animals before first off-farm movement has increased from 60% (2018) to above 95% (Q3 2023/24).

Building on this success, OSPRI and MPI will now focus on undeclared animal movements.

Declaring and recording animal movements is essential to:

- manage existing disease eradication programmes such as Bovine Tuberculosis and *Mycoplasma bovis*
- strengthen New Zealand's biosecurity readiness should the country experience another incursion of an infectious disease
- ensure our sectors continue to meet market access requirements due to increasing criteria from international trade partners.

OSPRI will achieve this through a range of activities such as targeted education, communication, and referral to MPI's NAIT compliance function.



We will continue to deliver education products and activities to ensure better awareness of traceability obligations and their importance. These will be targeted to areas of greatest risk and include initiatives such as:

- communication campaigns for major movement events ie Moving Day (May-June), beef calving (August-November), dairy calving (July-September), and breeding bull sales (June-December)

- educational materials in multiple formats such as full-system user guides, fact sheets, tutorial videos, and online self-guided learning modules
- regular social media posts
- regional presence at agricultural events and joint events with industry partners.

Farmers are increasingly playing their part to support lifetime traceability for their animals which will benefit the industry as a whole.

Objective 3



Deliver value for our stakeholders

Key performance indicators

Achieve a stakeholder satisfaction score of 80% (80% of surveyed stakeholders express satisfaction with OSPRI's level of engagement as measured through a stakeholder survey in June 2025).

Work with shareholders and funders to develop a new Strategic Plan.



Our focus

Collaborate and partner with stakeholders to achieve more efficient disease management services

We will continue our work of recent years that has a focus on building relationships and partnering with non-farmer landowners to achieve beneficial outcomes for each party. For the TBfree programme, this means agreements that allow us to carry out operations on lands that have never had pest control, helping us remove the disease and stop the spread from wildlife to herds in high-risk areas.

With our new responsibility for the *M. bovis* programme, we will be exploring efficiencies between our two disease programmes; one area for investigation is on-farm testing.



Progress initiatives to deliver more efficient disease management services

We will progress research initiatives and use insights from the TB Plan Review to drive efficiencies in the delivery of our disease management programmes. We will have particular focus on improving our approach to the surveillance of disease and delivery of vector control operations.



Work with shareholders and funders to develop a new strategic plan

In August 2024, OSPRI will welcome a new CEO, Sam McIvor. Working closely with shareholders and the Board, McIvor will spearhead the development of a comprehensive 5-year strategic plan, that will serve as the cornerstone for maximising value for stakeholders over the next 5 year period.

Progress with the *M. bovis* programme

In March 2024, New Zealand's only known farm with cattle infected with *Mycoplasma bovis* was confirmed cleared and cleaned, ready to resume normal farming activities. The programme continued to support the farmer through the repopulation process.

That Selwyn dairy farm took the number of Cleared Confirmed Properties to 282 and the number of Active Confirmed Properties to zero. The property was one of two neighbouring confirmed properties found after the programme reached zero properties for the first time in August 2023. Noting that the source of infection for this property has not been established, finding a few more cases in the coming season may be expected.

Six years into an estimated 10-year eradication plan, the eradication effort is moving into a phase that will centre on ongoing surveillance. Due to the nature of the disease and its ability to remain clinically undetected, several years of data, with no new cases of infection, needs to be collected to provide confidence that *Mycoplasma bovis* is no longer present on New Zealand farms.



Our national surveillance for beef and drystock and bulk tank milk remain important tools in detecting suspected infected properties. Past programme data tell us we are likely to see more bulk tank milk detect results over autumn and spring.

Farmers continue to play a crucial role in the eradication effort and can help to control the spread of *M. bovis* and other diseases by following good biosecurity practices.

Six years into an estimated 10-year eradication plan, the eradication effort is moving into a phase that will centre on ongoing surveillance.

Objective 4



Make OSPRI a great and safe place to work

Key performance indicators

OSPRI has over 70% of people in the Growth contributor quadrants of our Talent Matrix.

Maintain OSPRI's internal aggregated Health, Safety and Wellbeing score of 9³.

Our focus

Grow organisational culture and people

It is vital that OSPRI has a safe and stable workforce and culture enabling our strategic programmes to be delivered effectively and efficiently.

During this year, we will also rebuild the technology team, following the independent review, to complete the delivery of MyOSPRI.

This requires us to continue to provide all the strands of our People Strategy to support our people to do their best work and feel great about being a part of OSPRI, including the programmes and tools already established:

- our attraction strategy
- O(rientation) week induction programme
- online learning modules, together with TuneIn and Kahikatea, our professional and leadership development courses
- GROW, our continuous performance coaching programme, aligned with our talent matrix.

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

OSPRI's responsibilities for health, safety, and wellbeing cover OSPRI people in the field and in offices, and the contractors delivering control operations and on-farm testing on our behalf. We are committed to making sure all people go home safely every day.

In 2024-2025 we will continue to build on the foundations of our ISO45001 accreditation, our Health and Safety Strategy, and our Wellbeing Framework. We will also embed the health and safety requirements of the *M. bovis* programme.

The Health, Safety and Wellbeing scorecard, as well as taking account of incident statistics and compliance performance, includes data that reflects the organisation's culture such as leave liability and regrettable turnover.

³ OSPRI's internal aggregated Health, Safety and Wellbeing measure assesses our performance across seven objectives including OSPRI's injury rate, compliance standard performance, leave liability, regrettable turnover, and wellbeing measures.

2024–2025 Budget overview
Arowhānui rārangi pūtea 2024–2025

CASH FLOW / BALANCE SHEET

2023/24 had been a challenging year for OSPRI with the transition of the *M. bovis* programme to OSPRI and the impact of the ISSP Programme. This is alongside inflationary pressures and higher cost of living, all while operating within the Group's fixed funding.

In January 2024, the Group reset spending priorities and slowed the ISSP Programme to ensure it came within the 2023/24 approved budget. Management also endeavoured to find cost savings in operating costs for the second half of the year.

The FY2024/25 budget is set to continue building up cash reserves, while allowing the TB programme to continue working towards its TB freedom in herd goal and achieving high compliance levels in NAIT.

This year's budget includes a full year of *M. bovis* operations but excludes *M. bovis* transitional costs which were recognised as OSPRI expenses in the prior year.

Key headlines from the budget, are:

- OSPRI Group operating surplus budgeted at \$3.2m. Group revenue is set \$98.5m, offset by Operating, Other and ISSP operating expenses totally \$95.3m.
- Provisional budget of \$3.3m for ISSP.
- Cash balance projected to be \$11.5m.
- Total equity of \$30.0m at 30 June 2025.

OPERATIONAL EXPENDITURE

2024–2025 (\$000s)	TBfree	NAIT	<i>M. bovis</i>	OSPRI	OSPRI Group
Revenue (incl interest)	59,415	12,543	26,589	-	98,547
Expenses					
Pest control and management	30,000	-	-	-	30,000
Disease management and testing	15,540	-	19,474	-	35,014
NAIT operations	-	2,565	-	-	2,565
Research	400	-	678	-	1,078
Support Centre	717	1,673	-	-	2,390
IT	3,244	3,244	2,106	-	8,594
Regional Support	3,417	1,400	1,400	-	6,217
Business service support	4,234	2,313	2,931	-	9,478
Total expenses	57,552	11,195	26,589	-	95,336
Surplus/(Deficit)	1,863	1,348	-	-	3,211

CAPITAL EXPENDITURE

2024–2025 (\$000s)	TBfree	NAIT	<i>M. bovis</i>	OSPRI	OSPRI Group
ISSP programme	1,107	1,107	-	-	2,214
Computer and IT equipment	-	-	-	350	350
					2,564

2024-2025 Key performance indicators

Ngā tūtohu painga mahi matua 2024–2025

This table sets out Key Performance Indicators that will be monitored during the 2024–2025 year and reported externally.

1.	Reduce the number of TB infected herd status cattle or deer herds to 12.
2.	Reduce the TB Vector Risk Area to less than 6.25 million hectares.
3.	Implement the National Operational Plan for the <i>M. bovis</i> programme under the National Pest Management Plan.
4.	Deliver MyOSPRI.
5.	Increase compliance with NAIT obligations to above 80%, as measured on the Traceability Compliance Scale.
6.	Achieve a stakeholder satisfaction score of 80% (80% of surveyed stakeholders express satisfaction with OSPRI's level of engagement as measured through a stakeholder survey in June 2025).
7.	Work with shareholders and funders to develop a new Strategic Plan.
8.	OSPRI has over 70% of people in the Growth contributor quadrants of our Talent Matrix.
9.	Maintain OSPRI's internal aggregated Health, Safety and Wellbeing score of 9.

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. The outcomes for the 2022 and 2023 financial years are included in the table below. We will audit the *M. bovis* measures for the first time in 2024-2025 with the programme shifting to OSPRI from 1 November 2023

Output		2023 outcome	2022 outcome
1.	The number of bovine TB infected status cattle or deer herds.	19	24
2.	The total hectares of TB Vector Risk Area declared free of bovine TB in each financial year.	194,068	243,575
3.	Completion of planned vector operations contracts in the financial year on time.	73%	72%
4.	Completion of planned vector operations contracts in the financial year within budget.	72%	80%
5.	Annual infected herd period prevalence.	0.05%	0.08%
6.	Percentage of NAIT animals that are registered in the NAIT system prior to their first off-farm movement.	94.5%	93.7%
7.	Percentage of animal movements recorded within 48 hours.	59.3%	54.7%
8.	Average wait time for Support Centre to answer calls.	6 mins 6 secs	5 mins 15 secs
9.	The number of active <i>Mycoplasma bovis</i> confirmed properties in New Zealand.	n/a (new measure)	n/a (new measure)
10.	Total number of farms tested for <i>Mycoplasma bovis</i> .	n/a (new measure)	n/a (new measure)
11.	The percentage of farms not infected with <i>Mycoplasma bovis</i> that had a detect.	n/a (new measure)	n/a (new measure)



