



Introduction

This document outlines OSPRI’s vision, purpose, strategic priorities, critical enablers, outcomes, and Key Performance Indicators for 2025-2028.

Our funder organisations, farmers, key stakeholders and OSPRI’s people have participated in developing this plan. There is strong agreement on the direction and priorities for OSPRI.

Current state and context for this strategy

This strategy recognises OSPRI is at a transition point of “**consolidating core delivery**” while pursuing “**clarity for the future**”.



OSPRI | MBfree

M. bovis

OSPRI has been involved in delivery of the *M. bovis* eradication programme since November 2023. It took on full responsibility under a National Pest Management Plan (NPMP) on 1 January 2025 and its first National Operational Plan (NOP) (a legal requirement) was approved by Minister Hoggard on 9 April 2025. The *M. bovis* NPMP aims to declare statement of absence by 30 June 2028.



OSPRI | TBfree

TB

The TB NPMP is currently undergoing its ten-year review and the outcomes will be reflected in a new TBfree NOP. Populating years two and three of this strategy will therefore take place during the 2025/26 year when the TBfree NOP is completed, and we identify the innovations needed to deliver it.



OSPRI | NAIT

NAIT scheme

NAIT is transitioning from two perspectives. The NAIT triennial business plan 2025-2028 (required under the funding agreement), detailing the strategy, targets, and funding envelope, is under development. Concurrently, a process is underway to replace the NAIT system, the central component of the NAIT scheme, with the timing for completion and cost yet to be confirmed. Funders have agreed to maintain the current funding for the 2025/26 financial year to allow the full triennial business plan and budget including the NAIT system replacement business case to be completed. The traceability priority targets for year one are based on the current triennial business plan and reflect the direction of travel requested by funders. Years two and three will be populated once the updated strategy, NAIT replacement timelines and budgets are agreed.

Strategic Analysis

In addition to key stakeholder input, this strategy is underpinned by a range of analyses including:

- a global and domestic scan of emerging political, economic, social, technological, and environmental trends that could impact OSPRI
- a comparison of OSPRI's structure and activities with like organisations internationally
- an internal assessment of OSPRI's performance against its 2019-2024 strategy
- an analysis of OSPRI's strengths, weaknesses, opportunities, and threats (SWOT).

Common themes

- OSPRI's disease management expertise is well respected, and solid progress has been made on eradication programmes. Future wise this competency is important from two angles. Global analysis indicates that exotic pests and diseases, including foot and mouth disease, will continue to be a significant risk for New Zealand. The skills and experience of OSPRI will be of continued importance to the wider biosecurity system.
- Farmers see a real opportunity to apply OSPRI's skills for better management or eradication of other endemic diseases.
- The criticality of robust traceability was reinforced during the *M. bovis* response. Traceability is expected to play an even more important role in New Zealand's future whether this be in an exotic disease response, endemic disease management, or market assurance activities to back food safety and provenance claims for our customers. Farmers also desire to use NAIT information to drive on-farm performance.
- The NAIT scheme has achieved incremental performance improvements, but it is not where it needs to be. There are key issues to be resolved including the following.
 - Agreement across key stakeholders and funders on the future direction and performance required from the traceability scheme, including an agreed strategy and implementation plan with appropriate investment.
 - Widespread disappointment with the MYOSPRI failure has undermined some trust and confidence. Stakeholders see the NAIT system replacement as the most immediate aspect to get right, while noting the quality of the replacement will be integral to future success.
- Stakeholders see OSPRI's capability, be it people, technology, systems, or data as a critical asset for the industry, built through many years of investment. They point to potential wider roles and responsibilities for OSPRI in New Zealand's biosecurity system but prioritise delivery of current core functions first. Identifying future roles is an important medium-term task so that OSPRI retains the right capability, especially as our disease programmes, TBfree and in particular *M. bovis*, move towards eradication.
- OSPRI's success requires a resolute dedication to operational excellence through people, processes, data management, innovation, and technology infrastructure.
- Critical to delivering operational excellence are our relationships with shareholders, funders, farmers, dairy, meat and fibre value chain participants, iwi and hapu, landowners, and the research sector. Stakeholders want improved engagement, and OSPRI acknowledges that successful partnerships will allow us to achieve our goals more quickly and ensure farmers' and taxpayers' funds are used more effectively and efficiently.
- Funders emphasise that OSPRI needs to continually achieve synergies across programmes.

How the strategy is set out

OSPRI’s 2025 – 2028 strategy draws these threads together in a coherent plan to provide clarity for our people and our partners; what we will achieve, how we will go about it, how we will know we are on-track, how we will know we have succeeded and the values that will underpin our success.

An overview of the strategy is captured on our “Strategy on a page”.

The following sections provide an explanation of the vision and purpose, and for each priority and critical enabler, commentary to provide greater depth and context. Tables detail key activities, the outcomes expected to be delivered and measures that OSPRI can point to as evidence that the outcomes have been achieved.

Definitions

Vision: describes the “desired future state” for OSPRI.

Purpose: describes OSPRI’s “core reason for being” – our “why” and what we do to achieve the vision.

Strategic Priorities: are the key areas we will focus on to achieve our vision.

Goals: define the results that we expect to achieve under each of the priorities.
Under each Goal a table details what activities we will do, the outcomes expected from those activities, and associated KPIs.

Values: are the fundamental, guiding principles and beliefs that shape our culture, behaviour, and decision-making, serving as a foundation for our operations and interactions with stakeholders.

OSPRI Strategy 2025–2028

Vision

Our farmers succeeding through exceptional biosecurity and traceability



Purpose

We deliver excellence in disease management and traceability in partnership to strengthen and protect New Zealand's livestock industries

Delivering disease eradication

Goal

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

Key Outcomes 25/26

- TB vector operations delivered in full
- TB herd infection is reduced to target levels
 - TB vector free hectares target met
- TB on farm testing transitioned to OSPRI successfully
- TB future plan agreed with targets and funding envelope
 - *M. bovis* NPMP implemented in full-on-time and to budget
- Complete and implement new research and innovation strategy

Consistently improving traceability and assurance

Goal

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

Key Outcomes 25/26

- NAIT hits targets for data improvement and farmer satisfaction
- National Operating Plan agreed with funders and implemented to plan
- Procurement process completed and vendor selected for NAIT replacement
- New NAIT build on track against schedule
- Triennial business plan and budget agreed

Capable and ready to respond

Goal

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

Key Outcomes 25/26

- eASD is on a secure, flexible platform
- OSPRI is adequately funded to deliver the eASD service and stakeholders are satisfied with its value for money
- Sheep traceability business case completed by industry with valued input from OSPRI

Continuous improvement for operational excellence

Goal

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

Engaged, capable, productive and safe people

Key Outcomes 25/26

- Performance management system improvements deliver increased use, user satisfaction and improved performance
- OSPRI's people engagement is lifting
- OSPRI's safety culture and safety performance continues to improve
- Safety culture and incident rate meet targets, with strong farmer support and TB testing delivery
- OSPRI's people strategy is fit for the future

Maximising the value and efficiency of investment

Key Outcomes 25/26

- OSPRI's financial management maximises investment in direct programme activities while ensuring a capital improvement plan can be implemented
- OSPRI's projects are delivered in-full, on-time to budget with benefits realised

Excellent stakeholder relationships and partnerships

Key Outcomes 25/26

- OSPRI's relationship with shareholders and funders is strong
- OSPRI's programmes benefit from input and support from key stakeholders
- OSPRI's input, support and partnerships with Māori are increasing

Fit for purpose technology and data management

Key Outcomes 25/26

- OSPRI's technology infrastructure is secure, functional and meets the company's needs
- OSPRI has an infrastructure investment plan delivering to needs in a cost-effective manner
- OSPRI's data management is fit for purpose and arranged to meet future needs
- OSPRI achieves efficiency gains through AI use

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

Vision and Purpose

Vision

Our farmers succeeding through exceptional biosecurity and traceability.

Purpose

We deliver excellence in disease management and traceability in partnership to strengthen and protect New Zealand's livestock industries.

The **vision** describes a desired future state for OSPRI.

The vision acknowledges that farmers' success is at the centre of what we do, and when farmers succeed, New Zealand succeeds.

While "traceability" acknowledges an ongoing, growing, and enduring role for OSPRI, the term "biosecurity" denotes the stakeholder proposal for OSPRI's greater, but currently undefined, role within the wider biosecurity system, moving beyond just disease management.

The word "exceptional" acknowledges the criticality of biosecurity and traceability performance to farmers' and New Zealand's success – so much is at stake that OSPRI needs to be exceptional in these disciplines and delivery.

The **purpose** describes OSPRI's "core reason for being" – our "why".

Firstly, OSPRI is here to "deliver" - it points to an unwavering focus on achieving what has been agreed with our funders and sits in our operational plans.

Secondly "excellence" points to our expectations of ourselves to constantly drive to be better, and in some cases define best practice globally. It's what our farmers and funders expect of us, and what is required to reach our "exceptional" vision.

Traceability and disease management clearly state the business we are in – disease management acknowledges that this is a core competency; sometimes applied to eradication as with TB and *M. bovis* but at other times to agreed levels of disease control. Traceability is core for OSPRI in that it underpins disease management, and access and assurance for our domestic and international markets and customers.

"In partnership" denotes that OSPRI does nothing by itself but rather works with others to deliver with shared intent and efforts towards a common goal.

"Strengthen and protect New Zealand's livestock industries" puts boundaries around our activities. Firstly, our activities are confined to the "livestock industries" and secondly everything we do must be measured against whether it is "strengthening" or "protecting" the sector.

Our Values



Purpose Led

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



Powered by People

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



Stronger Together

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



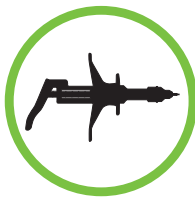
We Deliver

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

Strategic Priorities

OSPRI has four strategic priorities:

Strategic Priority 1



Delivering disease eradication

Strategic Priority 2



Consistently improving traceability and assurance

Strategic Priority 3



Capable and ready to respond

Strategic Priority 4



Continuous improvement for operational excellence

Our first two priorities reflect the roles for which OSPRI was set up – to deliver agreed disease eradication and animal traceability outcomes for New Zealand's livestock industries.

The third ensures that OSPRI continues to develop the people, data, systems, and processes necessary for current programmes, but also leverages that capability to deliver greater value through future activities agreed with our funders.

Funders and stakeholders emphasise that OSPRI's primary focus needs to be delivering current programmes and ensuring continuous improvement to enhance value for farmers. Therefore Priority 4 underpins all OSPRI's core programmes. This is why in the strategy on a page it sits below and across the other three priorities.

Strategic Priority 1



Delivering disease eradication

Goal

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

Deliverables

1. Hit herd number and vector free area targets

TB infected herds currently fluctuate between 10-20, we target being down to eight TB infected herds at 30 June 2026. Ridding infection from wildlife becomes the key focus for total eradication of the disease. There are two remaining significant hot spots for herd and wildlife infection that we know of: Otago and Central North Island, East of Taupō through to Hawke's Bay. Both Otago and East Central North Island are challenging from a wildlife disease eradication perspective due to scale, land access, and terrain.

OSPRI's herd testing and processing plant surveillance are the key disease detection methods. OSPRI taking over TB herd testing on 1 July 2025 will deliver cost savings, allow greater control and agility, and bring the organisation closer to farmers. Ensuring this seamlessly fits into OSPRI and receives a high level of satisfaction from farmers is crucial. By 31 December 2025 we want our in-house testing team to be delivering in-full, on-time, recognising efficiencies and have satisfied farmers and other stakeholders.

OSPRI is ahead of the Vector Risk Area reduction target in the TBfree NOP, and we plan to stay ahead. We will review the proof of freedom model to ensure the right balance between the cost of achieving freedom declarations vs the risk of failure.

2. Complete and implement the TB Plan review

A statutory review of the NPMP for bovine TB was required to start by 1 July 2026. Shareholders agreed that the review should be completed earlier, in recognition of the cost pressures the TBfree programme faces.

Consultation on a new plan is due to take place in the 2025 calendar year. A revised NOP will be completed during the 2025/26 year for the Biosecurity Minister's approval and OSPRI will implement it from 1 July 2026.

3. *M. bovis* National Pest Management Plan on track

OSPRI started delivery of the day-to-day operational and disease control functions of the *M. bovis* eradication programme on 1 November 2023.

On 1 January 2025, OSPRI became the Management Agency under an NPMP under Part 5 of the Biosecurity Act 1993. We are finishing the delimiting phase, collecting data for the provisional absence phase, and carrying out surveillance to build towards declaring confidence of absence in mid-2028.

2025/26

Activity	Outcome	Measure / KPI
TB eradication programme		
Deliver vector operations	Target amount of vector operations is delivered	1.2 million hectares of vector operations delivered to specification
Reduce herd infection	Herd infection is reduced to target levels and risk of spread controlled	Eight infected herds by 30 June 2026
Complete disease surveillance through processing works and implementation of in-house TB testing	Surveillance programme gives confidence that herd infection is detected in a timely manner TB testing is delivered within budget with high farmer satisfaction	Implementation of TB testing in-house completed to BAU by 31 December 2025 Deliver TB testing within budget of \$8.94m Farmer satisfaction at 90%
Proof of vector disease freedom	Vector Risk Area is reduced to target levels	5.9 million residual hectares of Vector Risk Area at 30 June 2026
Research and innovation	Complete and implement a new research and innovation strategy	Milestones delivered in-full and on-time
Complete TB plan review	Future plan agreed with targets and funding envelope	Stakeholder support Board sign off on plan and associated budget
<i>M. bovis</i>		
<i>M. bovis</i> NPMP implemented through NOP	NPMP implemented on-time and to budget	NOP KPIs (see NOP Table 3 measures /targets)
Research and innovation	Complete and implement a new research and innovation strategy	Milestones delivered in-full and on-time

2026/27

Activity	Outcome	Measure / KPI
TB Eradication programme		
New TB Plan implementation through NOP	NOP approved by Board and Minister and delivered to specification	NOP KPIs
<i>M. bovis</i>		
<i>M. bovis</i> NPMP implemented through NOP	NPMP implemented on time and to budget	NOP KPIs (see NOP Table 3 for measures/targets)

2027/28

Activity	Outcome	Measure / KPI
<i>M. bovis</i>		
<i>M. bovis</i> NPMP implemented through NOP	<i>M. bovis</i> eradication programme complete	95% confidence of absence mid-2028

Strategic Priority 2



Consistently improving Traceability and Assurance

Goal

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

The importance of traceability is increasing and the NAIT scheme plays a critical role to underpin the livestock sector's preparedness and response to diseases and to support market access and assurance for our domestic and international customers.

Deliverables

1. Partner farmers and stakeholders to improve NAIT performance

We will focus on continuous improvement: more data, more accurate data and more timely data. Our VADE (Voluntary, Assisted, Directed and Enforced) compliance model approach will focus on education and support to help farmers provide better data with a back-up of direction and enforcement by MPI where justified. We will increase lifetime traceability and ensure continued high levels of farmer satisfaction with OSPRI's support.

2. NAIT information system replacement is delivered

A major focus for the first two years is delivery of the new NAIT system. The first step is procuring a partner to complete the build.

OSPRI will deliver a new NAIT system that is user-friendly for farmers and Information Providers to increase the volume, accuracy and timeliness of data and that satisfies the needs of internal and external data users.

In year one, we will complete the functional and non-functional requirements, undertake a procurement process to select the build partner and commence the build. In the 26/27 year we expect to complete the build and release the new system.

3. Complete 3-year traceability and NAIT funding strategy

We are statutorily required to develop and agree a three-year business plan with funders detailing NAIT scheme deliverables and an agreed budget. The business plan will set priorities and targets for delivery against the scheme purposes detailed in the NAIT Act:

- Provide for the rapid and accurate tracing of individual, or groups of, NAIT animals from birth to death or live export.
- Provide information on the current location and movement history of individual, or groups of, NAIT animals.
- Improve biosecurity management.
- Manage risks to human health arising from residues in food, food-borne diseases, and diseases that are transmissible between animals and humans.

- Support improved animal productivity, market assurances, and trading requirements.

2025/26 will be a transition year as the business plan is finalised including full costing of the NAIT rebuild, and the statutorily required National Operations Plan (NOP) is developed for implementation in 2026/27.

2025/26

Activity	Outcome	Measure / KPI
Implement current NOP	NAIT hits targets for data improvement and farmer satisfaction	Data volume and accuracy of lifetime traceability increases from 56% to 65% Farmer satisfaction with OSPRI support is $\geq 85\%$
Complete NAIT 2025 -2028 triennial business plan implementation	NOP agreed with funders and implemented to plan Triennial business plan and budget agreed	Updated NOP ready to be implemented 1 July 2026
NAIT system replacement scoped, procurement process completed, and build commenced	Procurement process completed and vendor selected Build on track against schedule	Scope and budget supported by Board and funders

2026/27

Activity	Outcome	Measure / KPI
Deliver agreed NOP for NAIT scheme	NOP agreed with funders and implemented to plan	KPIs agreed in NAIT NOP
NAIT system replacement implemented	NAIT system delivering expected functionality to users within budget	Stakeholder/user satisfaction is $\geq 80\%$

2027/28

Activity	Outcome	Measure / KPI
Deliver tranche 2 of NAIT system improvements	NAIT system delivers the next stepwise change in functionality to increase data fullness, efficiency, and user satisfaction	Stakeholder/user satisfaction $\geq 80\%$

Strategic Priority 3



Capable and ready to respond

Goal

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

Stakeholders want OSPRI's capability to be leveraged for other activities that deliver value to the livestock sector. Though some of these future activities have clarity, others will require feasibility assessments, quantification of benefits and costs, and assurance they do not compromise OSPRI's current core activities.

"Capable and ready to respond" encapsulates that OSPRI must start today to ensure that it has the clarity, capability, and capacity for farmers' future needs. The timelines acknowledge that OSPRI needs to deliver immediate priorities but also needs agreement on future activities, timing, and funding.

Deliverables

1. Secure functionality and funding of eASD

OSPRI delivers eASD (electronic Animal Status Declaration) functionality for the sector. OSPRI's focus for 2025/26 will be enhancing eASD's security and functionality by re-platforming the technology and building flexibility into the application to ensure it can safely and cost effectively respond to the changing needs of the sector.

A key deliverable for 2025/26 will be agreeing an ongoing funding envelope from MPI, shareholders and other stakeholders to ensure that this service can be delivered to meet sector needs.

2. Support the development of the sheep traceability business case

Beef+Lamb New Zealand and the Meat Industry Association have agreed to lead the development of a business case to implement sheep traceability at mob level. OSPRI will support the business case development with expertise as ultimately sheep traceability will be through OSPRI platforms. The focus will be on leveraging existing resources, skills, and infrastructure to minimise the cost, and ensure a smooth transition for industry participants.

3. Agree future activities with funders

Farmers, MPI, shareholders and other livestock entities want to leverage OSPRI's capability and infrastructure. Opportunities include a supporting role in implementation of the Government Industry Agreement (GIA) for Foot and Mouth disease readiness and response and facilitating national programmes for the management or eradication of animal diseases such as Bovine Viral Diarrhea (BVD), Johnes and Chronic Wasting Disease (CWD). Each option will require a business case to determine the feasibility, expected return on investment (ROI), and an agreed funding envelope and mechanism for delivery. OSPRI will agree with funders what initiatives will be pursued in the 2026/27 financial year.

2025/26

Activity	Outcome	Measure / KPI
Re-platform eASD	eASD is on a secure, flexible platform	Cost savings Security and functionality Stakeholder satisfaction 80% plus
Develop ongoing business arrangements for the support of eASD	OSPRI is adequately funded to deliver the eASD service, and stakeholders are satisfied with its value for money	OSPRI delivers the ongoing system at break- even cost Stakeholder satisfaction
Participate in development of sheep traceability business case	Sheep traceability business case completed by industry with valued input from OSPRI	Stakeholder satisfaction with OSPRI's input Business case approved for OSPRI to implement

2026/27

Activity	Outcome	Measure / KPI
OSPRI conducts feasibility assessment of new national disease management programme	Industry stakeholder agreement on OSPRI leading a new disease management programme	Wide industry support and participation Financial commitment to successfully deliver programme

Strategic Priority 4

Continuous improvement for operational excellence

Goal

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

Deliverables

OSPRI has identified the following initiatives for the first 12 months to deliver improvement across OSPRI's programmes. They are the critical enablers of:

- people
- financial management
- project management
- funder, stakeholder, and farmer relationships
- technology and data infrastructure
- research and innovation.

During 2025/26, we'll continue to identify key activities needed under these enablers and any others that are appropriate to deliver operational excellence across the period of this strategy and beyond. Greater detail on each enabler is provided in the following pages.

Critical Enabler 1

Engaged, capable, productive and safe people

As a service business, people are the beating heart of OSPRI. Success is recruiting the most talented people, engaging them in purposeful and impactful work, providing an environment for performance and growth, and ensuring they are always safe. OSPRI is focused on building a culture that ensures exceptional delivery across its programmes. Building on OSPRI's current people strategy, three improvement priorities have been identified for 2025/26; – (1) our performance and development programme, (2) engagement measurement and improvement, and (3) continuous improvement of health, safety, and wellbeing.

1. Improve performance and development programme

In 2025/26 OSPRI will implement improvements to its GROW programme to ensure it is fit for purpose, cascades individual objectives under OSPRI's strategy, has a high level of use and satisfaction from OSPRI people, and is a valuable tool in driving a high-performance culture. Key attributes for this tool are that it is objective, trackable, practical, drives leadership capability, individual development, talent management, and retention.

2. Implement engagement measurement and improvement programme

We will implement the Culture Amp engagement measurement programme. After establishing a baseline from the initial survey in the 2024/25 financial year, we will set a future target based on the benchmark data. We'll identify priorities, implement initiatives in 2025/26 to increase engagement, and conduct another benchmark survey before the end of the 2025/26 year to track impact.

3. 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, on-farm, in offices, and contractors delivering operations on our behalf. We are committed to making sure everyone returns home safe every day.

Over the course of this plan, we will continue to build on the foundations of our ISO45001 accreditation, our Health and Safety Strategy, and our Wellbeing Framework.

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.

Safety leadership from the Board, ELT and those with direct people responsibility will receive greater emphasis in 2025/26. This is to model its importance and provide assurance that we are applying best practice safety in all parts of our operations.

2025/26

Activity	Outcome	Measure / KPI
Review and improve performance processes	Enhancements deliver increased use, user satisfaction and improved overall performance	100% use Performance ratings and feedback on process
Deliver a people development framework	Improvements in capability and essential skills within OSPRI	Talent matrix records 60% of people who have been with OSPRI over one year are in high performance and growth contributor quadrants
Implement engagement improvement programme	OSPRI's people are engaged, priorities are clear for lifting performance and organisational performance is increasing	Engagement score vs Culture Amp benchmark Staff performance ratings improvement
Increase leadership presence and scrutiny of health and safety practices	OSPRI's safety culture and safety performance continues to improve	Safety indicator ≤ 9
TB testing safety programme implemented in-full, on-time to specification	Safety culture and incident rate meet targets, with strong farmer support and TB testing delivery	External audit reports that the health and safety plan for TB testing is being delivered Safety indicator ≤ 9
Update people strategy to reflect strategy and engagement priorities identified	OSPRI's people strategy is fit for the future	Board support, budget support and OSPRI people endorsement

Critical Enabler 2

Maximising the value and efficiency of investment

OSPRI needs to balance investment in infrastructure, processes, and people to increase efficiency and effectiveness. OSPRI also needs to ensure that as much investment as possible is pointed to delivering on traceability and disease eradication KPIs.

1. Reduce the cost of doing business and increase efficiency of spend

OSPRI will continue a budgeting process that prioritises spending and resource use to direct programme investment while reducing the cost structure of delivery.

The focus for 2025/26 will be ensuring that efficiency of spending allows OSPRI to deliver KPIs while accounting for inflation, allows investment in improvements, and achieves an agreed balance between business overheads and direct investment in programmes.

2. Improve portfolio and project management

OSPRI has a significant portfolio of projects. An independent technology review identified project management and governance as an urgent area of improvement to not only execute projects well but to fully realise the benefits.

OSPRI has employed specialist skills in project management and adopted standards. 2025/26 will see these fully embedded.

2025/26

Activity	Outcome	Measure / KPI
Implement a sustainable and effective financial management model	OSPRI’s financial management maximises investment in direct programme activities while ensuring a capital improvement plan can be implemented	Drive to reduce indirect and overhead expenses, compared with 2024/25
Implement fit for purpose project and portfolio management disciplines	OSPRI’s projects are delivered in full, on-time to budget with benefits realised	Independent audit rates OSPRI project / portfolio management as effective

Critical Enabler 3

Excellent stakeholder relationships and partnerships

OSPRI success comes from the support and confidence of its funders, excellent working relationships with partners, and the engagement and commitment of farmers. Feedback indicates there is a significant opportunity for improvement across parts of OSPRI's programmes.

Grow stakeholder / customer engagement and partnerships

We will improve stakeholder engagement disciplines across OSPRI to ensure our key stakeholders are involved, they feel involved, and can see their input reflected in how OSPRI makes decisions. OSPRI will see the benefit from this input reflected in better decision making and more successful programmes. OSPRI's Shareholder and MPI Group, farmer committees and the Stakeholder Forum are key structures we will use to enhance farmer and stakeholder involvement in our programmes.

OSPRI will deliberately develop partnerships that increase our efficiency and effectiveness. A key partnership initiative will be with Māori farmers, landholders and entities who are not only important funders and customers of OSPRI but will play an increasingly important role in TB eradication. To partner and deliver value to Māori, OSPRI will lift its cultural competency, develop mechanisms for Māori input, and ensure that Māori can see themselves in OSPRI's programmes.

2025/26

Activity	Outcome	Measure / KPI
Improve the involvement and effectiveness of OSPRI shareholders and funders, Committees, and the Stakeholder Forum in OSPRI's activities	OSPRI's relationship with shareholders and funders is strong	Shareholders' and funders', farmer committees' and Forum members' satisfaction at 80% or above
Implement customer / stakeholder engagement strategy	OSPRI's programmes benefit from input and support from key stakeholders	Stakeholder / farmer survey shows satisfaction is ≥80%
Implement Māori strategy	OSPRI's input, support, and partnerships with Māori are increasing	80% of Māori engaged with OSPRI have high trust in OSPRI

Critical Enabler 4

Fit for purpose technology and data management

Data is at the centre of OSPRI's delivery to customers and technology is a key enabler.

1. Secure existing technology infrastructure

The technology team will deliver service to ensure that OSPRI's critical business technologies are functional, secure (including in relation to cyber security), and delivered cost effectively.

2. Build technology roadmap

OSPRI will define a desired future state for our technology infrastructure and build a roadmap that sets out timelines and agreed investment to deliver that future state.

3. Implement data strategy

Excellent data and data management underpins successful delivery of OSPRI's programmes. A data strategy has been developed, and this will be implemented during 2025/26 to support our programmes.

4. Integration of processes, people and technology

Our approach to programme implementation effectively integrates business processes, people, technology and data. These include ongoing OOMS and CRM development and implementation of an AI strategy.

2025/26

Activity	Outcome	Measure / KPI
Secure technology infrastructure	OSPRI's technology infrastructure is secure, functional, and meets the company's needs	Service Level Agreements will be developed including service uptime, return to service time
Develop technology roadmap	OSPRI has an infrastructure investment plan delivering to current and future needs in a cost-effective manner	Board approval Budget approval Plan delivered on time to budget
Implement data strategy	OSPRI's data management is fit for purpose and arranged to meet future needs	Independent audit rates OSPRI's data strategy as fit for purpose
Deliver AI strategy	OSPRI achieves efficiency gains through AI use	Board approval Staff numbers using AI

Implementation of strategic plan

This diagram shows how OSPRI’s strategy fits with the statutorily required National Pest Management Plans and National Operational/Operations Plans for each programme, and how these cascade to OSPRI’s Annual Operating Plans (developed for each financial year to accompany the organisation’s budget) and beyond that to individual objectives.

