



# STRATEGIC PLAN 2019-2024

Amended 2022







**“I’M LOOKING FORWARD  
TO THE DAY WE ERADICATE  
TB FROM OUR HERDS  
AND WILDLIFE IN  
NEW ZEALAND”**

CHRIS IRONS, **WAIKATO FARMER**





# CONTENTS

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Introduction	2
About OSPRI	4
Our Current Operating Context	5
Our Value & Strategic Outcomes	6
Strategic Outcomes	7
Strategic Outcome 1: Disease Management	8
Strategic Outcome 2: Traceability	11
Critical Enablers	15
Our Impacts	24
Measuring Our Success	26
Appendices	30

# INTRODUCTION

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## Document Purpose

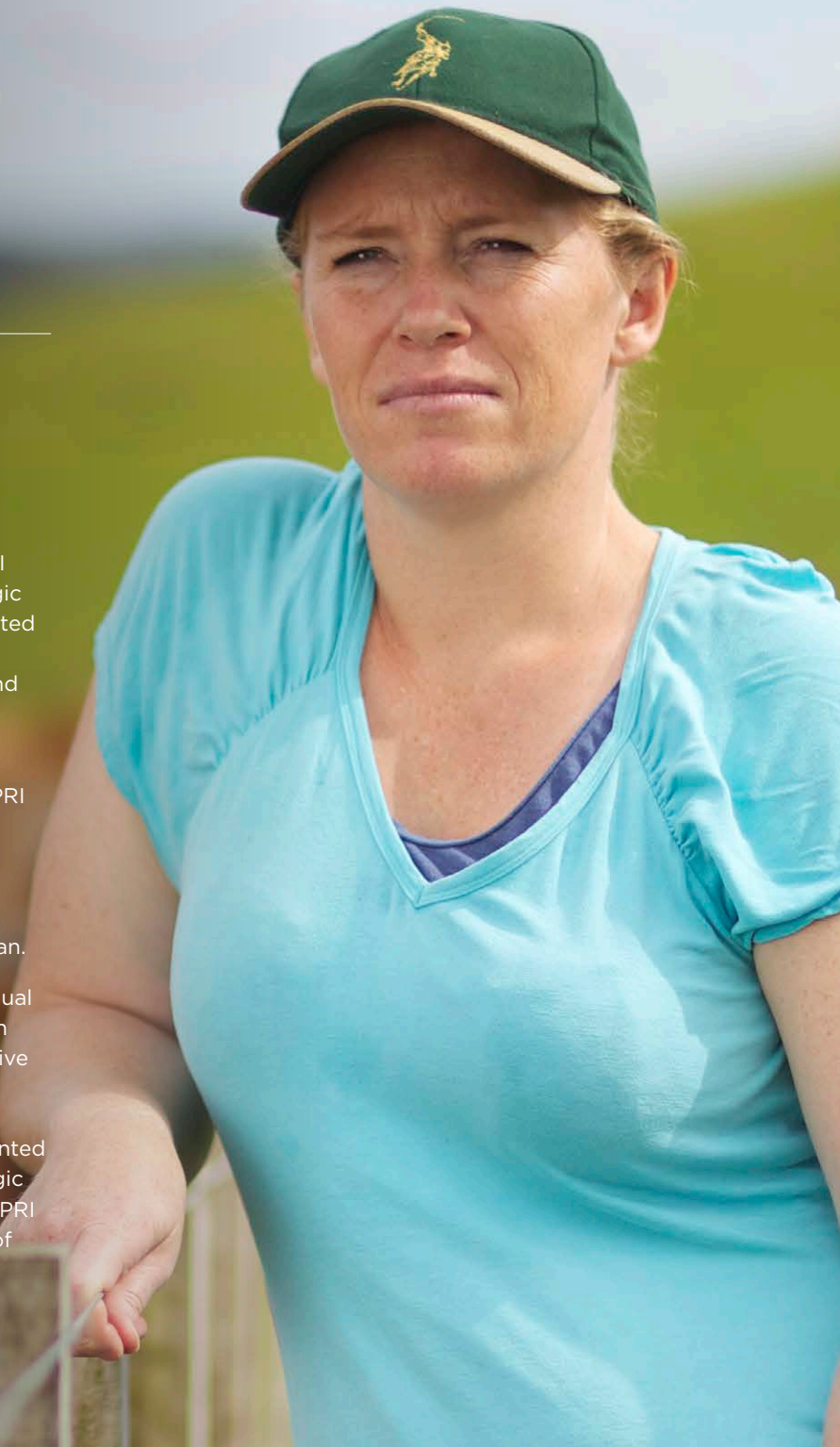
This Strategic Plan 2019–24 (the Plan) sets out the organisation’s strategic direction and priorities, and has been developed by OSPRI’s Board and Stakeholders’ Council with input from funders.

## OSPRI’s Strategic Framework

The Plan has been developed based on the OSPRI Strategic Framework shown opposite. The strategic framework is driven off a **value statement** supported by two **key strategic outcomes** and importantly four **critical enablers** that describe the internal and external conditions that must be present if OSPRI is to deliver the strategic outcomes.

The framework describes seven **impacts** that OSPRI will achieve in the upcoming five years, which together will be measured and monitored using a core set of **key performance indicators**. Each element of the OSPRI Strategic Framework is elaborated on in more detail throughout this plan.

While this Plan has a five year horizon, OSPRI annual operating plans will describe the annual work plan with clearly defined and linked milestones that drive accountabilities and plot the path to the ultimate achievement of the strategic outcomes. Further definition of each component of the Plan is presented in the following sections together with the strategic initiatives which are the projects that will help OSPRI achieve its outcomes and ensure the robustness of the critical enablers.



## OUR VALUE

**Farmers and markets can depend on us to  
provide assurance as to the health and status of animals**

OUR STRATEGIC  
OUTCOMES**DISEASE MANAGEMENT**

Animal diseases for which we have primary responsibility are managed to agreed outcomes

**TRACEABILITY**

There is full traceability of the animals within the National Animal Identification and Traceability scheme

OUR CRITICAL  
ENABLERS

We have the culture, capability and capacity to deliver our programmes effectively and efficiently

Our shareholders, stakeholders and funders agree that we understand their needs and expectations

We have superior information management systems and technology to support the successful delivery of our strategy and programmes

There is broad understanding and support of our programmes and the strategies we deploy to implement them

## OUR IMPACT

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

Livestock are free of TB by 2026

Possums are free of TB by 2040

Other parties with a legitimate interest are able to verify the provenance of animals

Stakeholders have trust and confidence in OSPRI and in the delivery of its programmes

We are asked to take on responsibility for the management of other diseases





## ABOUT OSPRI

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### Who we are

OSPRI New Zealand Limited (OSPRI) was established in 2013, bringing together the Animal Health Board and National Animal Identification and Tracing (NAIT) Limited. OSPRI is owned by three industry shareholders – DairyNZ, Beef+Lamb, Deer Industry NZ, and is funded by levies and Government investment through the Ministry for Primary Industries (MPI).

### The role we play

As an integrated service provider, OSPRI can offer end to end disease management expertise, services and systems, scalable up to national level.

### Our programmes of work

OSPRI is the sole shareholder of TBfree NZ 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 Minister for Primary Industries.

- 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.

# OUR CURRENT OPERATING CONTEXT

An assessment of our operating context has helped to confirm our strengths, technical capabilities and identify opportunities available to us in the coming five years.

## OUR STRENGTHS

OSPRI is still evolving as an organisation and building long term sustainable relationships, culture and capability. It has specialist areas of expertise including:

Disease management  
epidemiology  
and ecology for the  
management of and  
proof of freedom from  
livestock disease

National traceability  
processes, technology  
and systems

Animal health strategy  
design and systems

Nationwide  
operations  
procurement, contract  
management, programme  
implementation, and  
monitoring (especially  
in the disease  
vector space)

## OUR TECHNICAL CAPABILITIES

OSPRI's recognised technical capabilities are supported by:

A national farmer  
committee network  
and engagement  
programme

High  
functioning  
Contact Centre  
with field extension  
and relationship  
capabilities

R&D portfolio  
management

Technology  
solutions and  
corporate  
processes

Encouragement  
and backing from  
our shareholders  
and funders

## OUR OPPORTUNITIES

OSPRI is positioned to take advantage of several opportunities within its environment over the next five years:

Integration of  
traceability, disease  
management, systems  
excellence and support  
services to provide end to  
end disease management  
capability and services

Ongoing development of  
the traceability system

Building  
partnerships  
with complementary  
organisations and agencies  
to maximise the opportunities  
of our enhanced capabilities in  
relation to pest management  
and contribute to New  
Zealand's overall biosecurity  
management  
framework

Building a high  
performing OSPRI  
underpinned by superior  
relationships, culture and  
capability. Improvements  
to sector engagement will  
include leveraging farmer-led  
communities to embrace  
a broader range of  
responsibilities

## OUR VALUE & STRATEGIC OUTCOMES

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Farmers and markets can depend on us to provide assurance as to the health and status of animals



### Our Value

OSPRI was established for the benefit of primary industry shareholders and its value lies in creating demonstrable value for them. The value describes the very essence of the organisation, why OSPRI exists and the value it provides its shareholders.

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.

The disease management plan to eradicate bovine TB from New Zealand includes livestock disease identification, monitoring and managing aligned to livestock traceability (NAIT) and coupled with vector management using wildlife disease surveillance and monitoring. This model has the potential to be applied to other animal diseases that stakeholders want managed or eradicated.

OSPRI's ambition is to be the trusted partner of choice of Government and industry for the ongoing management of animal diseases within the primary sector.





## STRATEGIC OUTCOMES

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The Plan is structured around two key outcomes – disease management and traceability. These mirror OSPRI's existing legislative responsibilities. We plan to better integrate these two areas to allow for enhanced management of the TB programme and enable us to undertake on behalf of our funders other disease management work incorporating traceability. Each of the strategic outcomes are elaborated in the following section of the Plan.

## STRATEGIC OUTCOME 1: DISEASE MANAGEMENT

We have made it one of our strategic outcomes that:

**animal diseases for which we have primary responsibility are managed to agreed outcomes.**

### What this means

The objectives in the current National TB Pest Management Plan (NPMP) are to eradicate TB from New Zealand by 2055, with milestone objectives of TB freedom in cattle and deer by 2026, and TB freedom in possums by 2040; and to contain the disease in cattle and deer to a national infected herd period prevalence of no more than 0.2% until the disease is eradicated. OSPRI is responsible to the Minister for delivery of the NPMP with Government oversight.

### What is expected of us

The Biosecurity Act requires TBfree NZ to prepare a National Operational Plan (NOP) to give operational effect to the Biosecurity (National Bovine Tuberculosis Pest Management Plan) Order 1998. The NOP contains annual targets for infected herd numbers and vector free hectares which are reflected in the KPI measurements set for the year ending 30 June 2022.

The eradication of bovine TB has been very successful, reducing infected herds from a peak of 1700 in the mid-1990s to fewer than 30 in mid-2019, and eradicating TB from possums across 2.29 million hectares since 2011, all ahead of schedule.

There is a risk that impetus could be lost now that the disease has been eradicated from several regions. As many farmers are no longer directly impacted they may start to question continued funding for the programme. There are increasing discussions about whether 1080 should be used, and how to deliver aerial operations in future needs research investment and potentially alternative planning. The initiatives aligned to our stakeholder engagement and communications targets are critical to achievement of our disease management objectives.

In the short to medium term OSPRI will ensure farmers and industry continue to see the value of their investment in the TBfree programme. We will also review the programme to see how it can be delivered at an accelerated pace to reduce cost through new vector control and pest management approaches. This includes working collaboratively and in partnership with other pest control organisations as appropriate. To date, we have assisted with the Department of Conservation's Battle for Our Birds programme, and with Regional Councils and private foundations working on localised pest control.





## What we will do to achieve this

The following strategic initiatives have been identified as critical to the success of us ensuring **animal diseases for which we have primary responsibility are managed to agreed outcomes.**

STRATEGIC INITIATIVE	DESCRIPTION
<b>1. Integration of Disease Management System and NAIT</b>	<p>The integration of our disease management system and NAIT will enable livestock traceability for diseases with chronic carrier state at individual animal level and/or an animal movement component as drivers of the disease occurrence.</p> <p>Aligned to this is obtaining the entry of mandatory and relevant non-mandatory disease and defect data detected at routine slaughter into OSPRI systems, and development of a more generic on-farm disease surveillance system for livestock, based on existing TB models.</p>
<b>2. Risk Based Testing programme implemented</b>	<p>The Risk Based Testing (RBT) pilot commenced in March 2019 and aims to reduce the number of TB tests that need to be carried out based on risk profile. Detection at slaughter will replace the testing regime.</p> <p>Within the next three years, the pilot data will be analysed and assuming the trial is successful, the RBT programme will be confirmed and expanded to the national cattle and deer herd.</p>
<b>3. Identification of other endemic and exotic disease management opportunities</b>	<p>With our established credentials for the successful end-to-end management of an endemic disease (bovine TB), we are looking to leverage existing industry investment in our capability to manage endemic and exotic diseases of priority for industry and Government as additional disease programmes for the benefit of stakeholders.</p> <p>We will identify other primary industry livestock diseases which may be suitable for a successful national scale control or eradication programme and develop management and implementation frameworks including relevant livestock diagnostic tools and testing, relevant R&amp;D, monitoring and surveillance, and farmer engagement.</p>

STRATEGIC INITIATIVE	DESCRIPTION
4. Undertake operations to meet the objective of TB freedom from possums by 2040	<p>The following operations will be delivered in the next three years:</p> <ul style="list-style-type: none"><li>• Possum control over approximately 3.3 million hectares, made up of 2.55 million hectares of ground control and 750,000 hectares of aerial control</li><li>• Undertake wildlife surveys to prove the presence or absence of TB in wildlife, including:<ul style="list-style-type: none"><li>• Pig surveys over approximately 2.4 million hectares aiming to catch 2,500 pigs</li><li>• Ferret surveys over approximately 770,000 hectares aiming to catch 2,200 ferrets</li><li>• Deer surveys over approximately 105,000 hectares aiming to catch 185 deer</li><li>• Possum surveys over approximately 745,000 hectares aiming to catch 3,000 possums</li></ul></li></ul>
5. Carry out monitoring and quality assurance work for all projects	<p>This includes monitoring of possum populations on 10,300 survey lines, and undertaking 750 contract audits.</p>
6. Ensure all cattle and deer herds are compliant with TB testing requirements	<p>This involves the completion of approximately 8 million TB tests (subject to the implementation of Risk Based Testing) and ensuring that less than 1% of herds require additional management.</p>





## STRATEGIC OUTCOME 2: TRACEABILITY

We have made it one of our strategic outcomes that there is:

**full traceability of the animals within the National Animal Identification and Traceability scheme.**

### What this means

Our high-level ambition is to provide full traceability of animals within the national traceability scheme and to put in place a scheme in which key users have confidence and which compares favourably against other traceability schemes internationally.

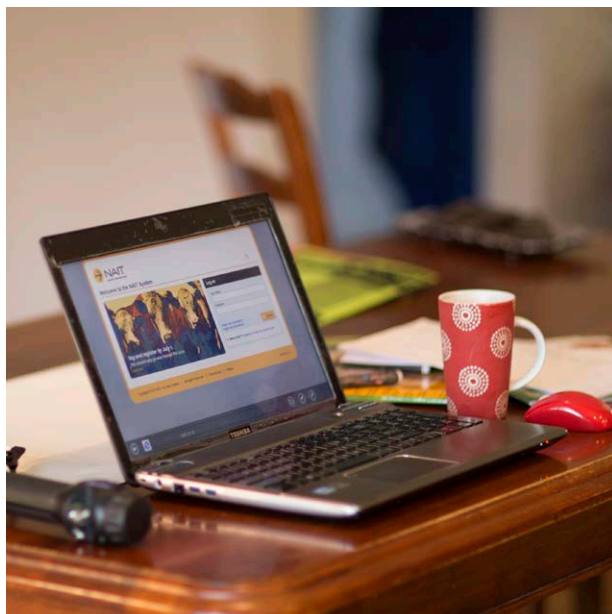
Full traceability means that the NAIT system contains records of where a NAIT registered animal has been from birth to death or live export, i.e. its history and where it is currently. The NAIT system must also meet the purposes for which it was established as set out in section 3 of the NAIT Act 2012:

- provide for the rapid and accurate tracing of individual, or groups of, NAIT animals from birth to death or live export; and
- provide information on the current location and movement history of individual, or groups of, NAIT animals; and
- improve biosecurity management; and
- manage risks to human health arising from residues in food, food-borne diseases, and diseases that are transmissible between animals and humans; and
- support improved animal productivity, market assurances, and trading requirements.

### What is expected of us

To meet user, industry, shareholder and Government requirements and deliver the benefits of product and market assurance, and incursion and disease management traceability, the NAIT programme must have high data integrity resulting from high levels of compliance. Without full traceability the management of a biosecurity incursion response is more challenging and time-consuming and could impact the period to return to usual market access conditions, and the reach and cost of the incursion event.

In addition to enabling a faster response in the event of an animal health, food safety or biosecurity incursion incident, an improved NAIT scheme will enable industry to capture additional livestock attributes for product differentiation, support paddock to plate traceability, and enable access to accurate animal history information, both to assist farmers purchasing animals and those who are trying to locate owners of animals (eg wandering stock or stock theft).



## What we will do to achieve this

The following strategic initiatives have been identified as critical to the success of us achieving **full traceability of the animals within the National Animal Identification and Traceability scheme.**

STRATEGIC INITIATIVE	DESCRIPTION
<b>7. Development of a Traceability Compliance Scale</b>	<p>We will establish a Traceability Compliance Scale which combines weighted compliance performance targets based on the importance of each measure for delivering lifetime traceability. This will enable an at-a-glance view of how overall compliance with the scheme is tracking. The Traceability Compliance Scale will also be able to be applied at the individual farmer, enterprise production type and regional level.</p> <p>We will develop standards for defining verified lifetime traceability and communication materials that describe and promote this to domestic and export customers.</p> <p>An initial task as we develop the Traceability Compliance Scale is to establish baseline compliance indicators and measures. This will be supported by a joint MPI/OSPRI annual compliance action plan which will detail the focus areas of compliance, methodology and allocation of responsibility, reporting, escalation and review provisions.</p> <p>By the end of the third year of the Plan we propose to benchmark the NAIT scheme against international best practice to ensure that our trading partners have confidence in the system.</p>
<b>8. Develop the traceability value-add proposition for farmers</b>	<p>OSPRI will develop a plan to realise the value-add proposition of lifetime traceability for farmers. A key focus of the plan will be the development of tools to enable farmers to access individual animal health and traceability records to support purchasing decisions and on-farm biosecurity management decisions.</p> <p>OSPRI will also work with key stakeholders to develop a Traceability Quality Assurance Programme (QAP) and rating system for farmers for implementation by 2022. The Traceability QAP will be both stand-alone and able to integrate into an industry approved total farm QAP.</p> <p>In the longer term, OSPRI will work with farmers and stakeholders to identify further opportunities for value adding back to farmers.</p>



STRATEGIC INITIATIVE	DESCRIPTION
<b>9. Redefine the role of the Traceability Technical Advisory Group</b>	<p>OSPRI will redefine the role of the Traceability Technical Advisory Group (TAG) and expand its membership to be more representative of key stakeholders and users.</p> <p>The Traceability TAG will develop an annual work plan with four key focus areas:</p> <ol style="list-style-type: none"> <li>1. Identify opportunities for improving usability and accessibility of the traceability information system.</li> <li>2. Identify and review new or emerging traceability technologies, systems or processes that may reduce cost, improve compliance, add value or simplify processes.</li> <li>3. Identify and propose suitable areas for value adding traceability research.</li> <li>4. Identify and recommend ongoing opportunities for improving the national animal identification and traceability system.</li> </ol> <p>OSPRI will establish a farmer Traceability Reference Group to:</p> <ul style="list-style-type: none"> <li>• Support and advise the Traceability TAG from an end user perspective.</li> <li>• Review and advise from a user perspective on changes to the Traceability Information Management System.</li> <li>• Act as Beta Test Group for software releases as part of OSPRI's internal quality assurance programme.</li> </ul>







**“I SUPPORT LIVESTOCK  
TRACEABILITY AND  
BIOSECURITY BY TAGGING  
AND REGISTERING MY  
CALVES IN NAIT”**

RICHARD MCINTYRE, **SHAREMILKER**, HOROWHENUA



# CRITICAL ENABLERS

**1.**  
**ORGANISATIONAL  
CULTURE &  
CAPABILITY**

**2.**  
**STAKEHOLDER  
SUPPORT**

**3.**  
**TECHNOLOGY  
& TOOLS**

**4.**  
**ENGAGEMENT &  
COMMUNICATIONS**

We have identified four critical enablers which are vital to us successfully achieving our strategic outcomes, and stress the importance of people, relationships, culture and capability to OSPRI's future success.

OSPRI's four critical enablers will assist it to deliver its two key outcomes of traceability and disease management, and ultimately to stakeholders having trust and confidence in OSPRI and in the delivery of its programmes.





## 1. Organisational Culture & Capability

To be successful, we need to have the culture, capability and capacity to deliver our programmes effectively and efficiently.

Currently TB and NAIT are often viewed within the organisation as distinct programmes leading to some silo approaches to working. Our customers and staff want to see OSPRI as a united team with a common purpose, and an organisation that supports its people to do their best work and feel well and safe.

Following a lengthy period of restructure, it is also time to rebuild and invest in our culture and capability for the future – one that is focused on our common purpose, that is ambitious and embraces high performance, collaboration, accountability, and a more planned, focused and structured approach to delivery. The wellbeing, health and safety of our people and contractors is critical as are our relationships and our culture will reflect this focus.

### WHY THIS IS IMPORTANT

Culture has become a key differentiator of how organisations outperform. Staff engagement and wellbeing and health and safety of both our employees and contractors will continue to be key focus areas for the future.

Sustainable, long-term financial viability is also part of capacity to deliver our programmes. OSPRI will annually review its 15-year forecast including reflecting efficiencies from smarter systems and



gains achieved in the TBfree operations programme, and ensuring levy rates meet short, medium and long-term financial forecasts for delivery of the programmes.

## WHAT WE WILL DO TO ACHIEVE THIS

The following strategic initiatives are targeted at us ensuring we have the right culture and capability in place.

STRATEGIC INITIATIVE	DESCRIPTION
<b>10. Improve company culture</b>	<ul style="list-style-type: none"> <li>Engagement and Pulse survey capacity will be used to measure engagement including staff feelings about their health, safety and wellbeing and to improve employee experience. Year one will become the baseline measure for each subsequent year's survey.</li> <li>Dashboards to assist OSPRI understanding and building our teams will be developed. This will provide better tools for managers for proactive management e.g. proactive attrition management.</li> <li>We will also build external engagement with our stakeholders specific to Human Resources and Health and Safety to share best practice.</li> </ul>
<b>11. Invest in our people and Human Resource systems</b>	<ul style="list-style-type: none"> <li>We will attract, train and retain skilled staff through best practice recruitment, performance management, training programmes, succession planning, and culture that values staff.</li> <li>Continuous development will be undertaken through targeted capability development of staff from a corporate perspective. This will especially focus on re-skilling and building transferable skills to ensure an agile workforce and building critical skills and competencies for OSPRI.</li> <li>The current and future leadership bench will be strengthened, including the building of a talent matrix to commence proactive succession planning. Proposed new technology adoption to assist in the management of Human Resource processes includes learning management and recruitment platforms.</li> </ul>
<b>12. Drive excellent Health and Safety outcomes</b>	<ul style="list-style-type: none"> <li>We will attain ISO45001 accreditation and associated audits to ensure OSPRI is continuously improving our Health and Safety culture, including appropriate policy refinements and development.</li> <li>Initiatives to support sound Health and Safety compliance will be implemented, eg workplace exposure monitoring, fleet management monitoring, wellbeing and continuous learning.</li> <li>Appropriate Health and Safety platforms will be reviewed with a view to either updating existing systems and tools, or implementing new fit-for-purpose solutions.</li> </ul>
<b>13. Financial intelligence</b>	<ul style="list-style-type: none"> <li>We will support the business to make sound financial business decisions to support our initiatives and programmes.</li> </ul>



## 2. Stakeholder Support

It is important that our shareholders, stakeholders and funders agree that we understand their needs and expectations.

OSPRI is owned by industry – DairyNZ, Beef+Lamb, Deer Industry NZ – and funded by both farmer levy and through Government. The company’s governance structure comprises the Board and a Stakeholders’ Council.

OSPRI stakeholders include groups throughout the primary industry supply chain, from producers (DairyNZ, Beef+Lamb, Deer Industry NZ, Federated Farmers, the Dairy Companies Association of New Zealand, and the NZ Deer Farmers Association) to processors (Meat Industry Association), together with sale yards (Stock and Station Agents Association of NZ), the regulator (MPI), and other national and local government interests (NZ Local Government Association, Department of Conservation, Predator Free NZ 2050).

### WHY THIS IS IMPORTANT

For OSPRI to be successful and recognised as a valued partner we must actively listen to better understand the needs and expectations of our stakeholders and put these at the centre of our thinking. We will always be looking for opportunities to benefit stakeholders and deliver value in new and innovative ways. For OSPRI to have stakeholders that are advocates for the company, we need to ensure that stakeholders:



- understand and trust our delivery of current programmes
- believe that OSPRI is open and transparent and acting in their best interests
- are well informed
- feel listened to, valued and able to influence the company's direction.

## WHAT WE WILL DO TO ACHIEVE THIS

The following strategic initiatives are targeted at ensuring we establish and maintain strong stakeholder support.

STRATEGIC INITIATIVE	DESCRIPTION
<b>14. We will design and implement a stakeholder management plan that enables us to listen and connect with our stakeholders and be open and transparent</b>	<ul style="list-style-type: none"> <li>• OSPRI recognises that our engagement with farmers and stakeholders is an absolute priority and will ensure increased interactions, and targeted and appropriate information reporting, through a coordinated programme. Surveys will be carried out to gauge satisfaction levels with our engagement and responsiveness to stakeholder needs and priorities. A separate reporting regime will be implemented with MPI, as the regulator and representative for the Minister, to ensure that it rates engagement with OSPRI favourably.</li> <li>• We will design and implement a stakeholder management plan that enables us to listen and connect with our stakeholders and be open and transparent.</li> <li>• We will actively seek feedback, acknowledge input and do the right thing in response.</li> </ul>
<b>15. We will review and rescope the role and functions of TB Committees</b>	<ul style="list-style-type: none"> <li>• The nationwide TBfree Committees are a valuable mechanism for engaging directly with farmers, receiving feedback, and sharing information. Similarly, TB committees are well positioned to assume greater responsibilities and their scope could be broadened to include wider disease management, NAIT and as an effective interface between OSPRI, the Government and farmers.</li> </ul>
<b>16. Refreshed communications strategy</b>	<ul style="list-style-type: none"> <li>• Our communications strategy will be refreshed to ensure we deliver our messages to stakeholders in the most engaging format. This will include ensuring that our communications are clear and engaging, use an appropriate channel, and the content and frequency meets our readers' needs.</li> </ul>



### 3. Technology & Tools

To succeed we need to have superior information management systems and technology to support the successful delivery of our strategy and programme.

OSPRI has outsourced hosting of its infrastructure over the past year and is now planning to invest significantly in system development to ensure the long-term sustainability of OSPRI's information management systems. This will enable better ways for our stakeholders to engage with us digitally and ensure that we have tools, resources and processes that allow us to deliver today and in the future.

#### WHY THIS IS IMPORTANT

Our updated Information Systems Solutions Plan provides the architectural road map of the components for an integrated solution including:

- a high level of automation to simplify animal tracing and disease operations in line with the strategic requirements for these programmes over the next three-five years
- seamless integration and information exchange for the benefit of the Ministry for Primary Industries, information providers, accredited entities, and third-party total farm management software vendors
- improved NAIT user experience with the introduction of a new intuitive, easy-to-use interface and the reduction of duplicated processes and data capture

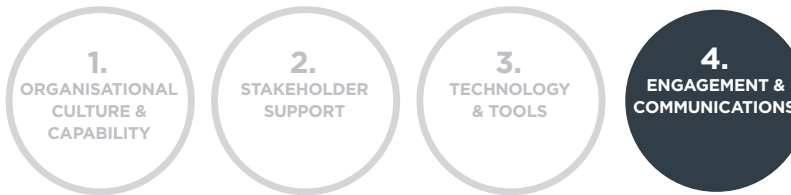


- delivery of eASD
- improvements to our pest and disease management technology solutions
- integrated business support programmes (telephone system, document management) and enhanced third-party integration.

## WHAT WE WILL DO TO ACHIEVE THIS

The following strategic initiatives are targeted at us ensuring we have the right technology and tools in place.

STRATEGIC INITIATIVE	DESCRIPTION
<b>17. Develop and implement an Information Systems Strategic Plan (ISSP)</b>	<ul style="list-style-type: none"> <li>• The ISSP will create an integrated platform so that OSPRI is able to deliver on the strategic outcomes for disease management and traceability outcomes.</li> </ul>
<b>18. Delivery of integrated implementation plan</b>	<ul style="list-style-type: none"> <li>• Core components for the OSPRI platform, including a single source of people and organisation information, will be implemented together with enhancement of the NAIT and Disease Management System integration.</li> </ul>
<b>19. Strengthen traceability</b>	<ul style="list-style-type: none"> <li>• Once confirmed by stakeholders we will produce the expected outcomes from an approved eASD business case that will simplify livestock movement recording by stakeholders and strengthen national traceability.</li> </ul>



## 4. Engagement & Communications

Our success is dependent upon there being broad understanding and support for our programmes and the strategies we deploy to implement them.

It is key that OSPRI's communication and engagement activities clearly articulate and demonstrate the value of the TBfree and NAIT programmes, build understanding, provide support and information to help farmers comply with their obligations, and generate commitment and action.

### WHY THIS IS IMPORTANT

It is acknowledged that the two programmes are at different places in terms of their support in the farming and wider community, although there is a shared need for action, understanding and buy-in from the same audience, stakeholders and client base.

- The TBfree programme has been so successful in eradicating TB that the disease has become “invisible”, with very few farmers ever having experienced a herd breakdown. We are now in the position of needing to retain farmer buy-in for pest eradication activities and associated levies.
- The *Mycoplasma Bovis* outbreak drew attention to challenges with NAIT scheme compliance and highlighted perceptions that NAIT had somehow failed, while underlining the need for New Zealand to have a robust traceability scheme.



- Public and NGO support for our programmes needs to be maintained and enhanced. There is a growing vocal anti-1080 community; we need to ensure that the benefits of 1080 use for native species populations through the eradication of pests are also publicised.

## WHAT WE WILL DO TO ACHIEVE THIS

The following strategic initiatives are targeted at us ensuring our engagement and communication efforts are maximised.

STRATEGIC INITIATIVE	DESCRIPTION
<b>20. We share our success stories through content others find easy to use in social and traditional channels</b>	<ul style="list-style-type: none"> <li>• Our communication activities include targeted, factual editorial, high quality images and robust media responses. We are aligned both internally and with the farming calendar to ensure our activities are timely and fit-for-purpose.</li> <li>• We need to highlight the success of the TBfree scheme to increase knowledge of the programme's achievements in both rural and urban sectors, together with the need for continued vigilance to ensure the disease is eradicated.</li> <li>• Our engagement and communications work will also ensure farmers know how to use NAIT and have access to resources that assist them to meet their scheme obligations and encourage them to contribute to NAIT outcomes through compliance.</li> </ul>
<b>21. We work across the system to promote the value of pest control, biosecurity and traceability</b>	<ul style="list-style-type: none"> <li>• We are active participants in cross-agency activities, ensuring accurate information is shared with the right people at the right time. We respond quickly when we need to as well as investing in long term initiatives.</li> <li>• We will re-set perceptions of NAIT, reinforce that we are listening to farmer feedback by making the system easier to use, and emphasise the need for all farmers to support good biosecurity practices. Communications will utilise research findings and input from TBfree Committee members, and actively promote the value of the NAIT scheme, its benefits and its role in managing, containing and recovering from biosecurity and food safety threats.</li> <li>• Collaborative and strategic partnership relationships will be important to deliver on projects impacting both on the primary sector and the country's biosecurity and biodiversity initiatives. This will include extension work with our shareholders and organisations such as Federated Farmers, and sharing pest control best practice with regional and national government bodies (eg Department of Conservation, Regional Councils), privately funded conservation/biodiversity organisations, and with our suppliers.</li> </ul>

# OUR IMPACTS

Acting on, and delivering against this Plan will deliver the following impacts for stakeholders:



Annual operating plans produced with the annual operating budget will set out the steps to deliver these impacts.





**“WE OWE IT TO FUTURE  
GENERATIONS TO GIVE  
THEM A COUNTRY THAT’S  
TB FREE”**

VANESSA HORE, SHEEP AND BEEF FARMER, OMAKAU





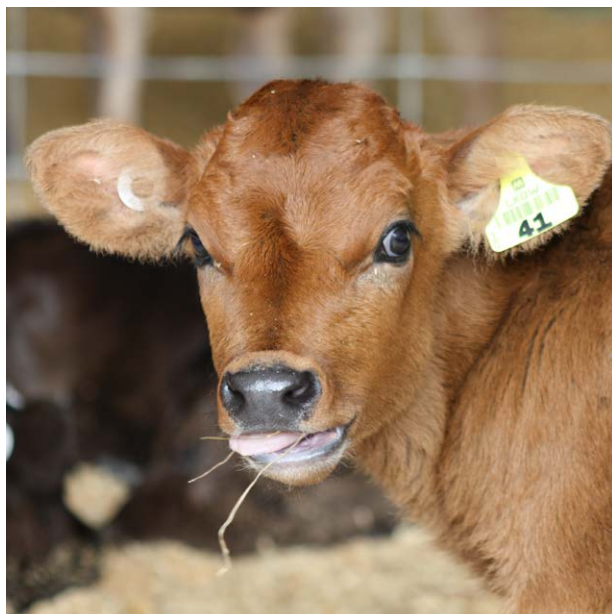
## MEASURING OUR SUCCESS

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OSPRI wants to be bold and ambitious and challenge itself to achieve key targets within the next three years. The specified performance measures are targets that will **together** provide an ongoing view of how the whole organisation is tracking towards achievement of the impacts and outcomes.

These KPIs will:

- be subject to annual operating plans with milestones
- be refreshed and reset in year 3 for the remaining life of this 5-year strategic plan
- include a performance (as opposed to a technical) review of NAIT in 2022 to benchmark NAIT internationally
- include the creation of a Traceability Compliance Scale that will measure end to end compliance with NAIT and be assessed annually through data and table-top exercises; and
- require annual surveys of stakeholders.



## Key performance indicators

The following key performance indicators have been identified as a collective set which will be monitored on a regular basis as a tool to help inform of progress against achievement for the remaining life of this Plan.

The key performance indicators set in 2019 were reviewed by the Board and other key stakeholders in early 2022. As a result of that review, we added metrics related to new priorities and revised other metrics to reflect changes in either trends or the environment.

REF	KEY PERFORMANCE INDICATOR	MEASURED BY
1.	<b>Reduce the number of infected herd status cattle or deer herds to less than 13 by 30 June 2024</b>	As measured through data and analysis and reported quarterly
2.	<b>Reduce the total TB Vector Risk Area to 6.25 million hectares by 30 June 2024, with a priority focus in high-risk areas</b>	As measured through data and analysis and reported quarterly
3.	<b>Increase compliance with NAIT obligations to above 75% by 30 June 2024, as measured on the Traceability Compliance Scale*</b>	Year one development of Traceability Compliance Scale and baseline measure, then report quarterly
4.	<b>80% of surveyed stakeholders (including iwi) express confidence in OSPRI and its programmes as measured through a repeat of the baseline stakeholder survey, measured in June 2024</b>	Measured and reported through annual survey with baseline survey year one
5.	<b>We have completed transition planning and setup for the management of <i>Mycoplasma bovis</i></b>	Report quarterly

\* The traceability compliance scale has been developed as an indicative aggregate figure to show trends in animals registered before first off farm movement, animals with full lifetime traceability, animal movements recorded within 48 hours and animal registrations within 180 days of birth.



REF	KEY PERFORMANCE INDICATOR	MEASURED BY
6.	Deliver the rebuilt NAIT system which is easy to use and fit for purpose	Report quarterly
7.	OSPRI has over 65% of people in the Growth contributor quadrants of our Talent Matrix, measured at 30 June 2024	Report quarterly
8.	OSPRI's internal aggregated Health, Safety & Wellbeing score reduces to and remains below 9**	As measured through data and analysis and reported quarterly

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







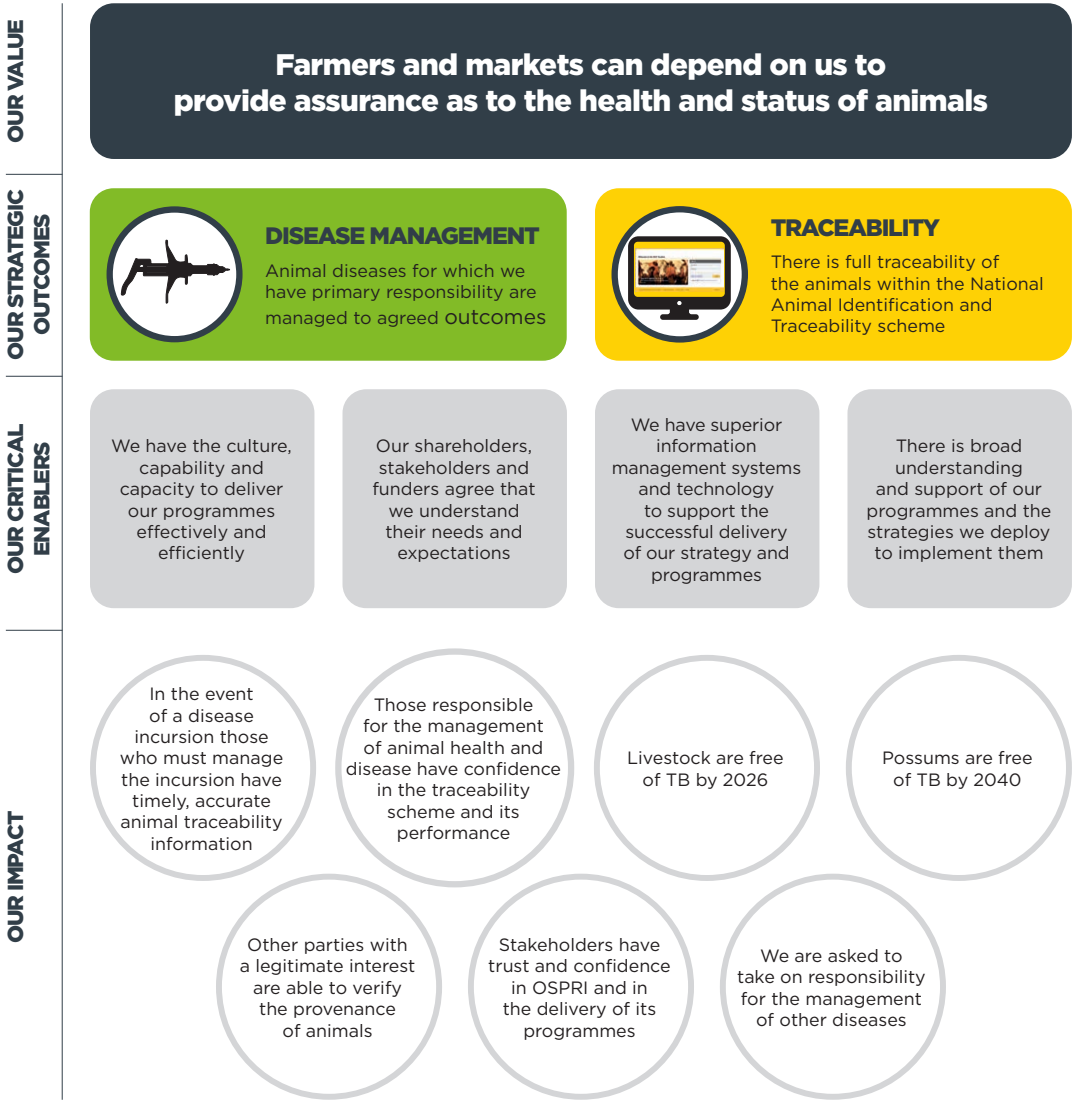
**“I SUPPORT BIOSECURITY  
AND PROTECT MY  
INDUSTRY BY RECORDING  
ALL ANIMAL MOVEMENTS”**

NICK BROWN, **TARANAKI BEEF FARMER**



# APPENDICES

## Appendix 1 – Strategic Plan 2019-24 Framework



## Appendix 2 – SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Disease management epidemiology and ecology for the management of and proof of freedom from livestock disease</li> <li>• Animal health strategy design and systems</li> <li>• National traceability processes, technology and systems</li> <li>• Nationwide operations procurement, contract management, field operations and monitoring (especially in the disease vector space)</li> <li>• National farmer committee network</li> <li>• High functioning Contact Centre with field extension and relationship capabilities</li> <li>• Passionate and committed staff with good support from shareholders and funders</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Failings in the NAIT system and low compliance levels identified in the 2016-18 NAIT review and confirmed during the <i>Mycoplasma Bovis</i> incursion response have had a negative impact on trust and confidence in OSPRI</li> <li>• Staff in OSPRI have been subject to a period of uncertainty and change with resulting impact on culture, relationships and performance</li> <li>• Internally, the clear separation of the NAIT and TB programmes is leading to sub optimal outcomes</li> <li>• Success of the TB eradication programme is leading to lack of engagement from some farmers and potentially a loss of technical capability from the company</li> <li>• Underinvestment in management systems and disciplines, capability and technology</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Growing and shifting demand in global markets provide an opportunity for NZ to meet demand for premium quality livestock products</li> <li>• With a growing number of animal diseases requiring long term management, the strong potential to position the organisation to be a provider of choice and assume responsibility for several animal diseases</li> <li>• Integrating traceability, disease management, systems excellence and support services to provide end to end disease management capability and services</li> <li>• Building stakeholder and funders' trust and confidence and gaining support to extend traceability and animal disease management to a wider range of animals</li> <li>• Building partnerships with complementary organisations and agencies to maximise the opportunities of our enhanced capabilities</li> <li>• Leveraging our farmer led committees to embrace a broader range of related responsibilities</li> <li>• Building a high performing OSPRI underpinned by superior relationships, culture and capability, and technology</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Changing community perceptions including rising expectations of social accountability, animal welfare responsibility, environmental sustainability standards, and food product integrity</li> <li>• Threats and risks associated with the continued use of 1080 including legislation to restrict or ban its use</li> <li>• Emerging animal disease and biosecurity risks (from climate change, greater people movements and globalisation) which threaten to interrupt food production and market access, impact productivity or compromise food safety</li> <li>• Increasing need to respond to elevated supply chain, food safety and transparency requirements to secure market access while managing market barriers</li> <li>• Resistance from farmers as they confront greater regulation and compliance costs</li> <li>• Without improved performance, political intervention or competition to remove or take over the OSPRI functions</li> </ul>



