



2021–2025

Ministry for Primary Industries
Manatū Ahu Matua

Strategic Intentions





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01.

Introduction



Director-General's foreword

Te kupu whakataki a te Tumuaki Ahurei



I am pleased to present the 2021 to 2025 Strategic Intentions for the Ministry for Primary Industries (MPI).

As I write this, MPI continues to navigate the effects of the COVID-19 pandemic, which arrived on New Zealand's shores in early 2020.

Following the disruption of the pandemic, the food and fibre sector has been the engine room of New Zealand's economic recovery, in large part due to commodities such as milk powder and logs. We have fared well thus far, with sector export revenue reaching \$47.5 billion for the year ended 30 June 2021, and this is forecast to hit a record \$49.1 billion in the year ending June 2022.

We know that food and fibre producers will continue to be front and centre of New Zealand's economic recovery over the coming years. We also know that, to realise the potential of these sectors beyond those products we have traditionally relied upon, it is vital we enable innovation to develop high-value products with strong environmental credentials for international markets.

The story for the next four years is one of collaboration and transformation toward a sustainable, zero-carbon economy, which meets increasing consumer demand for a secure supply of safe and healthy food, produced and packaged ethically and sustainably.

The *Fit for a Better World – Accelerating our Economic Potential* roadmap sets ambitious 10-year targets for the food and fibre sector to pave the way for New Zealand's economic recovery:

- Productivity – adding \$44 billion in export earnings over the next decade through a focus on creating value.
- Sustainability – reducing biogenic methane emissions to 24 percent to 47 percent below 2017 levels by 2050 and 10 percent below by 2030. Plus, restoring New Zealand's freshwater environments to a healthy state within a generation.
- Inclusiveness – employing 10 percent more New Zealanders by 2030, and 10,000 more New Zealanders in the food and fibre sector workforce over the next four years.

To meet these targets, MPI will be focusing its efforts on four key areas:

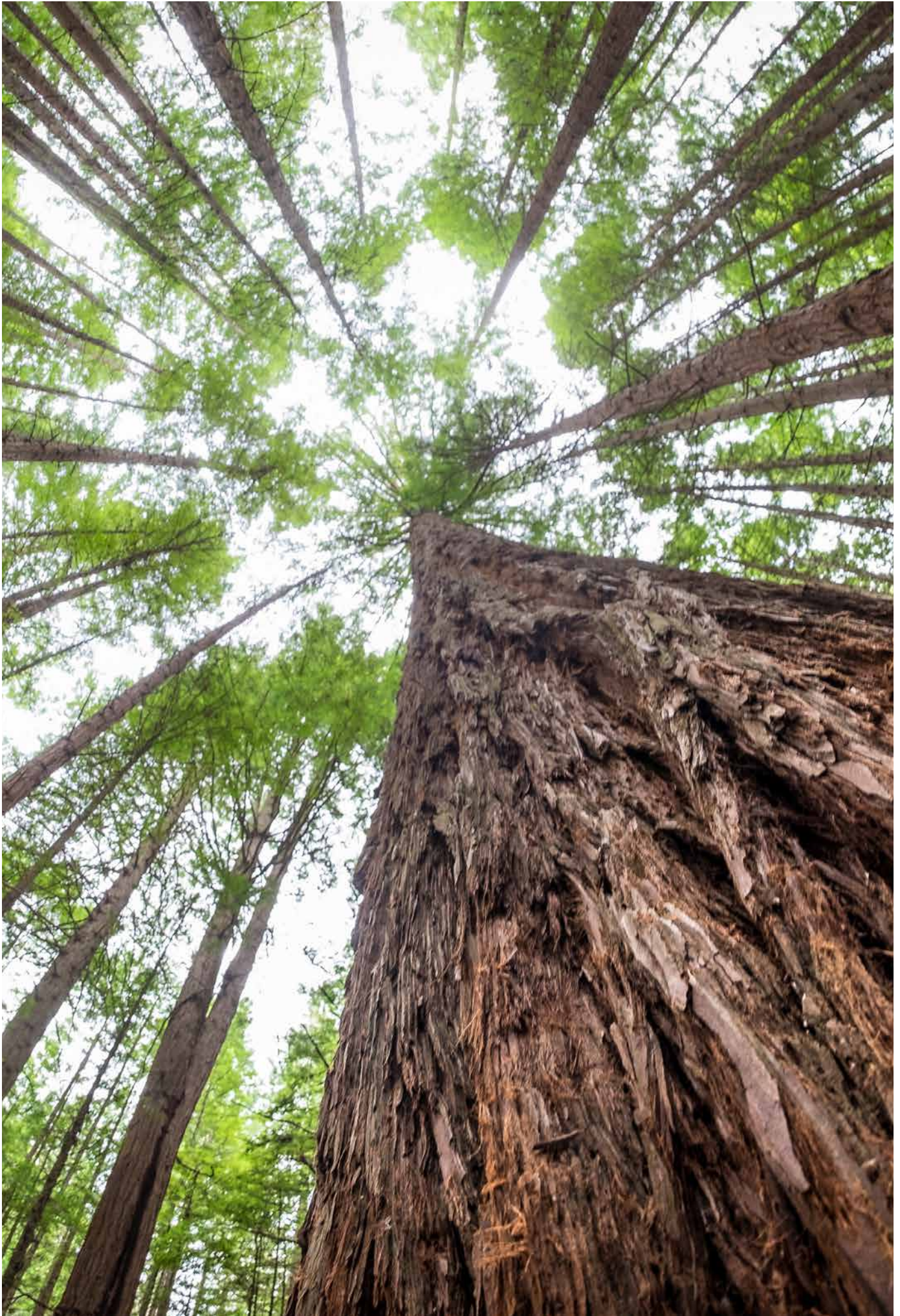
- Prosperity – growing the value of exports for the benefit of all New Zealanders.
- Sustainability – helping the sector to meet climate change challenges and improve freshwater quality.
- Protection – protecting the food and fibre sector from pests and diseases.
- Visible Leadership – partnering with Māori and playing a key leadership role in the sector.

These outcomes will enable the transformation New Zealand needs to ensure a sustainable, prosperous future. I am excited to work alongside the sector to realise these outcomes, for the benefit of communities now, and for generations to come.

Ray Smith

Director-General, Ministry for Primary Industries





Statements of responsibility

Ngā tauākī whai takohanga

Director-General's statement

In signing this information, I acknowledge that I am responsible for the information on the strategic intentions of Biosecurity New Zealand, Fisheries New Zealand, New Zealand Food Safety, Te Uru Rākau - New Zealand Forest Service, and the Ministry for Primary Industries. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

Signed:



Ray Smith

Director-General, Ministry for Primary Industries
Date: 21 October 2021

Responsible Ministers' statements

I am satisfied that the information on strategic intentions prepared by Biosecurity New Zealand, Fisheries New Zealand, New Zealand Food Safety, Te Uru Rākau – New Zealand Forest Service and the Ministry for Primary Industries is consistent with the policies and performance expectations of the Government.

Signed:



Hon David Parker

Minister for Oceans and Fisheries
Date: 21 October 2021

Signed:



Hon Damien O'Connor

Minister responsible for MPI
Minister of Agriculture
Minister for Biosecurity
Minister for Rural Communities
Date: 21 October 2021

Signed:



Hon Stuart Nash

Minister of Forestry
Date: 21 October 2021

Signed:



Hon Dr Ayesha Verrall

Minister for Food Safety
Date: 21 October 2021

Signed:



Hon Meka Whaitiri

Associate Minister of Agriculture (Animal Welfare)
Date: 21 October 2021

Signed:



Rino Tirikatene

Parliamentary Under-Secretary to the Minister for Oceans and Fisheries
Date: 21 October 2021

The food and fibre sector's importance to New Zealand

Te wāhi nui o te rāngai kai, kaka hoki ki Aotearoa

The food and fibre sector's span is considerable, from paddock, orchard, forest and ocean, through to the processing, packaging, and transportation system, all the way to the market, and ultimately to consumers worldwide. Its activities cover 52 percent of New Zealand's land mass, and 4 million square kilometres of ocean.

The food and fibre sector currently employs around 356,000 people, representing 14.1 percent of the total workforce. In some regions, the sector employs up to one in every three people, making it a critical part of New Zealand's social and economic structure.

The success of the food and fibre sector is vital for New Zealand's prosperity and wellbeing. Collectively, the sector accounts for 11 percent of total gross domestic product and 83 percent of all New Zealand's merchandise exports.

The sector has performed well over the past year, despite a series of challenges arising from the COVID-19 pandemic.

Export revenue from food and fibre is forecast to rebound and hit a record high of \$49.1 billion in the year ending June 2022, driven mostly by strong demand for New Zealand's dairy, forestry and horticulture products.

The future outlook for New Zealand's food and fibre sector is positive, and it will need to adapt to the impacts of technology, shifting trade dynamics, climate change, and rapidly changing public attitudes and consumer preferences.

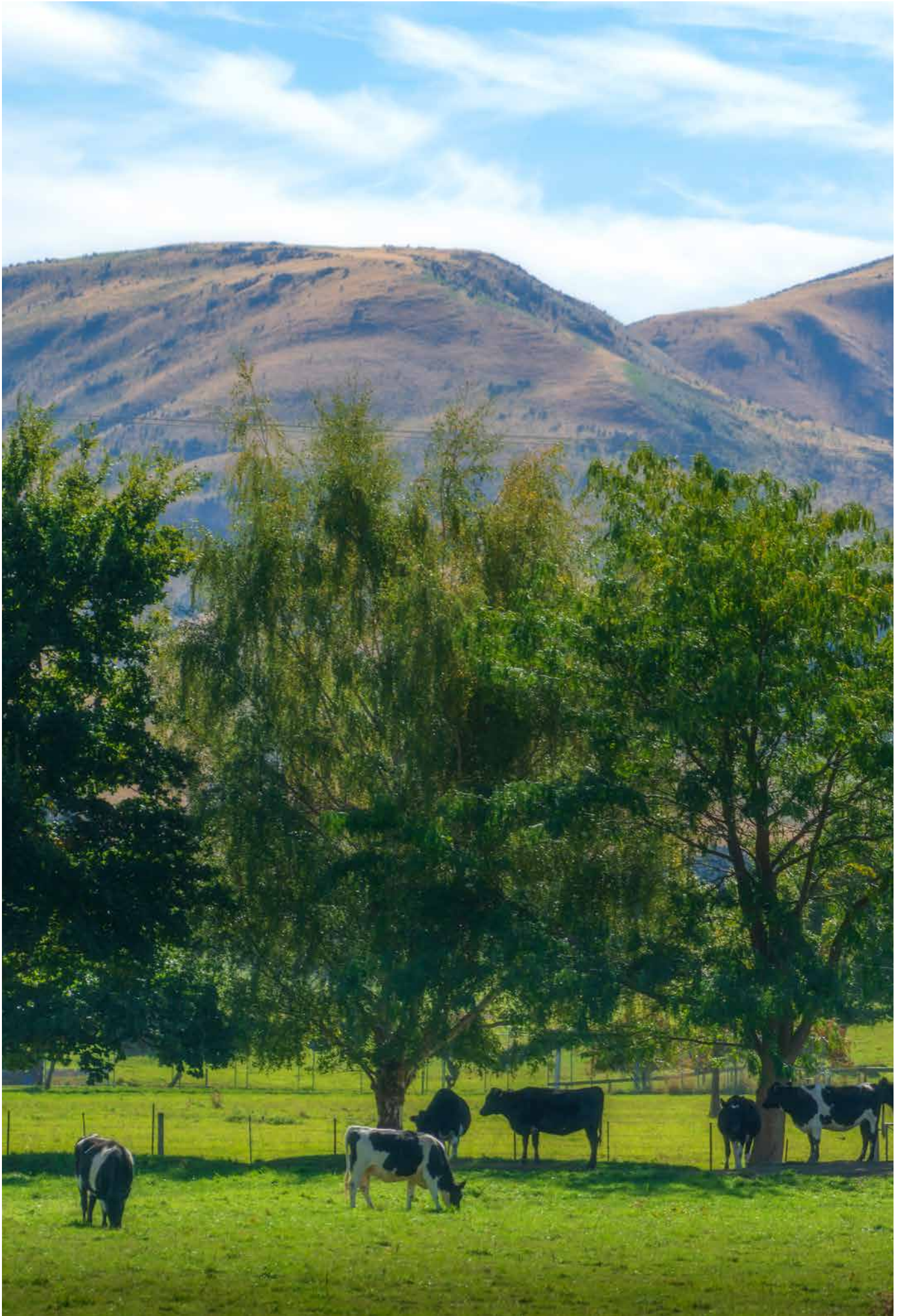
The main challenge is to grow sustainably. The food and fibre sector relies on the long-term use of natural resources and these resources are under pressure. Climate change is affecting the marine environment and land productivity, and the increasing frequency of severe weather events is resulting in significant impacts for rural communities.

Iwi and Māori are major players in the food and fibre sector. They are significant producers and landowners and have a special interest in the protection of our natural resources and biodiversity.

We are committed to working with Māori as Te Tiriti o Waitangi and primary sector partners, and to developing strong ongoing relationships. We are strengthening collaboration with Māori, supporting participation in the food and fibre sector and working with Māori to realise their cultural and economic aspirations.

This document sets out our role in the food and fibre sector and our strategy for meeting these challenges and delivering better outcomes for the sector and New Zealand over the next four years.

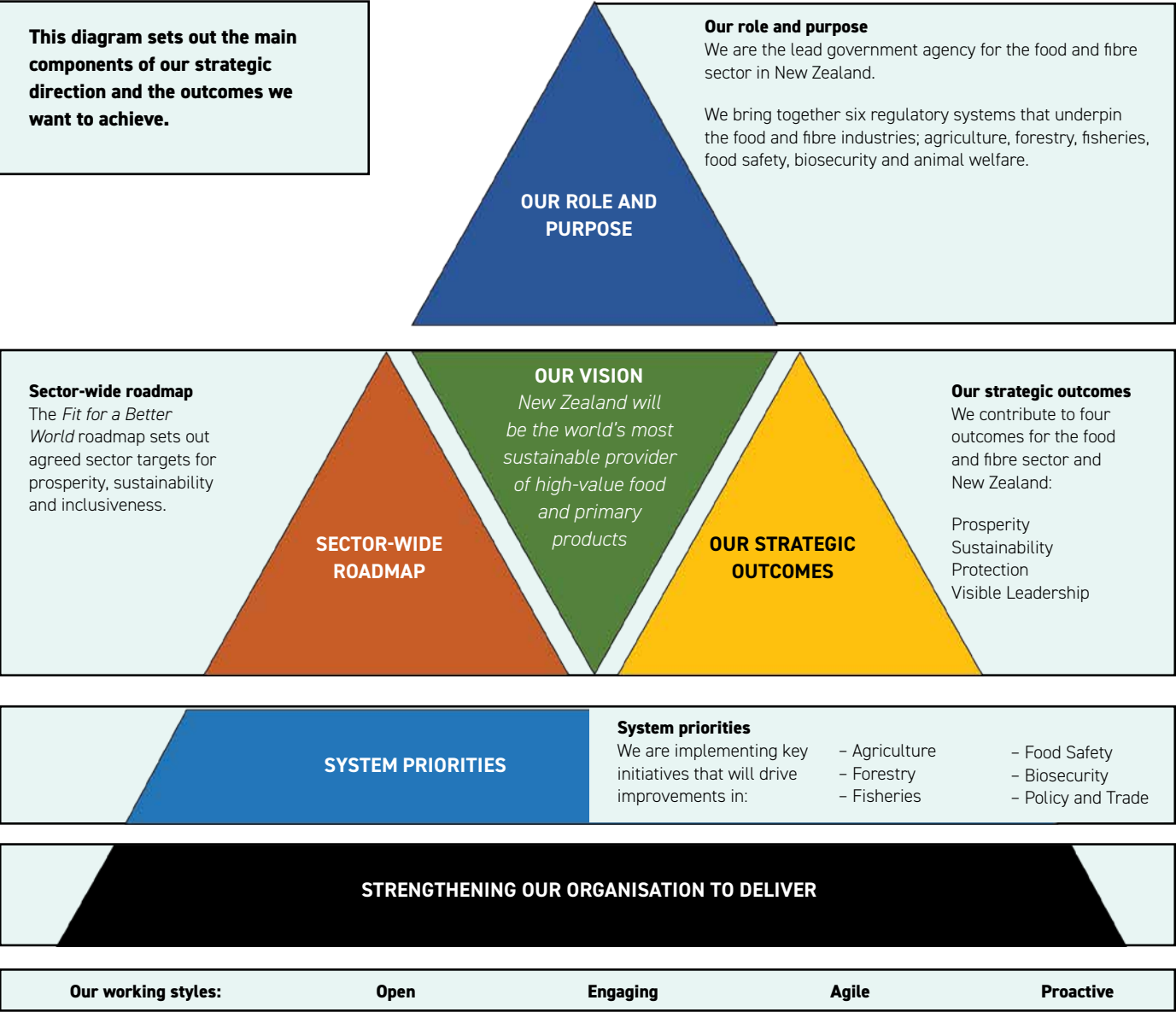






Our strategic framework

Ko tā mātau anga rautaki



Our role and purpose

Ko tā mātau mahi me tā mātau kaupapa

Our role supporting the food and fibre sector

The Ministry for Primary Industries (MPI) is the lead government agency for the food and fibre sector in New Zealand.

We bring together six regulatory systems that underpin the food and fibre industries; agriculture, forestry, fisheries, food safety, biosecurity and animal welfare.

We have networks and an international market presence that help to increase the value of New Zealand's food and fibre exports in an integrated way. We also have consistent science, risk assessment and enforcement approaches.

We are involved in various operational, readiness and response, policy, regulatory, trade and industry development activities that support the sector.

Because of our size, we can deploy staff across regulatory systems to respond to events quickly. We also provide policy advice to the Government on these systems and are actively involved in the natural resource, economic and border sectors of government. We have over 3,500 staff based in more than 60 locations in New Zealand and overseas. Our people work in a range of environments, from airports and beaches to laboratories, abattoirs and fishing vessels. Our responsibilities traverse the whole chain of food and fibre production.

We play an important role in ensuring food and fibre sector regulations are complied with and enforced where necessary, to ensure New Zealand's fisheries are managed sustainably, it's animals are well looked after and it's food is safe. Our compliance team includes more than 300 fishery officers, food compliance officers, animal welfare inspectors, investigators and National Animal Identification and Tracing (NAIT) staff.

We work closely with central and local government agencies, iwi, hapū, whānau and Māori organisations, private sector organisations and key stakeholder groups.

We are committed to being a good partner under Te Tiriti o Waitangi. Partnering with, and investing in, Māori in the food and fibre sector is an opportunity to realise long-term, inclusive and sustainable growth for all New Zealand. It also provides for innovative solutions to the challenge the sector faces.

MPI is the internationally recognised 'competent authority' that carries out several functions for the sector in New Zealand, such as setting and reviewing regulations, verification, monitoring, issuing official assurances and ensuring compliance.

Our business units and structure

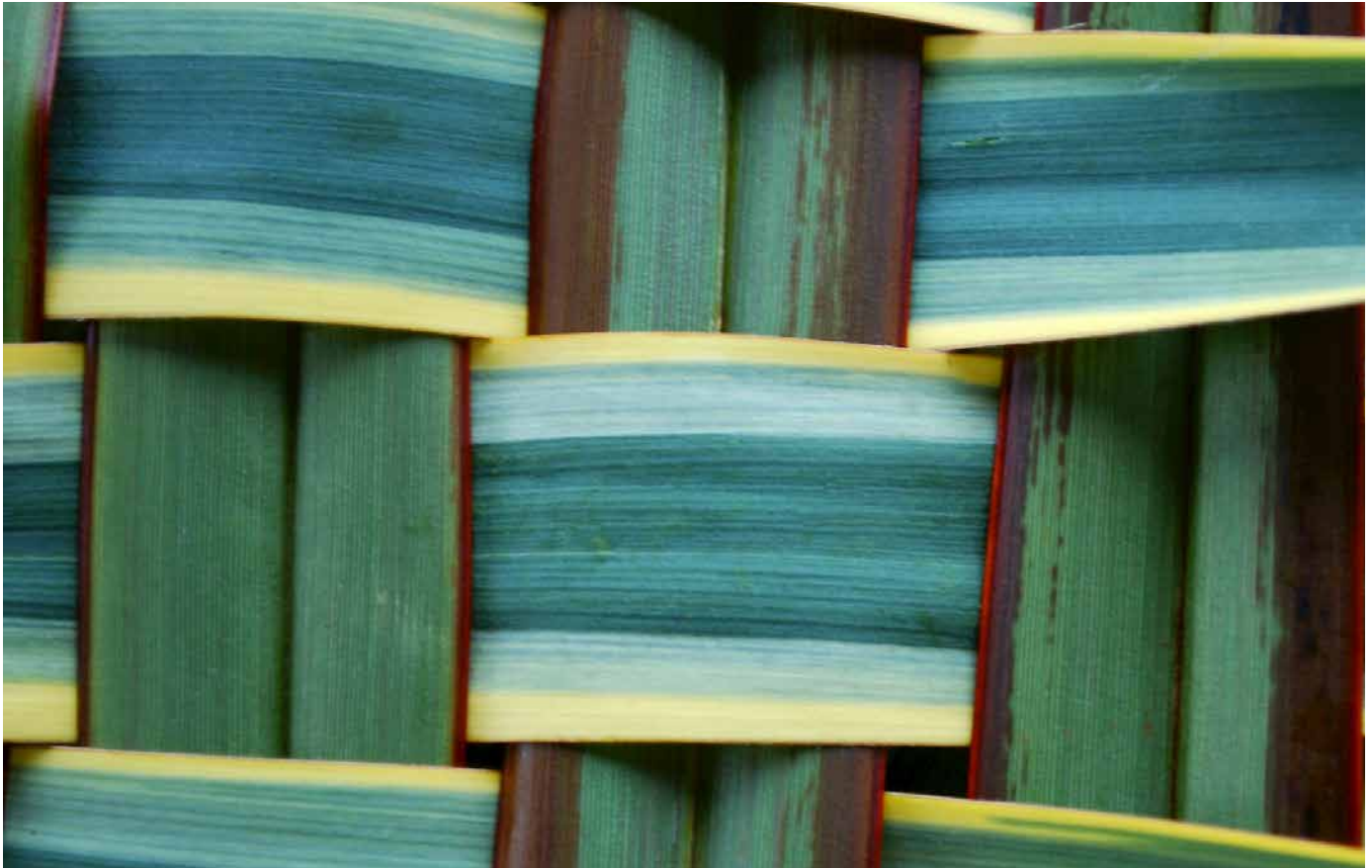
We provide our core services to New Zealand through five customer-facing business units:

- Agriculture and Investment Services – Tapuwae Ahuwhenua
- Te Uru Rākau – New Zealand Forest Service
- Fisheries New Zealand – Tini a Tangaroa
- New Zealand Food Safety – Haumarū Kai Aotearoa
- Biosecurity New Zealand – Tiakitanga Pūtaiao Aotearoa

Our front line business units are supported by four cross-cutting business units that work across the entire organisation:

- Compliance and Governance
- Corporate Services
- Policy and Trade
- Public Affairs

Our professional system leads – the Chief Departmental Science Adviser, the Inspector General Regulatory Systems and the Deputy Director-General China Relations – also work across different parts of the organisation and the sector. They provide technical advice to the Director-General and wider senior leadership team on matters relating to science and mātauranga Māori, the sector's regulatory systems and MPI's relationship with China.



Our structure

Director-General

Ray Smith

Our business units

Agriculture and
Investment Services
Karen Adair

Agriculture & Investment Services

Tapuwae Ahuwhenua

Our cross-cutting groups

Compliance and
Governance
Andrew McConnell

Corporate
Services
Neil Cherry

Policy and
Trade
Julie Collins

Public Affairs
Gillon Carruthers

Biosecurity
New Zealand
Steve Gilbert

Biosecurity New Zealand

Tiakitanga Pūtaiao Aotearoa

Fisheries
New Zealand
Dan Bolger



Fisheries New Zealand

Tini a Tangaroa

New Zealand
Food Safety
Vincent Arbuckle

New Zealand Food Safety

Haumaru Kai Aotearoa

Our professional leads

Chief Departmental
Science Adviser
John Roche

Inspector General
Regulatory Systems
Debbly Butler

Te Uru Rākau –
New Zealand Forest
Service
Jason Wilson





A photograph of a forest floor. In the foreground, a path covered in brown, fallen leaves leads from the bottom left towards the center. To the right of the path, there is a dense thicket of large, green ferns. In the background, several tall, dark tree trunks are visible, suggesting a mature forest. The lighting is soft and diffused, typical of a forest interior.

02.

Strategic context

Strategic context

Ko te horopaki rautaki

Government priorities

The Government's priorities were updated in 2020 to reflect the unparalleled context of the global pandemic. The Government's three overarching objectives are to:

- keep New Zealanders safe from COVID-19,
- accelerate New Zealand's economic recovery, and
- lay the foundation for a better future.

Helping keep New Zealanders safe at the border, improving access to high-value markets, and working with landowners to improve environmental outcomes are just some of the ways we contribute to all three Government priorities.

We will work alongside the other cross-government agencies in the *Natural Resources Cluster* and will ensure any areas for future investment are closely aligned to government priorities and cross-agency impacts.

Our operating context

We operate in a rapidly changing environment that requires us to monitor local and international trends and issues that influence the food and fibre sector and our strategic direction.

Before the COVID-19 pandemic, New Zealand was experiencing strong economic growth in food and fibre exports and we had begun the shift to a more sustainable future.

The global pandemic has created wide-reaching effects on international markets, supply chains, New Zealand producers, and on the workforce, which have been more enduring than initially expected.

As New Zealand reconnects with the world, we will be ready to respond to a new set of challenges and a dynamic environment.

COVID-19

New Zealand has been successful at managing COVID-19, and has been spared the worst seen in other parts of the world. However, dealing with the ongoing effects of COVID-19 will be a challenge, and, in some cases, the new "normal" will be different from what we had before. Supporting the food and fibre sector to navigate these challenges will be a significant focus for us.

For most of the goods New Zealand exports, no formal restrictions are in place on market access as a result of COVID-19. However, the global pandemic continues to place pressure on global supply chains and is disrupting trade flows and the wider international economy. Timely shipping for New Zealand's limited shelf life products and accessing a stable supply of key imports continue to be areas of concern.

Border restrictions have affected the availability of overseas workers in the food and fibre sector, creating challenges but also providing opportunities for New Zealand workers.

Climate change

More extreme and frequent climate-related events are having a significant impact on primary sector producers and this is forecast to continue and to intensify. In some regions, such as Northland and the East Coast, producers are already moving to look at diversified land use options to manage the effects of climate change.

New Zealand has committed to a reduction in methane emissions and to net zero for other greenhouse gases by 2050. The Climate Change Commission's advice to Government sets out steps New Zealand must take to drastically reduce greenhouse gas emissions and address climate change.

We will help farmers to reduce emissions and adapt to climate change through He Waka Eke Noa, our largest partnership programme between the sector, Government and Māori. We will develop a Carbon Neutral Action Plan Programme for MPI, setting targets for reducing our emissions and how we will achieve them.

Consumer preferences and behaviour

Global food consumption is changing, driven by demographic, social and economic trends. Knowing which consumers will have future purchasing power, where they are, and what they value, will be essential to the way New Zealand exports are marketed.

Consumers in key markets will continue to prioritise high-quality food that is safe and healthy, and food and fibre products that are produced and packaged sustainably. A shift to more efficient and environmentally sustainable agricultural practices will enhance the New Zealand's food and fibre sector's ability to market high-value products and increase returns.

Freshwater

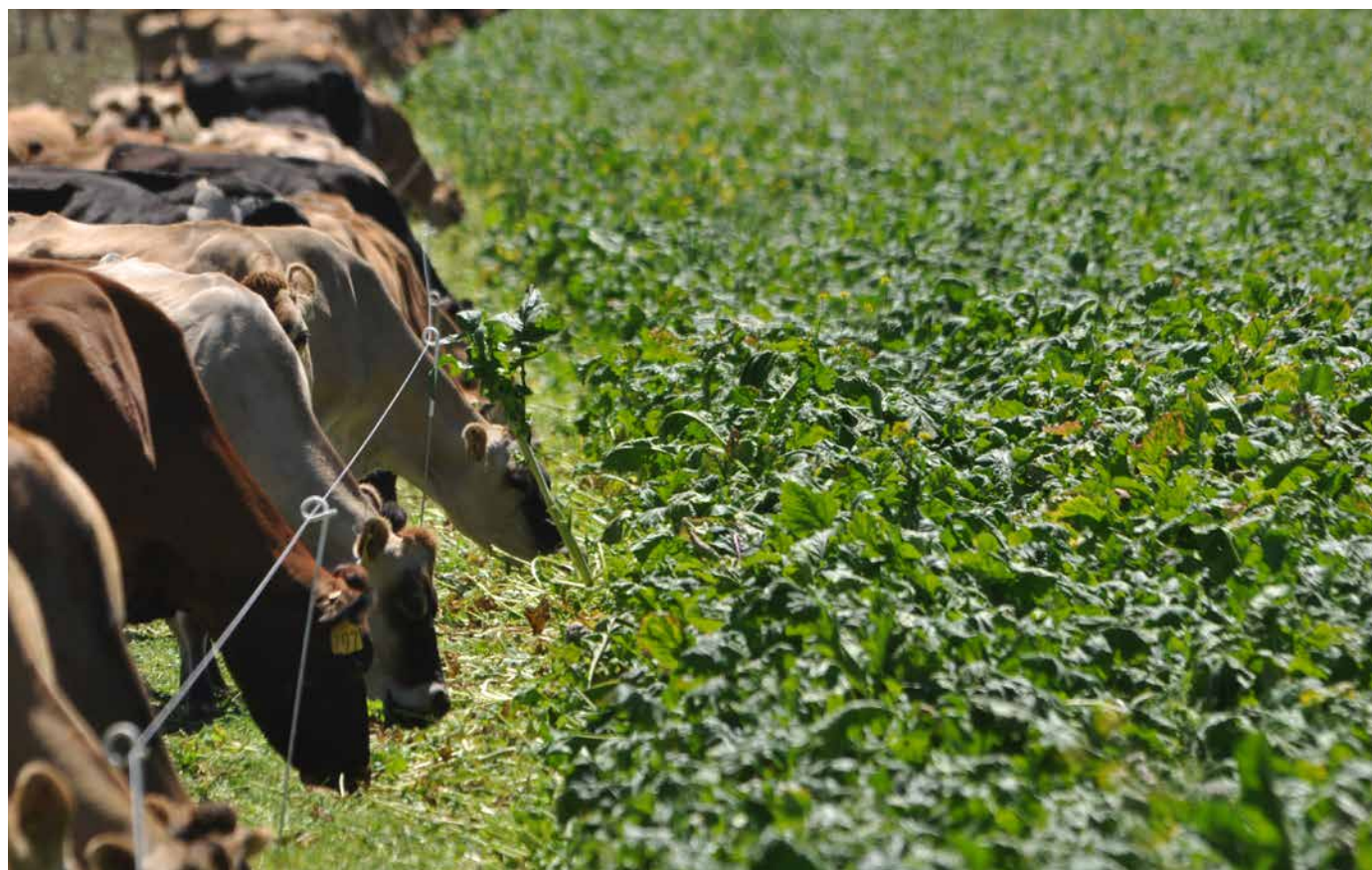
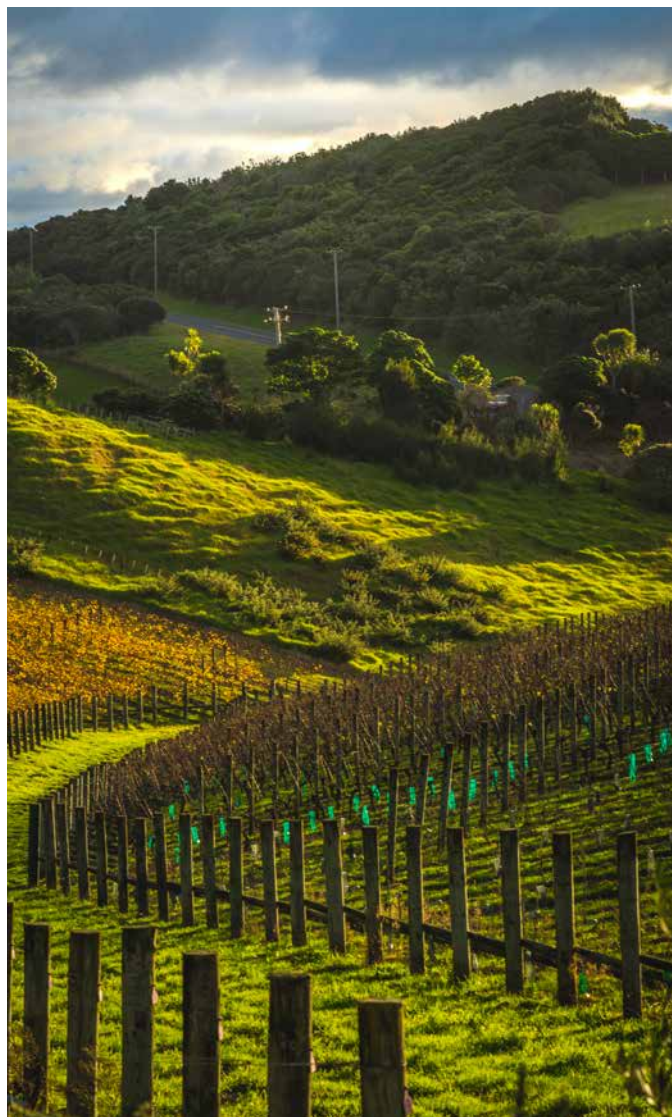
As part of the Government's commitment to restoring New Zealand's waterways within a generation, national environmental standards have been developed to help improve freshwater quality. We will work alongside the Ministry for the Environment and others to support the sector.

Innovation and technology

The exponential pace of technological change is disrupting industries, stimulating emerging business models and creating new options for consumers, such as laboratory-grown meat and alternative proteins. Innovation and new technology are enabling productivity improvements for existing products, and the sector will need to keep up with these to maintain competitive advantage. Producers also face competition from new routes to market (for example, e-commerce) that respond to and influence consumer preferences.

Market forces, trade and tourism

A rising population and Asia's emerging middle classes are driving an increase in long-term global food demand. Changes in the global political and economic context can significantly affect exporters' access to offshore markets and the competition they face within them. Once the volumes of people, goods, boats, ships and natural products entering New Zealand return to pre-pandemic levels, there will be additional biosecurity risks to the food and fibre sector. This will mean a return to more complex, longer and concurrent responses to manage biosecurity threats.



Food and fibre sector roadmap

Ko te mahere mō te rāngai kai, kaka hoki

Developing a shared vision for the food and fibre sector

The Primary Sector Council was established by the Minister of Agriculture to provide strategic advice to the Government on opportunities and challenges facing the sector and to develop a shared direction for the sector.

The Council's vision was launched by the Prime Minister in 2019. It outlined a commitment to a low carbon emissions society, restoring the health of New Zealand's water, reversing biodiversity decline and, at the same time, feeding New Zealand's people. The vision is based on the Te Taiao framework, which includes a deep relationship of respect and reciprocity with the natural world

Developing the sector-wide roadmap

Work was well under way to turn the vision into a workable plan when the COVID-19 pandemic came to New Zealand's shores in early 2020. The pandemic created a more uncertain environment for New Zealand's food and fibre sector, highlighting the need to accelerate the planned changes.

Building on the Primary Sector Council's vision, we worked alongside our sector partners to develop the *Fit for a Better World* roadmap to accelerate New Zealand's economic potential. In the roadmap, a mix of short-medium-and long-term actions will be rolled out over the next 10 years to rebuild a better, stronger, more sustainable and innovative food and fibre sector.

Implementing the roadmap

The Minister of Agriculture has overall oversight of the roadmap, working alongside Ministers who have responsibilities in relation to the food and fibre sector.

The food and fibre sector, iwi Māori, New Zealand communities and private investors will be important participants in rolling out and investing in roadmap initiatives.

Several government agencies will also play important roles, such as:

- maintaining good quality regulatory systems that support the food and fibre sector to thrive,
- supporting trade and market access,
- providing grants and investment in skills, research, science and innovation, to underpin the primary industries' future success, and
- collaborating with the food and fibre sector, Te Tiriti o Waitangi and New Zealand communities to co-ordinate action.

The MPI-led aspects of *Fit for a Better World* are reflected in our strategy and are set out in more detail in the following sections on our outcomes, key result areas and system priorities.



The Fit for a Better World roadmap

In July 2020, the Government released the food and fibre sector roadmap, *Fit for a Better World – Accelerating our Economic Potential*. The roadmap sets out three ambitious targets to achieve a more productive, sustainable and inclusive economy within the next decade.



Productivity:

Target: Adding **\$44 billion** export earnings over the next decade through a focus on creating value.



Sustainability:

Target: Reducing biogenic methane emissions to **24 – 47 percent below** 2017 levels by 2050 and 10 percent below by 2030. Plus, restoring New Zealand's freshwater environments to a healthy state within a generation.



Inclusiveness:

Target: Employing **10 percent more** New Zealanders by 2030, and 10,000 more New Zealanders in the food and fibre sector workforce over the next four years.

- **Te Taiao:** Our food and fibre sector is grounded in Te Taiao, a deep relationship of respect and reciprocity with the natural world that will ensure the long-term viability of our sectors and wellbeing of future generations.
- **A zero-carbon future:** We will help address climate change by moving to a zero-carbon society. Together we will restore the health of New Zealand's freshwater and environments and reverse the decline in biodiversity.
- **Quality products and a confident sector:** We will support New Zealand's food and fibre sector to meet increasing consumer demand for a secure supply of safe and healthy food, and for products that are produced and packaged ethically and sustainably.



An aerial photograph showing a winding asphalt road on the left side of the frame, with a single car visible. The road curves into a vast, dense forest that fills the rest of the image. The trees are mostly green with some brownish-yellow patches, suggesting a mix of species or perhaps autumn foliage. The lighting is soft, creating a natural and serene atmosphere.

03.

Our strategy



**New Zealand will be the
world's most sustainable
provider of high-value food
and primary products.**

Our vision

Ko tā mātau whāinga

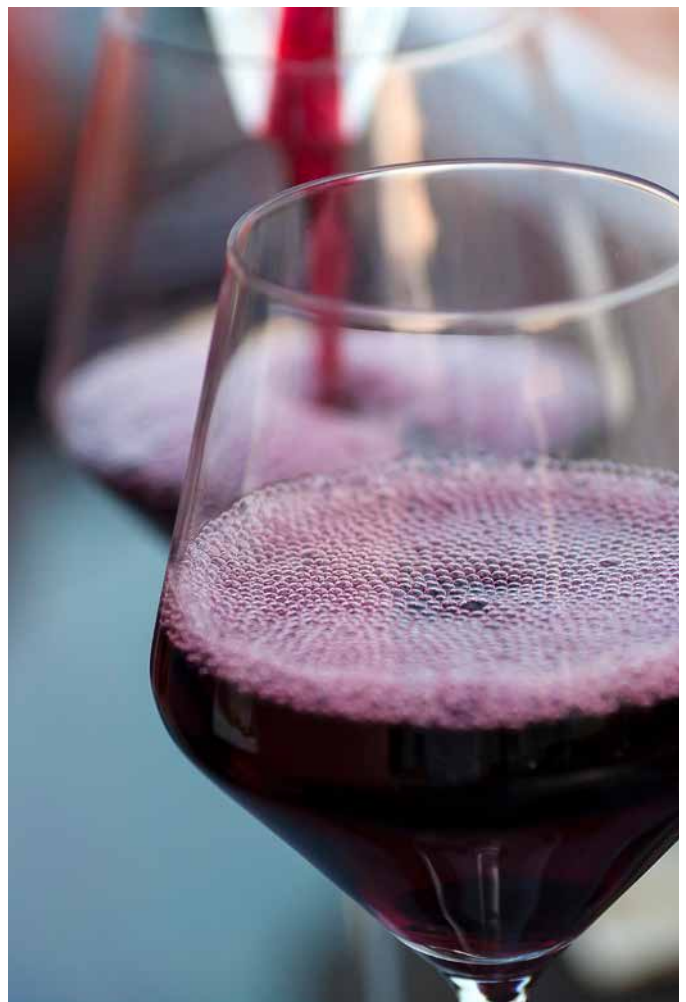
We aspire to an enriched future by providing the world's most discerning consumers with outstanding, ethically produced nutritional food, natural fibres, drinks, and eco and bioproducts, all sourced from New Zealand's land and oceans.

We are committed to meeting the challenge of rapidly moving to a low carbon emissions society, restoring the health of New Zealand's water, reversing the decline in biodiversity, and, at the same time, feeding New Zealand's people.

At the heart of our strategy is our vision for New Zealand to be the world's most sustainable provider of high-value food and primary products.

Sustainable resource use is of increasing importance to consumers globally and to the public of New Zealand. Being the most sustainable provider is an essential part of the integrity of New Zealand's brand and key to its competitive advantage. We need to help the sector grow sustainably. To grow the value of New Zealand's exports, we need to ensure that natural resources are still abundant for future industry and future generations.

High-value natural products command premium prices based on verifiable features of their production (for example, organic, grass-fed, or "Made in New Zealand"), or additional processing to create new products. To safeguard this, New Zealand's future food safety system needs to be flexible and adaptable to the use of emerging technology in food production.



Our strategic outcomes

Ko ā mātau huanga

We have refreshed our strategic direction to deliver on the Government's priorities, including our contribution to, and alignment with, the *Fit for a Better World* roadmap for the food and fibre sector. To deliver on this, we have identified four outcomes for MPI: prosperity, sustainability, protection and visible leadership.

Described below is how we will work towards these outcomes while continuing to improve performance of the core services we provide to the food and fibre sector.



Prosperity Tōnuitanga

Our food and fibre sector generates a thriving and sustainable economy for all New Zealanders.

We focus our expertise to support innovation and help producers create higher-value goods that are in demand worldwide. Our partnerships recognise the benefit that mātauranga Māori brings to building a more productive and sustainable sector. We work alongside industry and agencies to attract more people into the sector, create more fulfilling career opportunities, and grow our regional communities.



Sustainability Kauneke Tauwhiro

Future generations will benefit from improved environmental performance by New Zealand's food and fibre sectors.

We support the food and fibre sector to adopt more sustainable land use practices, enhance biodiversity, restore freshwater environments, lower carbon emissions and create a healthier marine environment. Through enhanced sustainability, we will improve the resilience of rural communities and the wider sector to potential disruptions and show consumers worldwide the importance we place on the planet's future.



Protection Whakangūngū

Consumers know and trust that New Zealand's products are safe healthy and ethical, and that we protect New Zealand from pests and diseases.

MPI's standards for food safety and animal welfare ensure that New Zealand's food and primary products are valued by consumers for being safe, healthy, and ethically and sustainably produced. We help to build strong supply chains so New Zealand's communities have reliable sources of quality food. We support industry to increase the transparency of their production systems. Our border protection ensures that the food and fibre sector and the environment are safeguarded from biosecurity risks. Science is the foundation of our food safety and biosecurity standards and recommendations.



Visible Leadership Ngā Manukura

We work in partnership to enable the food and primary industries to thrive.

We are focused on developing more meaningful partnerships with Māori and industry, to accelerate the productivity, sustainability, and inclusiveness of the food and fibre sector. We are open, agile, engaging, and proactive in how we interact with partners and stakeholders.



Why have we chosen these outcomes?

Prosperity: The food and fibre sector makes up 11 percent of total gross domestic product and 83 percent of all New Zealand's merchandise exports. A successful food and fibre sector is a vital contributor to the economic success of New Zealand.

Sustainability: The food and fibre sector is the largest user of natural resources in New Zealand, and we are responsible for ensuring this is sustainable and environmental impacts are minimised.

Protection: The prosperity and wellbeing of New Zealand depends on protecting its natural resources, its reputation for integrity, and the health and safety of consumers of food and fibre products.

Visible Leadership: Strong partnerships with industry, across government and with Māori are vital for enabling the food and fibre sector to thrive.

Our key result areas

Ko ā mātau tino kaupapa whakatutuki mahi

There are several key result areas associated with each outcome, which describe the impacts we want our activities to have. We have identified indicators for each key result area that we will refine and use to report on our progress over the next four years.

The long-term outcomes and their corresponding key result areas and indicators are described below.



Prosperity Tōnuitanga

New Zealand's food and fibre sector generates a thriving and sustainable economy for all New Zealanders.

The prosperity outcome is defined by the following key result areas.

Increasing returns for producers through better access to markets

Key indicators for measuring progress:

- The value of food and fibre sector exports is increased once free trade agreements are established.

Increasing food and fibre sector innovation

Key indicators for measuring progress:

- Food and fibre sector businesses develop new, higher-value, market-led products and services.
- A higher proportion of businesses enter new and high-value export markets.
- MPI-supported programmes drive innovation to realise productivity improvements.

Strengthening food and fibre sector workforce

Key indicators for measuring progress:

- Marketing campaigns increase the proportion of people considering working in the sector.





Sustainability Kauneke Tauwhiro

Future generations will benefit from improved environmental performance by New Zealand's food and fibre sector.

The sustainability outcome is defined by the following key result areas.

Helping meet our climate change targets by reducing the net impact of the food and fibre sector

Key indicators for measuring progress:

- On-farm greenhouse gas emissions per unit of production are reduced.
- Net removals from forestry are on track for its contribution to achieving New Zealand's climate change targets.
- The number of farm extension groups to monitor and manage the environmental impacts of local catchment ecosystems is increased.
- MPI's carbon emissions are reduced.

Reducing environmental impacts of land and water use

Key indicators for measuring progress:

- Fresh water quality is improved.
- Farm nutrient loss and leaching per unit of production is reduced.
- Erosion is reduced.

Sustainable management of our marine environment

Key indicators for measuring progress:

- The percentage of scientifically evaluated fish stocks with no sustainability issues is increased.
- High compliance rates with legal requirements in the commercial, recreational and customary fisheries are reached and maintained.



Our key result areas

Ko ā mātau tino kaupapa whakatutuki mahi



Protection Whakangūngū

Consumers know that New Zealand's products are safe, healthy and ethical, and that we protect New Zealand from pests and diseases.

The protection outcome is defined by the following key result areas.

Protecting New Zealand from harmful pests and diseases

Key indicators for measuring progress:

- The impact of harmful pests and diseases in New Zealand is reduced.
- Everyone champions biosecurity in New Zealand and owns their responsibilities.

Maintaining and growing New Zealand's reputation as a trusted provider of safe and nutritious food to New Zealand and the world

Key indicators for measuring progress:

- Consumer perception of the quality and premium value of New Zealand food and fibre products is improved.
- Levels of compliance with food safety legislation and regulation within New Zealand and for food exported out of New Zealand are increased.
- Rates of foodborne illness are controlled and reduced.

Improving animal welfare practice in New Zealand production systems

Key indicators for measuring progress:

- Compliance with animal welfare standards is increased.





Visible Leadership Ngā Manukura

We work in partnership to enable the food and fibre sector to thrive.

The visible leadership outcome is defined by the following key result areas.

Strengthening partnerships with industry and across government

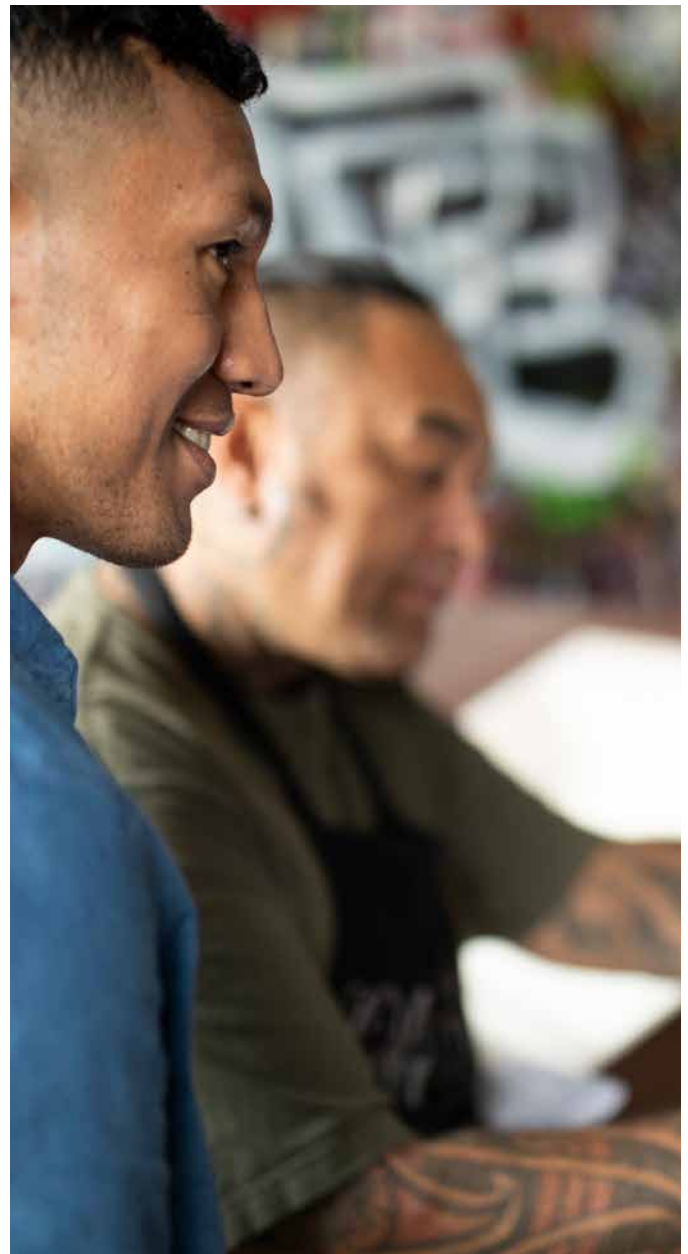
Key indicators for measuring progress:

- MPI-led initiatives in the sector's *Fit for a Better World* roadmap are delivered.
- Strong industry engagement in MPI-led forums and events.
- MPI's publicly released science, data, research and evaluation is valued by industry.
- Regional communities, connections and resilience are improved.

Strengthening relationships with Māori

Key indicators for measuring progress:

- Co-designed initiatives between our business units and Māori stakeholders, such as the Māori Primary Sector Leaders' Forum, are increased.
- Partnerships with Māori in key industry areas, such as agriculture, horticulture and aquaculture, are increased.
- Māori participation in innovation initiatives, including consideration of mātauranga Māori solutions to issues facing the food and fibre sector, is increased.
- Evidence that Māori perspectives are well considered and embedded into our work across policy, programmes and services is increased.
- Our Treaty settlement commitments are delivered.



How our strategy contributes to wellbeing

Ka pēhea tā mātau rautaki e tautoko ai i te waiora

Living standards framework

As part of its focus on improving the wellbeing of all New Zealanders, the Government has committed to developing a comprehensive set of environmental, social and economic sustainability indicators.

The Treasury developed the Living Standards Framework to meet this need, encompassing natural, environmental, social and economic outcomes for current and future New Zealanders. The Living Standards Framework is a tool that supports government choices around priorities, policy, and investment and budget decisions. It enables public agencies to provide better policy advice to Ministers, and work more collaboratively to deliver services and outcomes that increase the intergenerational wellbeing of all New Zealanders.

The Four Capitals (natural, human, social, and financial and physical) are the assets that generate wellbeing now and into the future

Looking after intergenerational wellbeing means maintaining, nourishing, and growing the capitals



Natural Capital



All aspects of the natural environment that support life and human activity. Includes land, soil, water, plants and animals, minerals and energy resources.



Social Capital



The norms, rules and institutions that influence the way in which people live and work together and experience a sense of belonging. Includes trust, reciprocity, the rule of law, cultural and community identity, traditions and customs, common values and interests.



Human Capital



The capabilities and capacities of people to engage in work, study, recreation, and social activities. Includes skills, knowledge, physical and mental health.



Financial and Physical Capital



Financial and human-made (produced) physical assets, usually closely associated with supporting material living conditions. Includes factories, equipment, houses, roads, buildings, hospitals, financial securities.



How our strategy contributes to the wellbeing of all New Zealanders

We will implement initiatives that make an impact on our key result areas. Our strategy includes system priorities that contribute to the *Fit for a Better World* roadmap and other initiatives that will strengthen our organisation to deliver. Our strategy will lift wellbeing by contributing to all four capitals as shown below.

Our outcomes and key result areas

Our contributions to the four capitals

	Natural capital	Social capital	Human capital	Financial/physical capital
Prosperity				
Increasing returns through better access to markets				✓
Increasing food and fibre sector innovation	✓			✓
Strengthening the food and fibre sector workforce			✓	✓
Sustainability				
Helping meet New Zealand's climate change targets by reducing the net impact of the food and fibre sector contributions to climate change	✓			✓
Reducing environment impacts of land and water use	✓	✓		✓
Sustainable management of New Zealand's marine environment	✓	✓		✓
Protection				
Protecting New Zealand from harmful pests and diseases	✓	✓	✓	✓
Maintaining and growing New Zealand's reputation as a provider of safe and nutritious food		✓		✓
Improving animal welfare practices in New Zealand production systems	✓	✓		✓
Visible Leadership				
Strengthening partnerships with industry and across government	✓	✓	✓	✓
Strengthening our relationships with Māori	✓	✓	✓	✓





04.

System priorities

To ensure we are focusing on the right things to support the Government's objectives and helping the sector to meet the *Fit for a Better World* targets, we have developed focused priorities for each of the systems we manage.

The sections that follow describe our focus for the next four years for the following systems:

- Agriculture
- Animal welfare
- Biosecurity
- Fisheries
- Food safety
- Forestry

We also undertake significant work to support rural communities, develop food and fibre sector skills, and encourage growth and exports through trade.

Agriculture

Ko ngā mahi ahuwhenua

Agriculture is the largest part of New Zealand's food and fibre sector and makes an important contribution to the economic and social wellbeing of New Zealanders. We support the sector to capture opportunities and address challenges on-farm through to market.

We provide expertise, information and funding that enable farmers, growers, primary industries, and rural communities to thrive, be more sustainable, and build value in their businesses. We promote innovation and sustainable land use practices as the basis for economic growth (such as through the Sustainable Food and Fibre Futures fund and the Māori Agribusiness programme). We invest in regional economic development and support farmers and rural communities to build resilience to adverse events.

Māori are important contributors to the sector, owning 30 percent of lamb production, 12 percent of beef and sheep units, 10 percent of kiwifruit, and 10 percent of dairy production. We support regional and Māori economic development by investing in programmes and working closely with Māori to develop their assets sustainably, own more of the value chain, and address challenges such as access to capital, infrastructure, water, and expertise.

We are at the forefront of food and fibre sector-related work on climate change, especially the mitigation of biological emissions. We provide funding for the New Zealand Agricultural Greenhouse Gas Research Centre, the Global Research Alliance on Agricultural Greenhouse Gases, and the Sustainable Land Management and Climate Change research programmes. We help drive the shift towards value-added, innovative, and environmentally sustainable products through funding research, grants and programmes.

The sector is a major employer, providing jobs for one-in-three people in some regions. We work closely with other government departments and industry organisations to ensure that the labour market and the education system help to meet the needs of the food and fibre sector. Our Primary Sector Workforce Programme aims to attract and retain 10,000 New Zealanders. We will increase New Zealanders' understanding of, and readiness for, the broad range of career opportunities available, and we will help employers to upskill and provide excellent workplaces. We also provide grants, participate in regional initiatives, and contribute to other significant government agency initiatives, such as the Ministry of Education-led reform of the vocational education system.



Agriculture & Investment Services
Ministry for Primary Industries
Manatū Ahu Matua





Challenges and opportunities

Responding to COVID-19

The COVID-19 pandemic and border restrictions have intensified challenges the sector has in attracting and retaining a multi-skilled workforce. Most horticulture businesses rely on migrant workers to manage seasonal peaks in labour requirements and to fill specific technical gaps in the capability of the domestic workforce.

COVID-19 has highlighted issues that are symptomatic of more fundamental challenges that the sector was already grappling with. The impacts of COVID-19 have also created challenges to the sector's significant opportunities for transformation, innovation, and growth.

Adapting to climate change

The food and fibre sector faces challenges and opportunities to transition towards a more productive, sustainable, and inclusive sector.

Current climate change trends show New Zealand is getting warmer and drier, and more prone to climate extremes, which will affect productivity.

The increased frequency of adverse events is likely to disrupt rural communities due to loss of production, and effects on property. Extreme adverse events can have a compounding effect on community resilience and mental health. We are at the forefront of the government response to help rural communities respond to and recover from an adverse event while ensuring the health and welfare of their animals.

Reducing emissions and restoring waterways

For New Zealand to meet its climate change commitments, agricultural emissions need to reduce. New Zealand has committed to a 24 percent to 47 percent reduction in biogenic methane emissions (mostly from agriculture) and to net zero for other greenhouse gases by 2050. New Zealand has also committed to restoring its waterways within a generation, which will involve action from the sector alongside others. We are working alongside the Ministry for the Environment to support the sector in this transition.

Increasing prosperity

Opportunities are available across the sector to accelerate the development of consumer-led, high-value products and increase New Zealand's prosperity.

Focus for the next four years

Agriculture, horticulture and viticulture play an important part in MPI's strategy. New ideas, approaches, and technologies that enhance the environment and lead to new value-added products will continue to be essential to New Zealand's prosperity and success. Our main areas of focus over the next four years are:

- supporting farmers to meet environmental requirements,

- supporting more businesses to access market opportunities and differentiate their high-value products,
- supporting increased productivity and sustainability of whenua Māori,
- supporting rural communities to thrive, and
- increasing the number of people who choose careers in the sector.

Supporting farms to meet environmental requirements

Improvements on-farm through integrated farm planning

Farmers and growers are operating within a changing environment. They will need to factor climate change risk, resilience and adaptation into their business planning, and respond to changing consumer and market demands. Once implemented, the Government's freshwater and climate change reforms will require commercial scale farms and horticultural operations to have a farm plan. The food and fibre sector already has its own farm planning initiatives under way, through industry assurance programmes, community and catchment projects, and individual efforts.

We are working to support farmers and growers with their farm planning activities, through our Integrated Farm Planning programme. This is being co-designed and implemented in partnership with sector stakeholders including industry good assurance programmes.

Alongside our industry partners, we will create a national planning framework for farmers and growers to incorporate market and regulatory requirements into their farm planning processes. Regulatory requirements for farm plans, including freshwater farm plans and greenhouse gas action plans, will be incorporated into the integrated farm planning framework as they are finalised.

We will support farmers and growers in a variety of ways:

- Framework Development, Data and Tools – we will develop a coherent framework and support material, improve accessibility of existing data, and provide additional data tools and resources.
- Accelerator Fund – this will fund industry, Māori, regional and community groups, and catchment initiatives to accelerate, scale up, or modify existing farm planning programmes or activities to better align with integrated farm planning.
- Career Pathways Scheme – this scheme will provide funding and professional development support to develop more farm advisers, to help farmers and growers undertake effective and integrated farm planning.

Further strengthening our advisory services

We are boosting the number of advisers who are appropriately trained to give farm system-level advice. This will ensure advisers can provide robust advice and support producers with decision-making to improve their environmental and economic performance.

Our Primary Industry Advisory Services programme aims to:

- attract more people into advisory careers,
- develop adviser skills and knowledge, and
- give farmers more confidence that advice is coming from competent advisers.

Our Māori Agribusiness Extension staff will work with Whenua Māori Networks to co-design research, upskill advisers in cultural competency, and improve the understanding of the complexities of Māori landowning governance structures.

Productive and sustainable land use

Our extension services programme funds farmer-led projects to support the transition to more sustainable land use. Extension projects provide farmers with the opportunity to learn from one another and use specialist advice to make decisions that will improve their environmental and economic resilience and improve overall wellbeing in their communities.

These extension services help primary producers to:

- access knowledge, expertise, and tools to support sustainable land management decisions,
- improve peer-to-peer and cross-sector learning opportunities that support on-farm decision-making and build community cohesion, and
- find out about other investment opportunities that could complement their own efforts.

Sustainable food systems

We are leading the cross-agency Sustainable Food Systems project. This project will build a shared understanding, between agencies and with Treaty partners, of what "good" looks like for New Zealand's food system – including primary production. We will use specific measures to tell our story about New Zealand's perspective on sustainable production, processing and consumption of food. Measures will likely include metrics that relate to the economic, environmental, social, and cultural elements of the food system.

Supporting primary producers to address the impacts of climate change

Under the umbrella of the Government's Emissions Reduction Plan, we will support primary producers to reduce their greenhouse gas emissions through a range of policies. As part of He Waka Eke Noa, we will work with the sector and Māori to equip farmers to measure, manage and reduce on-farm agricultural greenhouse gas emissions and adapt to climate change. Research and development investment will also be important to unlocking emission reduction technologies in the medium term.

Ensuring that primary producers can reduce their emissions and are more resilient to a wider range of climate impacts may require some primary sector businesses to diversify their operations. To support some of the more fundamental change that will be required over the medium term, we will work with farming communities and sector groups to better understand:

- the social and behavioural barriers, motivations and enablers of land use change,

- the pace and scale of change that can realistically be managed by the sector,
- the cumulative affect of different policy interventions,
- climatic change and market changes, and
- how change can be managed in a way that enhances community resilience and cohesion and provides for thriving rural economies.

We will improve decision support tools to enable farmers and their advisers to examine nutrient use, transfers and losses within a farm system, to help optimise production and improve environmental outcomes.

Supporting more businesses to access market opportunities and differentiate high-value products

Ensuring market access

We work to keep overseas markets open to New Zealand's products by ensuring our assurance regime meets the standards required of overseas authorities and maintaining New Zealand's status as an internationally recognised, competent export authority. We also must work to combat non-tariff barriers, such as sanitary and phytosanitary barriers, import quotas, unnecessary testing, and border clearance processes, which are designed to prevent or delay trade. To achieve this, we must operate in a way that is consistent with New Zealand's international obligations. We will continue to develop the technical and trade policy expertise of New Zealand's offshore presence, and the development of agreements and co-operation programmes with trading partners.

Taking a regenerative approach to farming

We will investigate a New Zealand-based regenerative approach to farming that could contribute to improved profitability and sustainability. We will:

- work with a technical advisory group to provide farmer, scientific and mātauranga perspectives on where efforts could be prioritised for regenerative practices that suit New Zealand's soils, climate, and production systems, and
- co-invest in a portfolio of regenerative programmes and projects and fund a farmer-led initiative to provide advice and support to farmers who want to develop regenerative farming systems.

Investing in innovation

We will use our funds to invest in innovation and sustainability across the food and fibre sector. We will support initiatives that will make a positive and lasting difference to farmers, growers, the primary sector, and rural communities, including development of new products and services.

Revitalising the wool sector

The Vision and Action for the Strong Wool Industry report sets out a pathway to lift the performance, increase returns and improve intergenerational resilience for the sector. The Strong

Wool Action Group has been established to implement these recommendations by:

- establishing a portfolio of co-funded strong wool projects supporting industry to identify new commercial opportunities, develop business cases and secure industry and government funding support, and
- supporting implementation of a long-term governance and funding framework.

Developing the horticulture industry

We are working alongside industry to develop a horticulture strategy that sets out the main priorities to accelerate the growth of New Zealand's horticulture sector. Because a significant number of projects and initiatives are under way across government and industry to grow the horticulture sector, the Horticulture Strategy will help to avoid duplication of effort and ensure a coordinated approach.

The strategy aims to accelerate horticulture sector growth through identifying areas of alignment and setting out a plan for co-ordination. The objectives of the strategy are to:

- identify areas of alignment between government, industry, Māori, and science, and
- co-ordinate policy, investment, and science priorities and work programmes so a clear pathway is established for the sector to achieve the vision and accelerate growth.

The *Fit for a Better World* roadmap brings together actions, investment, and resources that will work in concert to accelerate transformation. Through the Sustainable Food and Fibre Futures fund, we are accelerating investment in projects that will support new product development, generate new jobs, and grow export opportunities for the horticulture sector.

The Horticulture Science Accelerator is a key workstream of the Strategy. It will help realise the potential of mid-sized, rapidly growing horticulture sectors to become billion-dollar export entities producing world class products. These sectors offer significant potential for growth in both volume and value but may lack the technology (e.g. access to germplasm for plant breeding) of mature sectors like kiwifruit and apples. The science accelerator offers a significant opportunity to collaborate; learn together, identify, and address collective issues and barriers including access to funding.

Water availability and security

We are investigating opportunities to work closely with local and central government agencies, iwi/Māori, food and fibre sector organisations, science providers, and community interest groups on water availability and security for the food and fibre sector. Investing in water availability and security can:

- increase efficiency and effectiveness of available water,
- provide farmers and growers access to more land use options,
- encourage investment in high-value products and supply chains with low environmental footprints,
- create opportunities for skilled employment, and
- build rural community resilience to challenges such as climate change.

Supporting increased productivity and sustainability of whenua Māori

By having an on-the-ground presence and facilitating export advice we will support Māori agribusiness to continue to receive greater returns on investment. We are developing a strategy and work programme to help Māori agribusinesses realise their economic potential in the primary industries. The focus is on reducing barriers for Māori economic development by investigating ways to:

- increase access to information and expertise about land use and development options,
- help Māori agribusinesses move along the value chain,
- build capability and knowledge in Māori agribusinesses and industry,
- increase opportunities for Māori to explore trade and other international relationships that create greater exposure for Māori agribusiness, and
- increase capability to include Māori issues early in policy and regulation development.



Supporting rural communities to thrive

Rural communities need to thrive to provide the workforce, skills and support services that underpin New Zealand's food and fibre sector and contribute to its productivity and wellbeing as a nation. Rural communities are faced with various challenges, including social isolation, accessing services, and complexity in managing and adapting to environmental issues such as climate change. We will help by:

- ensuring the needs of rural communities and businesses are actively informing decision-making by supporting policy makers to consider rural perspectives,
- building the capacity and capability of Rural Support Trusts, and supporting them to help their communities during tough times,
- implementing complementary services that provide wellbeing support for the most vulnerable and hard to reach communities,
- implementing community-led development and investment, working with communities to establish a network of hubs across New Zealand to support social resilience, and
- developing services to help with responses and recovery from adverse events and to build future resilience.

Connecting rural New Zealanders

The Office for Rural Communities has been established to deliver the Government's rural-proofing programme, raising the quality of rural proofing across government, through better tools and engagement.

We are engaging across government and rural sector networks to ensure rural communities, digital needs are met through design and implementation of strategies such as "A Digital Strategy for Aotearoa". We aim to ensure rural communities' voices are heard and the rollout is appropriately prioritised so they can benefit from digital services on an equal footing with urban communities.

Strengthening business resilience

We will increase the business resilience of farmers and growers by increasing the sector's options to access capital. We will engage with the finance, banking, and investment sectors to create finance and investment products that reflect the changing nature of the sector, and encourage farmers and growers to prepare for future challenges. We will do this through developing and implementing services such as supporting the ongoing development and implementation of the banks' Sustainable Agriculture Finance Initiative and a farmer hardship advice fund.

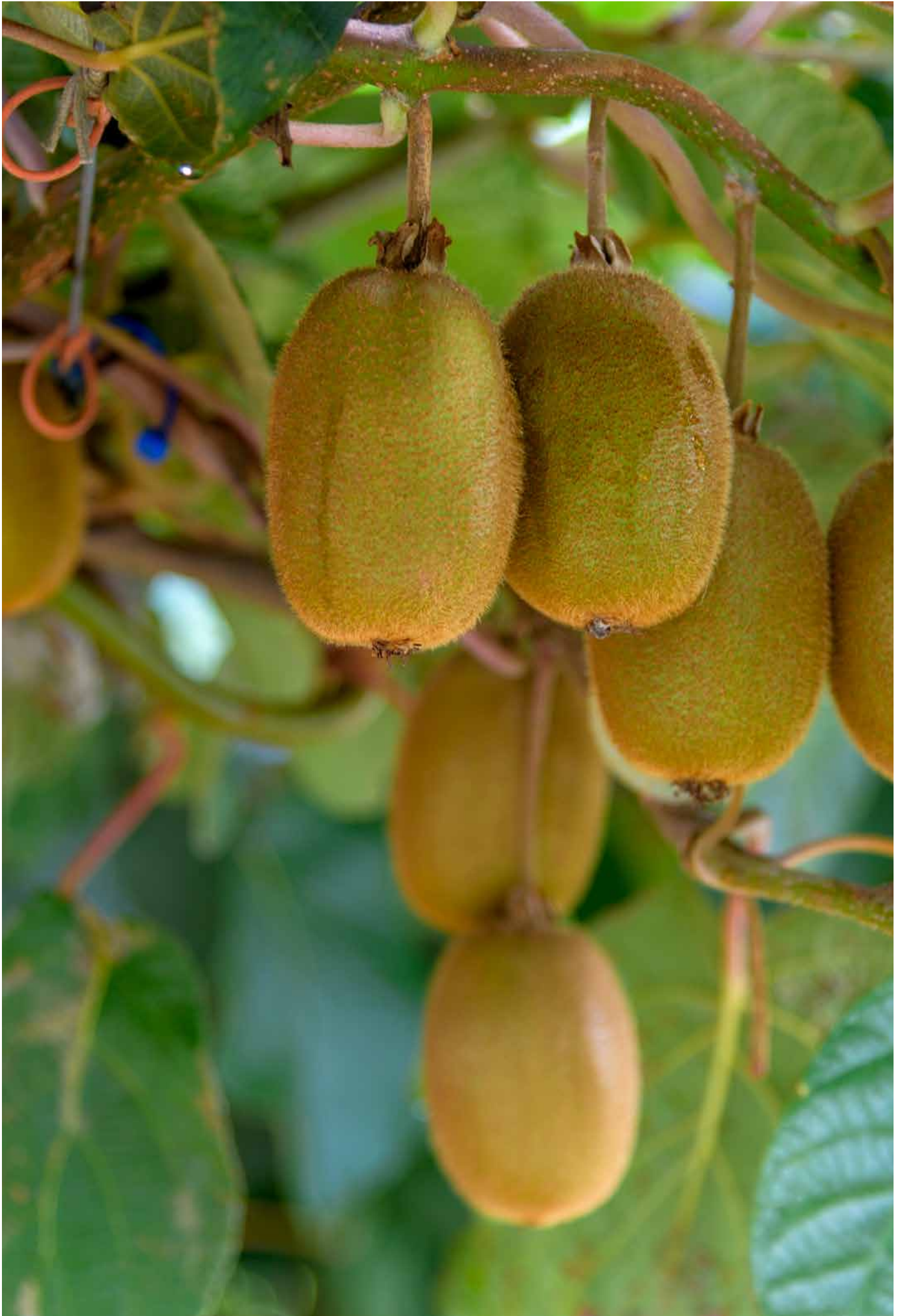
Increasing the number of people choosing careers in the sector

A more highly skilled workforce, particularly in science, engineering, technology and management, is required to take advantage of scientific and technological developments, respond to increased regulatory requirements for land and water use, address challenges like climate change, and capitalise on changing consumer expectations. The food and fibre sector employs around one-in-seven people nationally, and up to one-in-three people in some regions.

We want the food and fibre sector to be oversubscribed with a range of talented people excited about the diverse career opportunities and the role they can play in transforming to a future focused, sustainable, innovative sector.

Over the next few years, through our Primary Sector Workforce Programme, we will undertake initiatives to fill workforce gaps across the food and fibre sector, identify likely future workforce roles, and make sure young people are aware of the full range of careers available. Education and employment conditions must be responsive to the needs of the modern work environment, including a strong focus on increasing capability, diversity, and retention. This work will require close collaboration with industry groups, education providers, employers, and local communities.







Animal welfare

Ko ngā mahi tiaki kararehe

We are responsible for New Zealand's animal welfare system, which establishes the obligations that owners must meet in caring for animals. This system encompasses all animals, from livestock and companion animals to wild animals. We develop policy on the humane treatment of animals and are responsible for the regulation and enforcement of animal welfare standards.

As well as legislation and regulations, many groups, sectors, and industries in New Zealand have a role in helping people protect and enhance animal welfare. We work in partnership on animal welfare enforcement with the Society for the Prevention of Cruelty to Animals (SPCA), which focuses on the welfare of companion animals.



Challenges and opportunities

Society's expectations for high animal welfare standards are increasing. The appetite of consumers is growing to buy products that reflect their beliefs or values. Those who consume premium animal products are looking for robust evidence of good practice that they can trust. On-farm practices are coming under increasing public and consumer scrutiny. Alternative and lab-grown proteins appeal to some consumers, for animal welfare reasons.

External markets hold New Zealand to a high standard as a trusted provider of food and animal products, and overseas buyers audit New Zealand farms for compliance against animal welfare standards. Ensuring compliance with animal welfare laws and regulations is important for retaining the integrity of New Zealand's brand and market access.

Public awareness of animal welfare issues is growing, and this contributes to an escalation in the number of complaints received by us year-on-year. Climate change is also increasingly affecting animal welfare directly, through more frequent extreme weather events, and indirectly, through affecting the resources available to farmers, such as drought on pasture cover.

Focus for the next four years

In a context where New Zealand is endeavouring to increase access to high-end international markets, where integrity of production commands a premium, strong animal welfare practices enhance the country's reputation as a responsible producer of animal products. Our focus over the next four years includes accelerated efforts for pastoral livestock welfare to meet the *Fit for a Better World* objectives for a productive and sustainable agriculture sector.

Increasing compliance with new animal welfare standards by ensuring requirements are clearly communicated to producers

Greater transparency across the animal welfare system is a priority for all those who play a role in it. This includes the SPCA, the National Animal Welfare Advisory Committee, the National Animal Ethics Advisory Committee, and animal-based industries. Our work to date has focused on improving the regulatory framework surrounding animal welfare in New Zealand. Recent successes include the Animal Welfare (Care and Procedures) Regulations 2018, relating to stock transport, farm husbandry, companion and working animals, calves, pigs, layer hens, crustaceans, and rodeos.

The new regulations cover a variety of procedures carried out on a range of animals by veterinarians and others, from specialist to routine procedures such as lamb tail docking and goat disbudding.

Over the next four years, we will focus on embedding these new regulations and ensuring that standards are clearly communicated and understood by those in charge of animals. One of the ways we will do this is by continuing to support the Safeguarding our Animals, Safeguarding our Reputation programme, which is about improving voluntary compliance with animal welfare laws.

Activities include:

- developing resources to support farmers and veterinarians
- educating people who work with animals through workshops and conferences, and
- improving awareness and use of the codes of welfare.

In addition, we are supporting regulations to end the export of livestock by sea by 30 April 2023. The decision to ban the export of livestock by sea was announced in April 2021 with a transitional period of up to 24 months to wind down the trade.

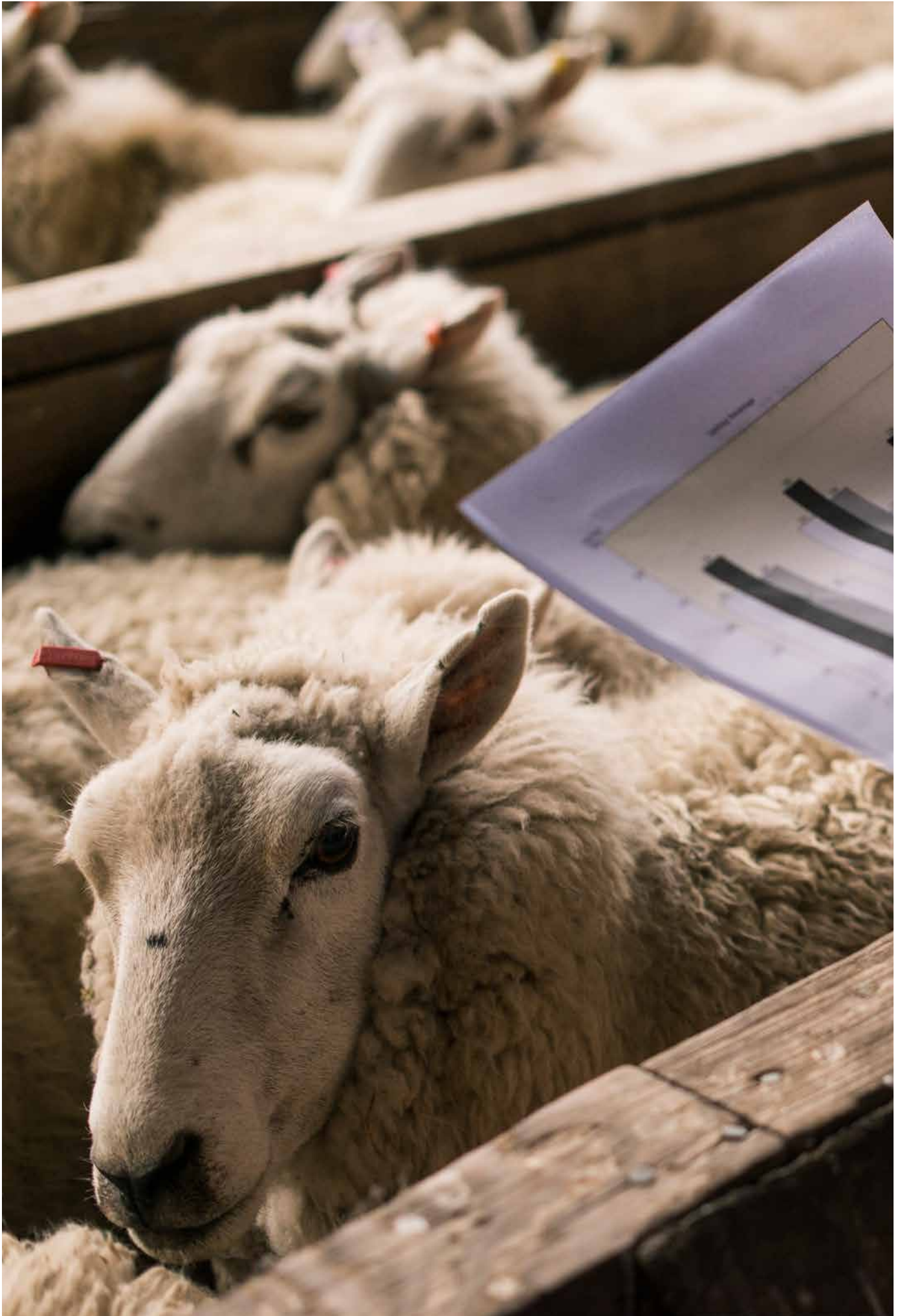
We will continue to make improvements to manage animal welfare risks during the transition period, as part of the continuous improvement programme for livestock by sea.

Ensuring rules are responsive, adaptable, and incentivise good practice

While New Zealand's animal welfare system is highly regarded globally, and new regulations are in place, we cannot be complacent. The animal welfare system needs to continually improve to maintain New Zealand's international standing. Even isolated cases of poor animal welfare can have a negative effect on the country's reputation as a responsible producer of animals and animal products.

We are pursuing work to support the outcomes in the *Fit for a Better World* roadmap through the Framework for Action for Animal Welfare in the several main areas:

- Strengthening codes – Standards will be lifted beyond the minimum and will continue to be underpinned by effective monitoring and compliance. A significant programme is under way to review codes of welfare and the National Animal Welfare Strategy 'Animal Welfare Matters' and to support the *Fit for a Better World* vision.
- Transparency – Everyone will know what decisions are made and why, and have opportunities to participate in setting standards for the future of animal welfare.
- Capacity building – People in charge of animals value animal welfare and have the skills and capacity to meet their animals' needs.
- Independent voice – Advice on animal welfare will be future-focused, timely, trusted and well informed.



Biosecurity

Ko ngā mahi haumaru koiora

New Zealand's biosecurity system is a national asset that underpins trade, primary production, and biodiversity. The biosecurity system allows New Zealand to safely move animals, plants and food within New Zealand and to and from other countries.

Biosecurity is the exclusion, eradication or management of pests and diseases that pose a risk to the New Zealand economy, environment, and way of life.

A major biosecurity incursion could seriously affect New Zealand's economic prosperity. Disruption and damage to our flora, fauna and water could affect how and what is farmed and grown.

Incursions also threaten taonga species and New Zealand's cultural identity. For example, kauri dieback disease threatens the taonga of kauri forests. Losing kauri disrupts the biodiversity and ecosystems these trees sustain. Tangata whenua see kauri as te whakaruruhau: the protectors of forests. Without these protectors, the overall mauri (life force) of New Zealand's forests is significantly affected.

Beyond threats to plant and animal health, the biosecurity system also includes threats to human health from animals and plants and associated pests or diseases (such as mosquitoes).

Having strong biosecurity settings makes New Zealand's exports more attractive to trading partners. Limiting pests and diseases here also improves on-farm productivity, with farmers and growers able to produce more, supporting stronger export growth.

New Zealand is recognised globally as an exemplar for biosecurity. Our actions have been very successful in protecting New Zealand from incursions of almost all pests and diseases that could cause significant harm. We have worked in partnership with industry to prevent the establishment of several damaging insect pests like red imported fire ants and brown marmorated stink bug. The eradication of pea weevil, Queensland fruit fly, and promising progress on *Mycoplasma bovis* are examples of how the biosecurity system is working well to protect New Zealand. A strong biosecurity system also plays a vital role in New Zealand's:

- biodiversity system by protecting native biodiversity and taonga from pests and diseases,
- animal welfare system by protecting animals from the effects of imported pests and diseases,
- food safety regime by stopping pests and diseases that could affect the safety of New Zealand food products, and
- ability to enter trade negotiations to ensure value growth for New Zealand's primary products.



The biosecurity system is a layered risk management and defence system combining intelligence, policy, science, operations, and logistics to manage risks. It includes activities offshore, at the border, and within New Zealand acting as a series of "nets" to stop pests and diseases.

Offshore

To reduce the risk of new pests and diseases arriving and establishing here, we require all incoming goods, ships, and aircraft to meet import requirements (known as Import Health Standards and Craft Risk Management Standards) before arriving. We educate producers, exporters, importers, and passengers on the necessary actions required by these standards and verify compliance by screening goods for pests and diseases at offshore quarantine and inspection facilities. We use our international relationships, intelligence, and science functions to proactively look for emerging biosecurity risks overseas.

For example, we impose strict management actions on risk material that could carry fruit flies or foot and mouth disease because the consequences of an incursion are serious. Brown marmorated stink bugs would also cause significant harm but need a different approach because they can hitchhike on so many types of containers, luggage and equipment. Most used cars are imported from Japan, so we inspect cars in Japan before they can be exported here, to manage the risk from harmful insects.

At the border

We manage biosecurity risks at the border by verifying compliance with our import requirements from four main pathways: passenger, mail, cargo, and craft. Cargo is either inspected on arrival or moves to MPI-approved and audited transitional facilities for inspection and clearance. We also operate post-entry quarantine facilities to test new plant material for pests and diseases in a controlled environment.

We work closely with other border agencies to efficiently manage the flow of goods and people across the border. We operate joint Intelligence Targeting and Operations Centre out of Auckland, as well as the Joint Border Analytics team. This enables border agencies to share intelligence about suspected illegal activity and conduct joint inspections and investigations when appropriate. Cargo importers can enter their data once in the Trade Single Window to supply information to multiple agencies.

Within New Zealand

Our post-border layers of protection include:

- surveillance to detect pests quickly,
- NAIT system for farmed cattle and deer,
- working with local government, industry and public organisations to deliver pest management, control and eradication programmes that reduce the damage from pests that are already here, and
- working in partnerships with industry through the Government Industry Agreement (GIA), to ensure a strong readiness capability that plans for threats such as Foot and Mouth Disease.

Eradicating or managing pests and diseases is usually much more difficult and expensive once they have established breeding populations.

The NAIT traceability programme enables us to keep records of cattle and deer movements between properties, saleyards, and to slaughter, so that any diseased animals can be identified and appropriately managed. Effective traceability systems are essential for rapid identification and eradication of disease, as shown during our response to *Mycoplasma bovis*.

The GIA is a partnership between primary industry and the Government to manage pests and diseases that could badly damage New Zealand's primary industries, economy, and environment. Under the GIA, decision-making, responsibilities, and costs of preparing for – and responding to – biosecurity incursions are shared with the aim of achieving better biosecurity outcomes.

Challenges and opportunities

The main types of biosecurity risks facing New Zealand are pests and diseases that:

Would immediately restrict or stop exports: An internationally agreed list of animal pests and diseases, including Foot and mouth disease, that would immediately trigger other countries to restrict New Zealand meat, dairy and animal exports if the pests or diseases were found here. Several insects, like fruit flies and bark beetles, would also similarly trigger restrictions on New Zealand exports of fruit and timber. We decide how to respond case-by-case, depending on the pest and the situation. Our processes involve consideration of the impact of climate change on pests and diseases that pose a risk to the food and fibre sector.

Are already in New Zealand causing harm: The damage caused to native biodiversity by predators like possums, stoats and weasels is well known, but many weeds and aquatic pests are also either causing damage or will cause damage if they spread.

Threaten taonga species or natural ecosystems: Several bird diseases could threaten New Zealand unique species such as kiwi and kākāpō. A vast number of insects, fungi, bacteria, and plant viruses also threaten New Zealand's native biodiversity.

Harm primary sector productivity: New Zealand is free of many of the diseases and insects that reduce pasture growth, animal health, fruit yield, and forest value.

Affect human health and wellbeing: The biosecurity system manages the transmission risk of pests and diseases from animals to humans (but not human to human). New Zealand is free of diseases like rabies that affect both animals and humans, and some species of mosquitoes and ticks that can transmit diseases between humans. We conduct surveillance for avian influenza in bird populations to quickly identify any variants that could affect humans.

The main ways that these risks could arrive or result in harm are:

- spreading from where they are already present in New Zealand,
- imports of biological material used for breeding,
- hitchhiker pests attached to luggage, equipment, sea containers, or ships, and
- deliberate smuggling.

Focus for the next four years

The scale and complexity of biosecurity risk is growing at a rapid rate, fuelled by climate change and more integrated supply chains. To keep pace with this change, we must adjust how the biosecurity system operates, partnering to better harness the power of the collective. We must also strengthen our core capabilities and partnerships with industry. We have until now had to manage misaligned systems, manual processes, aged infrastructure, and lean technical expertise. Our medium-term strategic plan focuses on addressing these challenges and ensuring we are prepared to manage the growing pressures we face.

Our focus over the next four years will include the following:

Reviewing the Biosecurity Act 1993 – We will overhaul the Biosecurity Act to ensure it is fit for purpose and supports the biosecurity system to respond well to current and future challenges of reducing the risk, and managing the impact, of pests in New Zealand.

Implementing the new Border Services operating model – We will implement the new Border Services operating model to meet the changing scale and complexity of biosecurity risk. We will update core digital services by implementing system improvements to address critical risks associated with legacy systems, highly manual processes, and a lack of integration across the Information communication technology (ICT) network.

Upgrading our biosecurity screening technology – We will procure new biosecurity screening technology for the Auckland Mail Centre to test and understand its capability. We will also replace and expand our core biosecurity infrastructure to catch up with demand ensuring we have the capacity and capability to increase both trade and protection.

Eradicating *Mycoplasma bovis* – We will complete the eradication of *Mycoplasma bovis* from farms known to have experienced an outbreak and check adjacent properties to ensure that the disease has not spread. The programme will then transition to long-term surveillance. We will also strengthen livestock traceability systems.

Managing the protection of kauri – We will have a national pest management plan in place to enhance kauri protection.

Reviewing the GIA Deed – We will work with industry to review the GIA Deed, which establishes the basis for a transparent, consistent and equitable partnership between the Government and industry, to ensure it remains fit for purpose in improving readiness and response biosecurity outcomes.

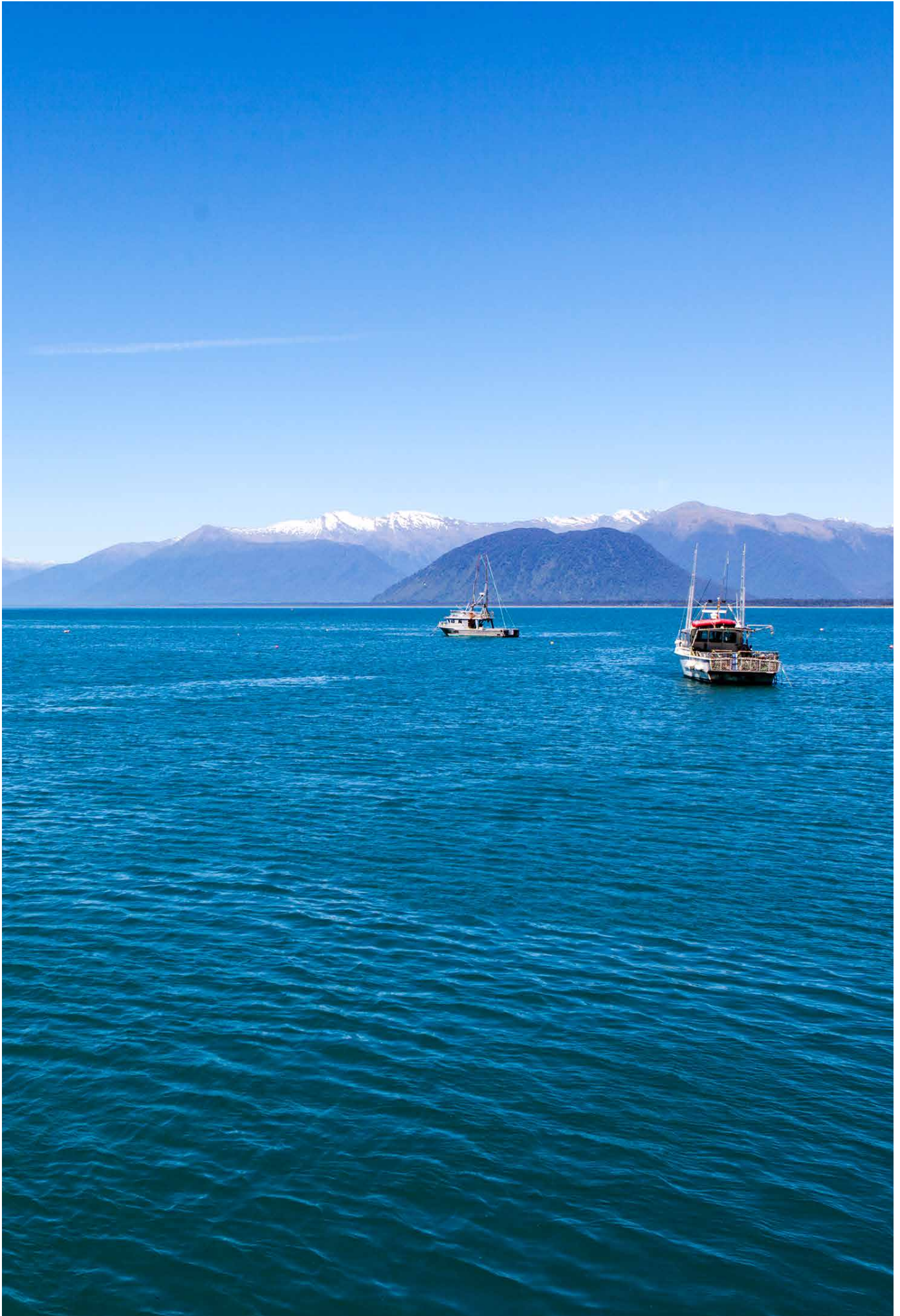
Reducing the spread of wilding conifers and the impact of wallabies – We will work with partners to deliver plans to reduce the negative impact of wilding conifers and wallabies on the landscape.

Implementing an aquaculture biosecurity programme – We will develop and implement a comprehensive aquaculture biosecurity system that protects New Zealand's growing aquaculture industry from pests and diseases and protects wider aquatic values (for example, environment and socio-cultural) from the biosecurity risks created by aquaculture operations.

Plant health and environment capability – We will complete the business case and concept design for a new permanent plant health and environment laboratory and greenhouses, to invest in advanced scientific and laboratory capability.

Pre-border foundations – We will implement strengthened import health standards, facilitating new plant and germplasm varieties.





Fisheries

Ko ngā mahi hī ika

New Zealand's oceans and fisheries are part of New Zealand's cultural identity and are important to our communities, the economy and environment. New Zealand is responsible for one of the largest oceans in the world, with an exclusive economic zone of more than 4 million square kilometres.

Fisheries are used by customary (tangata whenua – hapū and iwi), recreational and commercial fishers, and play an important role in the wellbeing of many communities. Aquaculture is an important source of seafood and supports the prosperity of some regional economies. Collectively, wild capture fisheries and aquaculture were projected to generate \$1.8 billion in exports in the year ended June 2021, and employs around 13,500 people.

We operate the fisheries management system to sustainably manage New Zealand's fisheries, for the greatest benefit to New Zealanders.

With responsibility for the fisheries management system and administration of the Fisheries Act 1996, our functions include:

- supporting the Minister for Oceans and Fisheries to make decisions about the sustainable use of fish stocks and allocations. This includes decisions about where, when, and how much fishing can be undertaken by commercial, customary, and recreational fishers,
- supporting decisions to manage the effects of fishing on the wider marine environment. For example, mitigation measures and closures to protect vulnerable species, such as Māui and Hector's dolphins,
- responsibility for the fisheries science programme, with an average annual spend of \$22 million. This includes research surveys to estimate fisheries abundance, environmental assessments and studies of marine biodiversity,
- leading the all of government work plan for accelerating sustainable aquaculture, through the Aquaculture Strategy, and
- ensuring the fisheries and aquaculture rights and interests of tangata whenua are considered, recognised and provided for. For example, we engage directly with Māori on fisheries matters through regionally focused iwi fora held across New Zealand.



Fisheries New Zealand

Tini a Tangaroa

We work with iwi and Māori, the commercial sector, recreational fishers, environmental groups, and communities to balance the diverse range of interests in oceans and fisheries.

Māori have broad rights and interests in commercial, customary and recreational fisheries, aquaculture, and the management of the effects of fishing on the environment. Māori collectively own around 40 percent of quota, and have diversified commercial interests. We work closely with iwi and Māori, to enable effective input and participation, to protect customary rights, and maintain the special relationship between tangata whenua and customary food-gathering areas.

We invest heavily in monitoring activity and encouraging and enforcing compliance with the law. Fishery officers patrol New Zealand's coastline, and fishing vessels are monitored at sea using satellite technology, aircraft, patrol boats, and fisheries observers. Fisheries compliance officers work with the New Zealand Defence Force within the exclusive economic zone, and high seas patrols are undertaken periodically to inspect vessels fishing near our waters.

Challenges and opportunities

COVID-19

The COVID-19 pandemic is having economic and operating impacts on the seafood sector. Seafood has had a central role in supporting New Zealand's economic recovery from the COVID-19 pandemic. We will support the seafood sector to mitigate the challenges, adapt to new operating conditions, and identify and leverage opportunities.

Climate change is putting increased pressure on the marine environment

Climate change is leading to warming oceans, the migration of some stocks, and ocean acidification. This creates new challenges for both the fisheries management system and fishers. Flexible and responsive management is needed to ensure the system can respond to a more dynamic and rapidly changing marine environment. Ensuring that fisheries are well placed to adapt and aquaculture development is resilient to likely future changes is important for mitigating the impact on the industry.

New reporting and monitoring requirements have created new opportunities

The introduction of electronic catch and position reporting is providing near real-time information about commercial fishing, at a much finer spatial scale across around 850 commercial vessels fishing across New Zealand. This information allows for better monitoring and addressing non-compliance, for example, fishing in protected areas.

This information also enables more agile and responsive fisheries management approaches, which we are exploring. The wider rollout of on-board cameras will build on this, providing greater assurance and transparency for the public and new market opportunities for fishers.

Aquaculture provides an opportunity for environmentally and economically sustainable growth

While aquaculture does not make up the majority of New Zealand seafood industry now, it is a significant sector demonstrating sustained growth. The Government's Aquaculture Strategy sets an ambition for a world-leading sustainable, productive, inclusive, and resilient aquaculture industry. As part of *Fit for a Better World*, the Government has committed to accelerating its delivery, to achieve \$3 billion in annual sales by 2030. Sustainable growth needs to match community expectations and encompass strong environmental and biosecurity performance.

Focus for the next four years

These challenges and opportunities require new ways of working. Led by a strong partnership with tangata whenua, in collaboration with our stakeholders, using robust science, and the innovative use of data, we will work to maximise the opportunities and find solutions to the challenges facing the seafood sector and marine environment. Over the next four years, we will work to implement the Government's response to the Prime Minister's Chief Science Advisor's report *The future of commercial fishing in Aotearoa New Zealand*.

Ensuring information about New Zealand's marine environment is more accessible

People throughout New Zealand care about fisheries and the marine environment. For the fisheries system to deliver, it needs to be accessible and understandable to everyone in New Zealand. We will focus on being a transparent, accessible, and understandable source of information that people can trust.

We are working to ensure that important fisheries information is available online in a form everyone can understand. Improving understanding of this information will allow the public to better engage with fisheries management in their local area.

Making smarter use of science and data to support more responsive decision-making

Timely and accurate data about commercial fishing underpin the fisheries management system. Improvements through electronic catch and position reporting, and the wider rollout of on-board cameras, are providing a much wider range of data that can be used to inform more responsive fisheries management decision-making, this will:

- increase our knowledge of fish stocks, the marine environment, and commercial fishing activity,
- meet the rising demand for information coming from New Zealand and international consumers,
- enable MPI to better support research and the work of stakeholders, and
- support New Zealand's move towards a more ecosystem-based fisheries management approach.

Over the next four years, we will ensure the fisheries management system maximises the new opportunities provided from electronic reporting and on-board cameras. We will continue to ensure our

system can apply this information to be more agile and responsive. We will explore opportunities from emerging technologies, such as artificial intelligence and machine learning.

Accelerating sustainable aquaculture development

Aquaculture offers huge potential for sustainable growth, and early action would deliver this growth sooner. We have a range of work to accelerate aquaculture development, aligned with the Government's Aquaculture Strategy, and this is set out in the annual Aquaculture Plan. This includes improving regulatory settings and investment certainty, supporting investment in critical wharf and hatchery infrastructure, and unlocking open ocean aquaculture opportunities. This will increase the value of aquaculture to iwi and coastal communities, and sustainably increase the sector's annual revenue four-fold to \$3 billion by 2030.

Collaboration remains central to the aquaculture strategy and the industry's success. We will work in partnership with the aquaculture industry, Māori, other government agencies and a range of stakeholders, to support the delivery of the Aquaculture Strategy.

Ensuring our rules are simple, adaptable, and incentivise good practice

The fisheries and aquaculture management systems, and rules that underpin them, are complex. These systems need to set strong bottom lines about the standard of care and behaviour that supports sustainable use of New Zealand's fisheries, aquaculture and marine environment. We have been working on ensuring the rules are simpler for all who enjoy the marine environment.

Earlier this year, Cabinet agreed to significant changes to the commercial fishing rules for what fish must be landed and what

fish can be returned to sea, and to progress the next stage of on-board cameras. Together, these changes will strengthen transparency, enhance verification, and set strong incentives for environmentally responsible behaviour.

Over the next four years, we will continue to work with industry and other stakeholders as these legislative changes and the next steps for the wider rollout of cameras are progressed.

Supporting the fishing industry to transition

The changes to commercial fishing rules and further rollout of on-board cameras require a transition to new operating requirements and rules. As set out in *Fit for a Better World*, as part of this transition an opportunity is available to strengthen New Zealand's position as a world-leading source of sustainable and high-value seafood products.

We will work with the industry to develop an industry transformation plan, this will set out a shared vision for the future of the industry and the key actions to support this transition.

The transition to a more sustainable future will require the sector to focus on more innovative technologies and selective fishing practices to reduce bycatch and minimise environmental impacts. In turn, this will strengthen the sector and enable it to leverage improved environmental credentials and develop differentiated and value-added products.

An opportunity is available to boost innovation, both below and above the water. Over the next four years, we will work with fishers to access funding, connect with innovators and technology experts, and encourage uptake of new technologies and precision fishing practices from within New Zealand and overseas.



Food safety

Ko ngā mahi haumaru kai

MPI is central in the delivery of the food safety system. We protect consumers from food borne illnesses and support the economy by maintaining an internationally trusted regulatory system.

We help ensure consumers can trust the food they eat is safe, suitable and accurately labelled, and we help the food and fibre sector respond to emerging threats and trends.

We work to maintain the integrity of the food safety system. We lead implementation of the Government's food safety policy decisions, develop standards, and ensure the right regulatory requirements are in place to support businesses to make safe and suitable food for New Zealand and its export markets. Ensuring New Zealand's food is trusted and recognised by overseas markets is vital and makes it easier for businesses to export and grow the value of New Zealand's food exports.

To support market access, we provide export certification on behalf of the New Zealand Government to overseas governments, as well as providing guidance to food businesses.

While we have overall responsibility for New Zealand's food legislation, some areas exist where responsibility intersects, including a co-regulatory role with 67 territorial authorities, under the Food Act 2014.

We also work with our counterparts in Australia, because New Zealand shares a joint food standards system, and we work closely with the Ministry of Health to support public health and wellbeing.

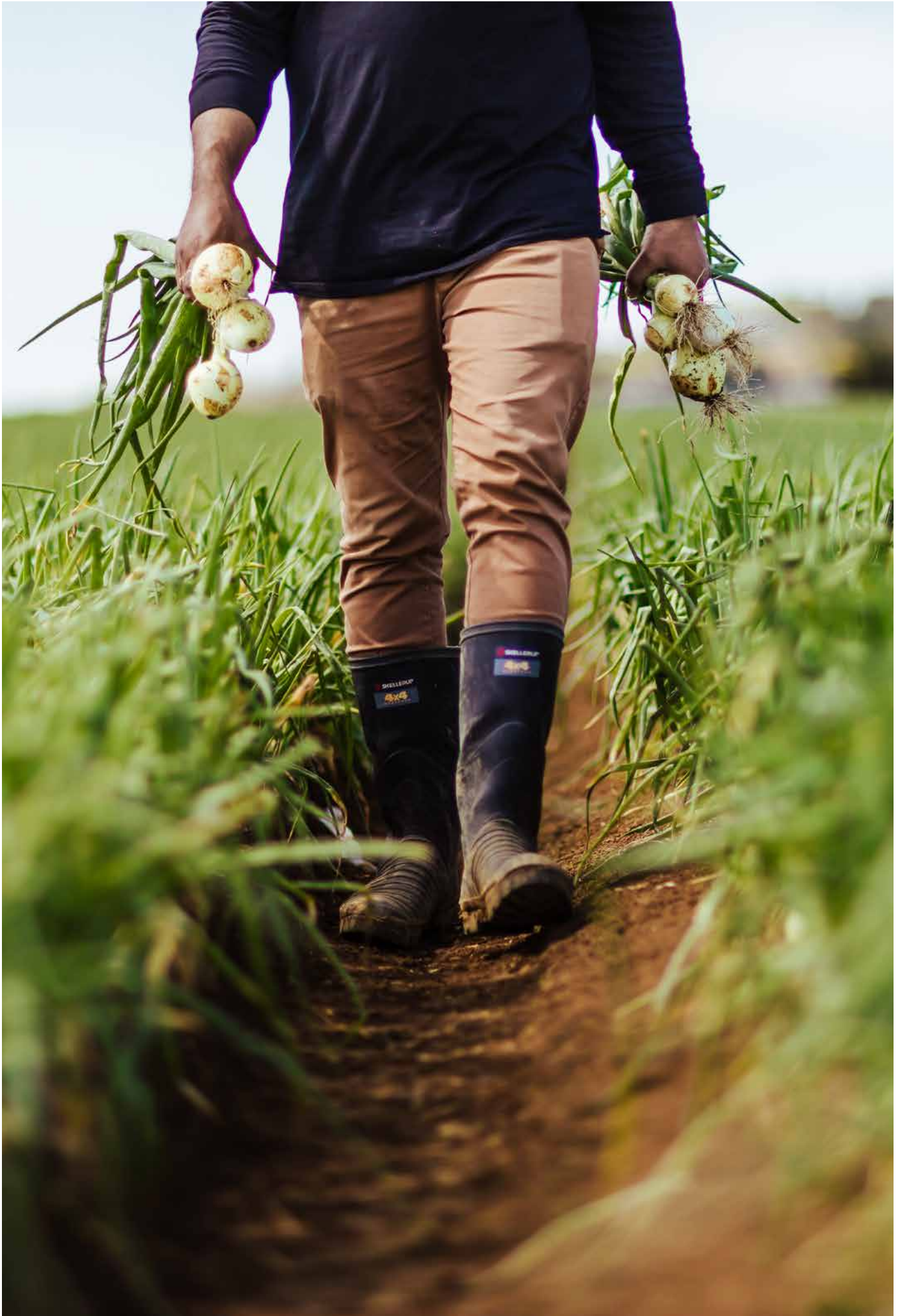
All our advice, guidance, risk management and regulations are underpinned by robust scientific evidence.

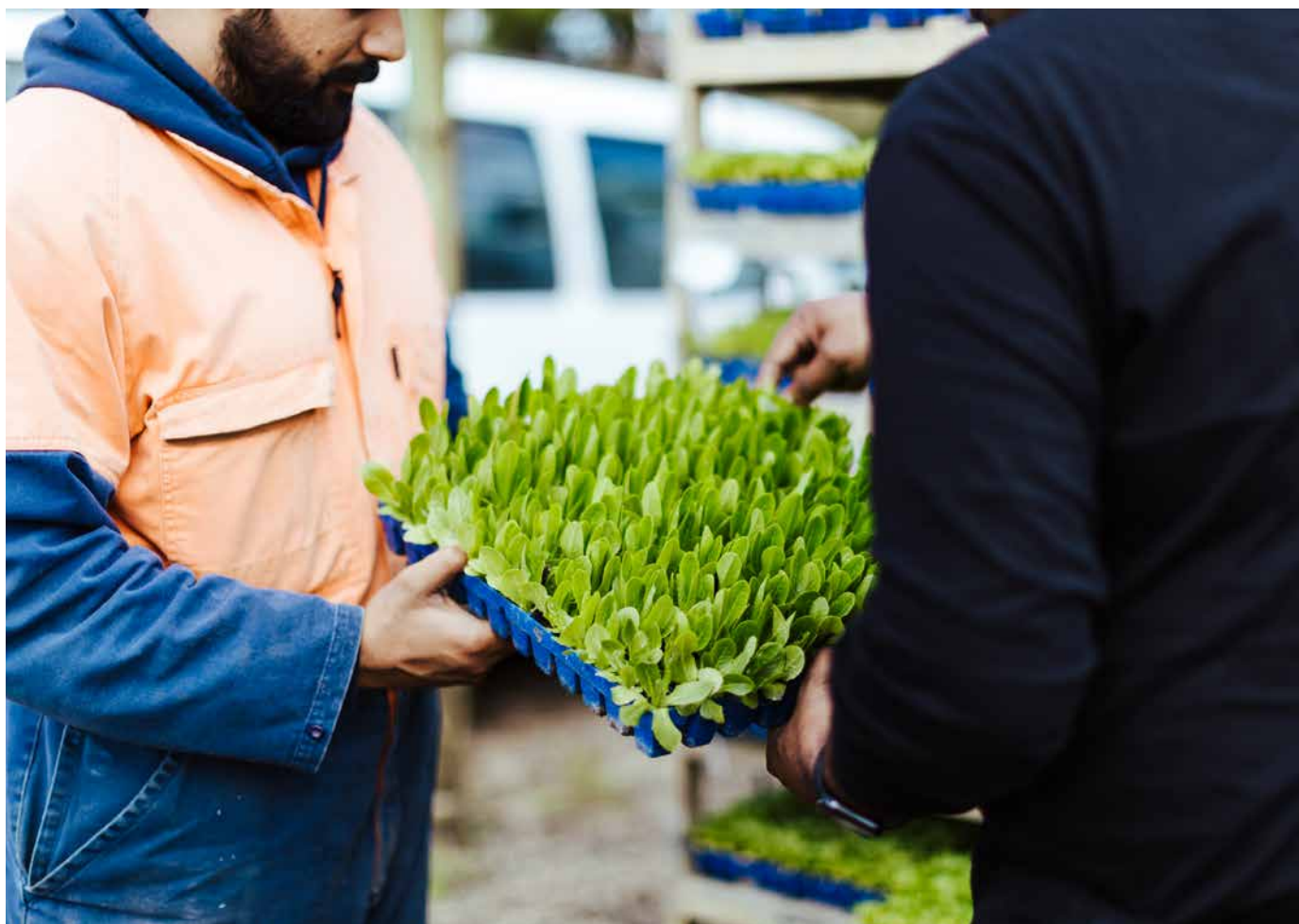
Our functions include:

- implementing the Government's food safety policy decisions,
- developing food safety standards,
- monitoring the food safety system, ensuring compliance and responding to food-related incidents, such as illness,
- providing education and guidance to New Zealand businesses and consumers, and
- providing assurances on behalf of the New Zealand Government to overseas country governments.



New Zealand Food Safety
Ministry for Primary Industries
Manatū Ahu Matua





Challenges and opportunities

Growing the value of food exports

Growing export earnings is a core component of New Zealand's COVID-19 recovery strategy and the *Fit for a Better World* roadmap. To achieve increased growth in food exports, New Zealand needs to have more flexible regulatory systems that are modern, support innovation, increase efficiency, and remove complexity while managing risk. Access to key markets for New Zealand's food products also needs to be maintained and improved.

Improving stakeholder engagement

We engage broadly with consumers, industry bodies, territorial authorities, Māori and our international counterparts and see opportunities to improve how we do this.

Preventing foodborne illness

Preventable foodborne infection continues to be an issue, with an estimated 200,000 cases of foodborne illness every year. New risks will continue to emerge, such as the recent outbreak of *Salmonella enteritidis* in poultry production, which will necessitate prompt response and the establishment of new regulatory standards.

Antimicrobial resistance (AMR) continues to evolve. Greater understanding of the spread between people and animals, by determining the extent of AMR in the primary and human health sectors, is an important component of raising awareness of the threat, along with how to reduce the misuse and overuse of antimicrobials.

Engaging with Māori

The cultural value of kai has its roots in the act of manaakitanga – the giving and receiving of hospitality. Over the next four years, we seek to improve the participation of Māori across all aspects of our activities, and to work in partnership to better understand health food issues that may disproportionately affect Māori.

Improving public health

Increasingly, consumers and governments across the world are aware of the critical role that food plays in personal and public health. Consumer expectations to understand the origin, composition, and effects of food are increasing.

Focus for the next four years

The way we deliver our services, particularly to small and medium-sized businesses, can have a significant impact on their success. We will implement a flexible regulatory system that balances supporting innovation and overseas market entry requirements while responding to emerging threats. We will continue to ensure food is safe for all consumers, whether here or overseas. We will improve labelling of foods, so consumers can make healthier food choices, and be protected from food-related allergies.

Three main areas of work will allow us to have a flexible regulatory system to support improved market access:

- modernising New Zealand food safety systems to better enable food exporters to access markets and maximise value,
- strengthening the New Zealand food safety system to protect consumers and maintain trust, and
- improving the wellbeing of New Zealanders through safe and healthy food.

Enabling better access to markets and maximising value

The food safety system needs to be robust and agile, to respond to future challenges. Significant work has been proposed to simplify and modernise the system, to make it possible for food exporters are able to access markets and maximise value.

Small-to medium-sized enterprises face challenges in understanding and navigating their food safety and market access obligations. The system needs to support exporters to make the most of opportunities, including e-commerce opportunities accelerated by COVID-19, and market demands for multi-ingredient and value-added products. We will implement customer-centric work programmes to simplify and modernise the export process, to enable export growth and employment in the food sector. We will also investigate the potential for a tracing platform for industry, to better understand the opportunities provided by digital end-to-end product traceability to support market access.

Redesigning regulation

To ensure New Zealand's food safety system is responsive to domestic and international markets, we will improve the standards that underpin the integrity of New Zealand products. Consolidating and harmonising the legislative framework for animal products, wine regulations and notices, and finding ways to help businesses understand them better, will increase compliance, improve businesses' experience when dealing with MPI and strengthen resilience in the food system.

Streamlining country registration and listing

We estimate \$20 billion of New Zealand's animal and horticulture product exports depend on some form of country registration and/or listing. The complexity of some of New Zealand's top markets can be daunting for exporters, where a single commodity may have different requirements in China, the European Union, Japan and the United States of America. Small errors, such as spelling mistakes, can lead to long delays in accessing markets and sometimes halt exports at the border, or require product to be destroyed. We will implement a work programme to streamline, improve and automate services to industry to improve customer experience, and allow product to access export markets faster.

Improving electronic certification

Export certificates are used to give official, government-to-government assurance about products exported from New Zealand. Certificates are issued by MPI or MPI-recognised agencies once we are satisfied the product complies with relevant regulations and requirements.

Two programmes of work have been established to improve the capability of electronic certification. We will continue to work closely with overseas competent authorities to collect electronic phytosanitary certificates from a bespoke government-to-government webservice and access additional markets. This will allow MPI to negotiate preferential market access conditions, affording faster border clearance, reduced risk of fraudulent certification and/or product, and improved commercial certainty for exporters.

Protecting consumers and maintaining trust

Risk, readiness and response

Risks and threats to the food safety system are growing in intricacy and continue to evolve in complexity, incidence and severity. Traditional unintentional food contamination incidents are no longer the sole response context, with events such as food fraud, food defence and food security elevating as significant issues both domestically and internationally.

Our capability for early detection, management and the capacity to respond to emerging risks will strengthen the food safety system. Drawing on a broad range of intelligence and data, including international food risks and food science, the New Zealand Food Safety Science and Research Centre and the Institute of Environmental Science and Research will monitor emerging situations and position New Zealand to respond faster to prevent or contain incidents. We will actively work with industry to ensure that businesses are attuned to, and prepared for, risks and undertake regular simulations to test their capacity to respond.

Ensuring regulatory standards respond to emerging food safety risks

We will continue to respond to new and emerging food safety risks by developing regulatory standards that reflect best international knowledge and food safety science, in conjunction with industry. We will regularly review our range of existing regulatory schemes in light of international practice and a wider pathogen strategy.

Campylobacter action plan

An active risk management action plan has been developed to reduce the annual notified rate of foodborne illness from 2020 to 2024 by 20 percent.

Preventing inadvertent chemical contamination of food

Unexpected exposure to chemical hazards in food is an ongoing risk in a modern and complex food supply chain. We must remain constantly vigilant, to identify and assess foodborne risks that might be associated with chemicals that have contaminated food through the natural environment, such as waterways, or during production and processing.

Managing antimicrobial resistance

Antimicrobial resistance (AMR) is a rapidly evolving, serious global public health threat. There is increasing evidence that infections resistant to antimicrobial agents can spread between people and animals, impacting the health and welfare of both, reducing the effectiveness of antibiotics. Effective management and monitoring of antimicrobial agents used in animals and plants is important to ensure public health impacts from AMR are minimised, particularly through the food safety system.

To achieve public health and other outcomes MPI and the Ministry of Health are implementing the 5-year National Action Plan to manage AMR, covering a range of areas such as surveillance and monitoring, infection prevention and control, regulatory stewardship, and communications. This will not only raise awareness of the issue, but also lead to reduced misuse and overuse of antimicrobials in food production and help to protect the productivity of NZ's primary sector.

Investigating new controls for imported foods

Every country in the world is grappling with the increasingly complex supply chain and stronger consumer demand for information about the origins of food and its composition. The value of imported food has increased by 37 percent over the past three years to \$16.4 million, increasing the risk of food fraud and contamination. We will investigate new controls over the importation of food and claims of content.

Understanding the impacts of emerging food technologies

The use of emerging technologies in food production will challenge traditional food production methods that underpin the sector. We are working with industry to identify the impacts of technology (such as *The Evolution of Plant Protein – Assessing Consumer Response* released by MPI and Plant & Food Research), and to identify ways to create additional value from traditional New Zealand products.

Improving the wellbeing of New Zealanders through safe and healthy food

Ensuring food is healthy and supports public health outcomes

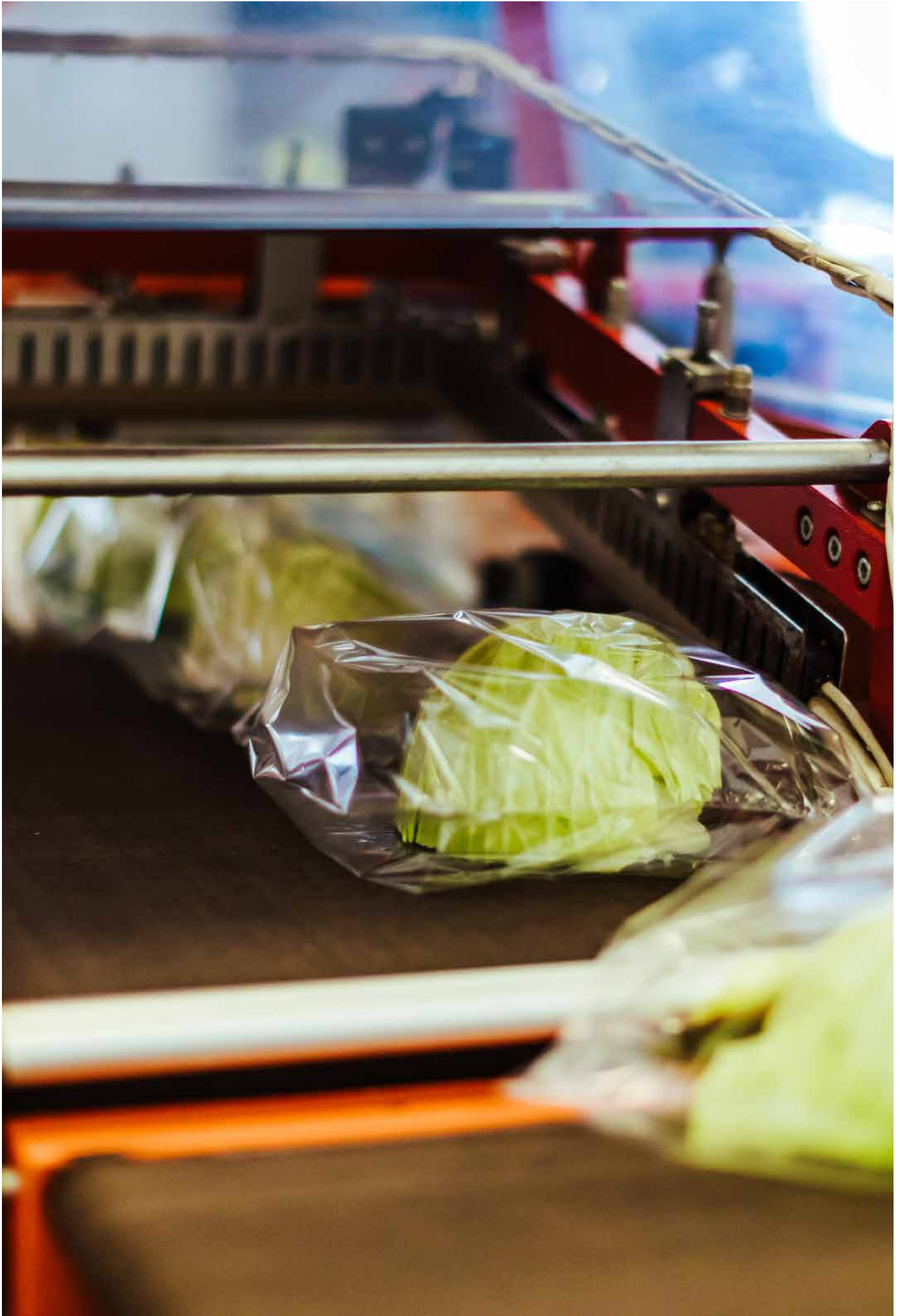
Growing consumer demand and a greater focus on the public health outcomes from food presents a significant opportunity for MPI to continue to position New Zealand food as fresh and healthy, validate food health claims, work with the food sector to support their response to this demand, and enable informed consumer choice.

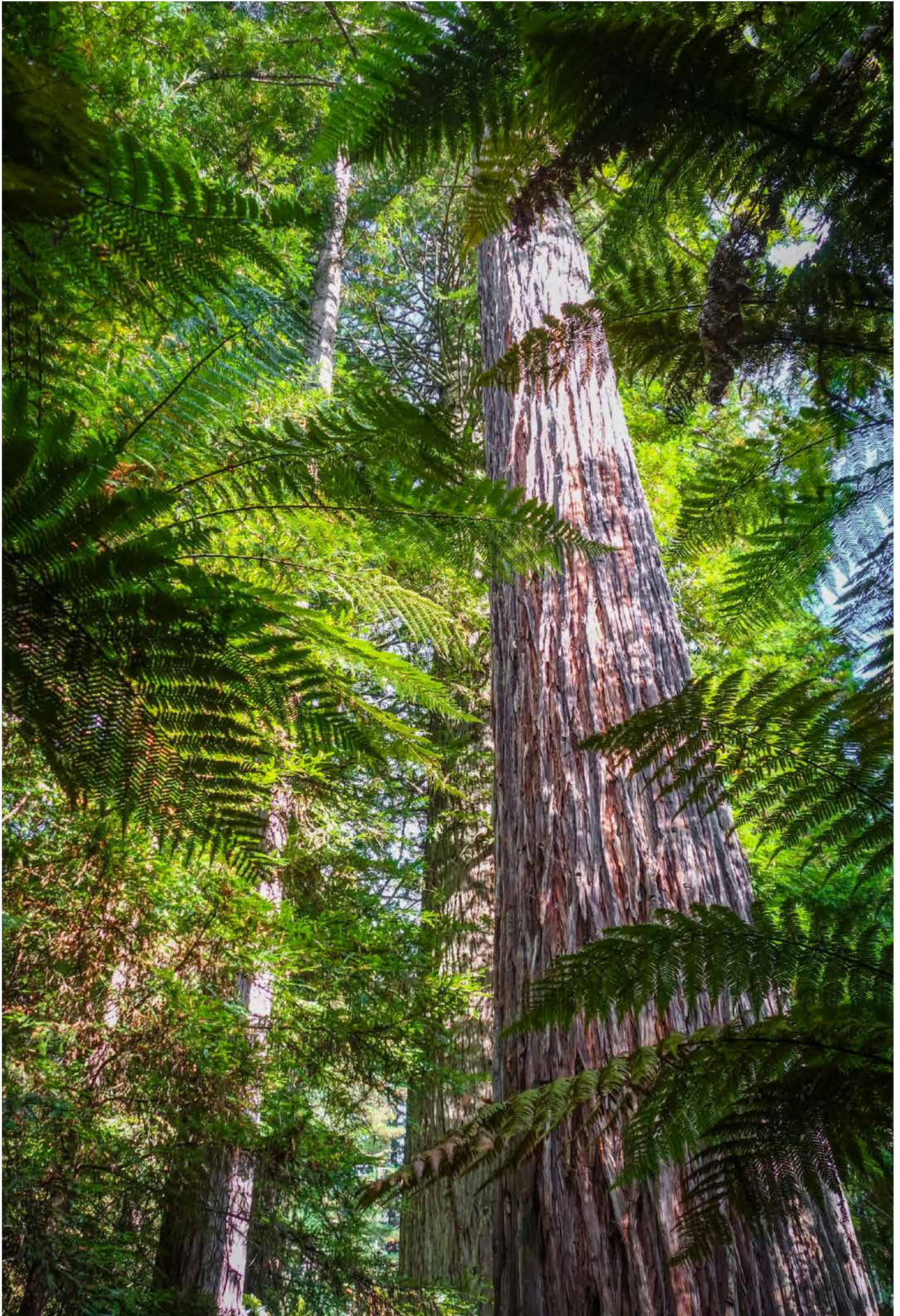
Māori, Pasifika and those living with socioeconomic difficulties are more likely to develop diet related non-communicable diseases at an earlier age, live more years in poor health, and have higher mortality rates. Accurate dietary intake is critical to conduct robust risk assessment, support cultural needs and inform food and health policy. A health study focusing on young New Zealanders will provide important data to understand what the most vulnerable population groups consume, and will be used to inform a future Total Diet Study on infants and toddlers.

Responding to Māori priorities

Over the next four years, we will begin the hīkoi (journey) to better understand Māori priorities, enabling iwi, hapū and whānau to continue traditional food gathering practices, and gain insight into food supply, including taonga species. Building our knowledge of food-related matters around Māori health allows space for te ao Māori and mātauranga Māori, while simultaneously uncovering potential for increased domestic and international trade by Māori entities (and non-Māori where appropriate), and protecting Aotearoa's unique flora and fauna.

We will investigate alignments and opportunities within science and mātauranga Māori regarding health claim aspects of traditional food. Using our Tiriti partnerships, we will work with Māori food tohunga (experts) from iwi, hapū, whānau and Māori entities, to identify the risks and opportunities of indigenous food gathering and promote the wellbeing of the population as a different dietary group.





Forestry

Ko ngā mahi ngāherehere

Forestry has an important role in building a sustainable and economically prosperous future for New Zealand.

New Zealand's forests make a major contribution to environmental sustainability by removing carbon dioxide from the atmosphere. With global demand for wood forecast to triple by 2050, and growing interest in biofuels and biomaterials, New Zealand's forest products will also be increasingly sought-after domestically and overseas.

Forestry delivers economic, social and environmental benefits, including climate change mitigation, improved biodiversity, improved freshwater quality, erosion control, and forest products for domestic and export markets.

Māori are a significant contributor to the sector and own more than 30 percent of land under plantation forestry and large areas of indigenous forest. Forestry is also a significant employer of Māori, and a high percentage of employees working in the forestry and wood processing sector are Māori. As tangata whenua, Māori have kaitiaki (guardian) roles within their rohe.

Forests are also taonga tipuna. In Te Tiriti o Waitangi, the Crown committed to protect Māori tino rangatiratanga over their forests. Forests are taonga for tangata whenua, steeped in mātauranga and valued for their connection to Tāne Mahuta and Papatūānuku. Forests are cherished for the full range of benefits they provide, including food production, medicinal uses and recreational activities.

We work with tangata whenua, landowners, councils and the forestry and wood processing sectors to make the most of the contribution of New Zealand's forests to social, cultural, environmental and economic wellbeing. Our functions include:

- setting direction and clarity to shape the future of the sector,
- providing advice, planning and insights, to deliver better outcomes for New Zealand,
- providing stewardship of forestry regulations and the Emissions Trading Scheme (ETS),
- managing the Crown's commercial forest assets, and
- partnering with tangata whenua to support their aspirations through forests.

Challenges and opportunities

Climate change and the environment

We see an opportunity to unlock the full potential of New Zealand's forests to support New Zealand's climate change response. Forests act as a carbon sink, by absorbing and storing carbon. Both existing and new forests will be needed to help New Zealand meet its 2030 and 2050 climate change targets. Trees could also provide the raw material to replace emissions-intensive products currently used for fuels, heating, building and plastics. Building with wood increases stored carbon in the built environment.

New Zealand's forests also play an invaluable role in the ecosystem. They provide habitat, improve water quality, protect and nourish the soils, and stabilise riverbanks and hillsides. Forests and trees are also integral to New Zealand's resilience to the droughts and floods expected to become more extreme as the climate continues to warm.

Permanently reforesting remote, unproductive, and highly erodible land with native trees can provide a long-term carbon sink while improving biodiversity and water quality in the regions.

Increasing productivity, innovation and employment

As New Zealand seeks to grow its economy and increase productivity sustainably, forestry also has an important role to play. The *Fit for a Better World* roadmap highlights the potential to unlock an additional \$2.6 billion in annual export revenue from the forestry sector by 2030. Opportunities exist to accelerate forestry's contribution to New Zealand's economy and contribute to the country's goals for productivity (increasing export earnings), sustainability (restoring freshwater), and inclusiveness (employing more New Zealanders in the food and fibre sector).

The key to maximising growth is adding value to what New Zealand produces. Meeting this challenge requires innovation and industry transformation. Opportunities include increasing the domestic production of wood-based construction material for both the domestic and export markets, and a focus on those materials where radiata pine can compete internationally, such as cross-laminated timber, glue-laminated products, clear wood for appearance grade fittings, treated timber, and wood insulation. Products made from wood, including bioplastics and biopharmaceuticals, present major opportunities to develop high-value exports that can contribute to New Zealand's future prosperity.

Other areas for potential development include:

- generating woody biomass for downstream domestic sectors, thereby reducing emissions from alternative materials,
- increasing stored carbon in the built environment, and
- developing a bioeconomy that makes better use of wood residues.

Focus for the next four years

We will help reinvigorate and diversify the forestry sector so it provides greater opportunity and better outcomes for New Zealand. Our focus over the next four years will include the following.

Unlocking the potential of the forestry and wood-processing industries

As the largest renewable natural resource, New Zealand forests are uniquely placed to grow and green Aotearoa. Our strategic priorities include:

- advancing New Zealand's forestry resource – for example, by supporting high-value timber manufacturing, wood products and markets, and
- growing New Zealand's bioeconomy – for example, through new technologies, wood products, and bioenergy.

We aim to help facilitate transformation of the forestry and wood processing sector to generate high-value, low-carbon products and markets that support regional economic development.

In partnership with Māori and industry stakeholders, we will prepare a forestry and wood processing industry transformation plan (ITP). The ITP will develop a pathway to unlock the potential of each sector to lift productivity across the supply chain, add more value to New Zealand export products, and scale up investment in areas where New Zealand has a comparative advantage.

We will work with other government agencies on initiatives to accelerate the development of the bioeconomy. Early initiatives we are supporting include:

- investigating opportunities to produce bioproducts from wood residues, to reduce New Zealand's emissions and generate export revenue, for example, liquid biofuels, solid biofuels or biocrude to replace fossil fuels,
- investigating opportunities to co-locate synergistic wood processing plants and plants from other industries to achieve efficiency gains and to save energy and minimise waste, and
- encouraging greater use of timber in construction and providing information to stakeholders about using timber in the design, planning and construction phases.

Increasing planting of the right trees in the right places for the right purpose

Planting trees for a healthy environment is an important strategic priority. Sustained afforestation will be needed to support the transition to a low carbon economy by offsetting emissions while New Zealand works towards reducing its gross emissions. Our aim to increase the wider benefits from forests also includes a focus on diversification and purpose.

Our objectives include improving knowledge to support the establishment of new forests that are diverse, resilient and target social, cultural and environmental benefits. We want more trees in the right places, whether they are for farmers diversifying their income or stabilising erosion-prone hills, foresters looking to increase the supply of wood for processing, or conservationists planting more permanent indigenous forests to deliver biodiversity and recreation values.





We will continue to review the impact of the National Environmental Standards for Plantation Forestry. The standards provide councils with a framework to identify areas unsuited to planting or replanting. We will also continue to work with industry, forest researchers and councils to improve forestry management practices.

Our initiatives will focus on the diversification and strategic location of trees, for example, supporting appropriate planting of highly erodible land. Our goals include lifting Māori participation in the forestry and wood processing sector and adding value to previously unproductive land.

Achieving these goals for tree planting will require a whole of system approach. This includes learning from previous funding programmes, working with the nursery sector, developing stronger relationships with partners, supporting integrated science and research programmes, developing a forestry planning and advisory service, building a stronger public understanding of the value that trees offer, and considering other potential tools and policy interventions.

Strengthening our planning and advisory services

We will build our services to provide strategic planning and advice to landowners, councils and the sector to maximise the benefits of New Zealand's forests and support sustainable land management practice. We will improve access to centralised subject matter expertise, lowering the knowledge barriers for new entrants to forestry and helping facilitate increased rates of native afforestation. Our enhanced services will include forestry advice, support, and planning services underpinned by robust forest economics, data and insight. Our strengthened regional teams will provide more on-the-ground support to iwi, private landowners, farm foresters, local councils, timber processors, training institutes, and forestry organisations.

Partnering with tangata whenua to transform New Zealand forestry and realise Māori aspirations

For Māori, huge potential exists across the whole forestry system: as landowners, community leaders, investors, contractors, employees, and kaitiaki (guardians of the land).

We will partner with tangata whenua to realise Māori aspirations. This will include initiatives to improve the quality of forestry advice, joint ventures, and partnering with Māori to transform the forestry sector.

Transforming the forestry components of the Emissions Trading Scheme

The ETS is the Government's primary tool for reducing greenhouse gas emissions and meeting domestic and international climate change commitments. Amendments to the Climate Change Response Act 2002 in June 2020 delivered various improvements to the ETS. These reforms aim to drive a substantial increase in afforestation on suitable land, reduce complexity, improve ease of compliance for forestry participants, reduce the costs of participation, and support people to use their land more flexibly.

To this end, we are undertaking a multi-year programme to improve the forestry ETS. Over the next four years, we will be developing new regulations to realise the benefits established in legislation, creating a new operating model for the forestry ETS, implementing a new technology platform to replace the existing

climate change information system, and engaging with external and internal stakeholders to provide information and training. We will also monitor and review the effectiveness of the forestry ETS with the aim of undertaking continuous improvement activities.

Strengthening professional standards and the integrity of the supply chain

We will strengthen market access and increase confidence that forests are legally harvested by developing and implementing a legal harvest assurance system. The Legal Harvest Assurance Bill aims to establish a compulsory registration system for log traders, exporters and importers of timber products that will be progressively implemented over the coming years. This new legislation is intended to strengthen the integrity of the supply chain. It will provide long-term market access certainty for New Zealand timber exporters and greater assurance that timber imported into New Zealand has been legally sourced, which will contribute to global efforts to combat trade in illegally harvested timber.

The Forests (Regulation of Log Traders and Forestry Advisers) Amendment Bill will increase confidence in forestry advice. We plan to develop and implement a comprehensive package of regulations to improve the quality of professional forestry advice, support improved information, and create a more transparent market for logs.

Rewarding careers in forestry

We will partner with the forestry and wood-processing sectors to grow the workforce and support rewarding careers. We will support people to have the necessary skills and expertise for the increasingly varied and highly skilled jobs that will be needed. It is estimated that the forestry and wood processing sectors will need to employ another 5,000 highly skilled people by 2025. We want people to access training pathways that will provide them with the right training so they can have long, varied and successful careers in the forestry sector.

Our initiatives include partnering with the sector on the Forestry Workforce and Wood Processing Action Plan 2024, ensuring employers have the knowledge needed to attract people to the sector. We will also support efforts aimed at ensuring we have the right types of training available to meet the future needs of the sector and employment practices to attract and retain diverse and skilled workers.

Supporting the trade system

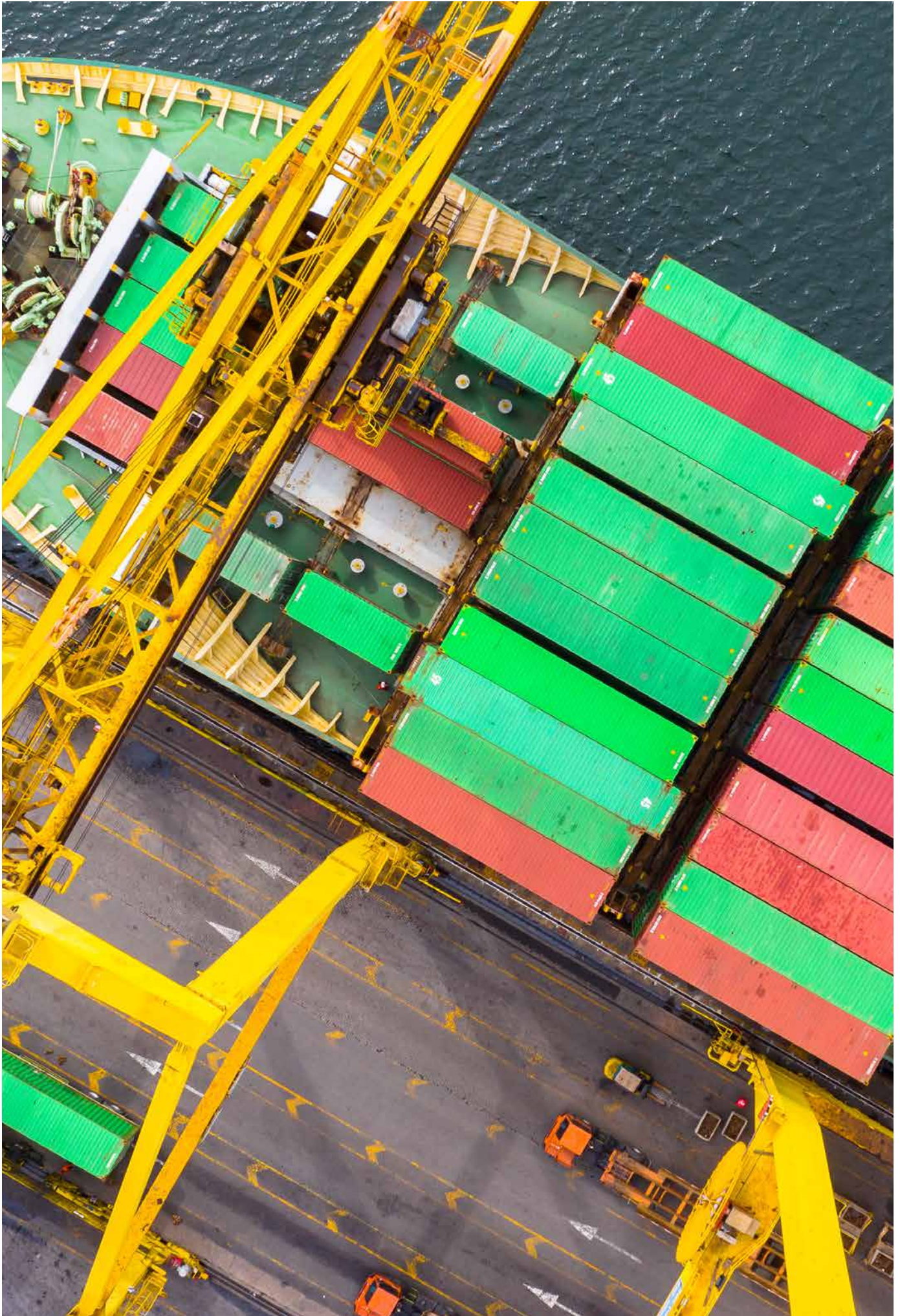
Ko ngā mahi tautoko i te pūnaha hokohoko

Food and fibre exports are a vital contributor to New Zealand's economy, and drive improvements in productivity, employment and incomes. A well-functioning trade system is critical to supporting achievement of the *Fit for a Better World* ambition of adding an additional \$44 billion to New Zealand's export earnings over the next decade.

We have influence over the export opportunities available to New Zealand's food and fibre industries and their ability to maximise those opportunities. Working with the Ministry of Foreign Affairs and Trade (MFAT), we negotiate access to overseas markets for New Zealand's food and fibre products, and we act as the competent authority for giving assurances to overseas regulators on New Zealand's food and fibre sector exports.

We participate in negotiating both multilateral and bilateral trade agreements and taking actions under those agreements. We contribute to the establishment of international standards across food safety, animal welfare and plant protection. We also manage the regulatory certification systems, giving overseas markets confidence that New Zealand is meeting the requirements for market access.





Challenges and opportunities

Consumers in key markets will continue to prioritise high-quality food that is safe and healthy, and food and fibre products that are produced and packaged sustainably. Consumer trends and economic, political and production changes can significantly affect exporters' access to offshore markets and the competition they face in them. Considerable resources are therefore focused on maintaining and enhancing current market access.

Opportunities are also available to expand trade to a broader range of markets, to reduce volatility and increase resilience, particularly in the face of risks of increased global protectionism. Despite New Zealand exporters being able to export to a wide variety of markets, a relatively narrow range of those markets account for a high proportion of New Zealand's export earnings. For example, the top 10 markets account for almost three-quarters of exported goods by value. We work closely with the primary sector to identify and prioritise market access work, to enable these opportunities to be realised.

The COVID-19 pandemic has presented new challenges to the international trade system with disruption to critical trade routes. We have worked closely with other agencies to support vital international supply chains on which New Zealand's trade depends.

New routes to market are also available. The rise of e-commerce is disrupting traditional retail channels, creating different supply chains that may require changes to regulatory systems. This could provide significant opportunities for New Zealand, especially in the way companies develop and position their products with consumers.

Focus for the next four years

We will continue to secure improved market access for New Zealand's food and fibre products by negotiating, and maintaining or improving trade conditions. This includes negotiating new access conditions into the EU and UK markets through free trade negotiations, and working closely with MFAT to identify new potential negotiating partners.

Alongside this, we will focus on maintaining existing access and reducing costs of accessing existing markets. This role is underpinned through MPI official assurances (certificates) being accepted by overseas counterpart agencies and our work to ensure compliance with free trade agreement obligations for measures protecting human, animal and plant health (known as sanitary and phytosanitary measures).

We will also continue to work through the World Trade Organization to secure a global reduction of trade-distorting subsidies for fisheries and agriculture; provide input into the development of international standards; and ensure that any sustainability measures introduced into the trade system are science and data-driven.

We will work on ensuring that New Zealand has flexible, modern export legislation for all food and other primary sector products so that it can respond to changes in the global trading environment. This will enable government to effectively facilitate trade now and in the future, and maintain the reputation New Zealand has established for high-quality and premium exports.





Summary of system priorities

Ko te whakarāpopototanga o ngā whakaarotau ā-pūnaha

Our outcomes:



**Prosperity
Tōnuitanga**



**Sustainability
Kauneke Tauwhiro**

Our system priorities:

Agriculture		Animal welfare	Biosecurity	Fisheries
Improvements on-farm through integrated farm planning.	Revitalising the wool sector	Increasing compliance with new animal welfare standards	Reviewing the Biosecurity Act 1993	Accelerating sustainable aquaculture development
Further strengthening our advisory services	Developing the horticulture industry	Ensuring rules are responsive, adaptable and incentivise good practice	Implementing a new border services operating model	Ensuring information about the management of New Zealand's marine environment is more accessible
Productive and sustainable land use	Supporting increased productivity and sustainability of whenua Māori		Upgrading our biosecurity screening technology	Making smarter use of science and data to support more responsive decision-making
Sustainable food systems	Supporting rural communities to thrive		Eradicating <i>Mycoplasma bovis</i>	Promoting innovation and driving transition
Supporting primary producers to address the impacts of climate change	Connecting rural New Zealanders		Managing the protection of kauri	Enabling New Zealanders to have a wider range of ways to engage on how fisheries are managed
Ensuring market access	Strengthening business resilience		Reviewing the GIA Deed	Ensuring rules are simple, adaptable, and incentivise good practice
Taking a regenerative approach to farming			Reducing the spread of wilding conifers and the impact of wallabies	
Investing in innovation			Implementing an aquaculture biosecurity programme	



**Protection
Whakangūngū**



**Visible Leadership
Ngā Manukura**

Food safety		Forestry	Trade	Cross-cutting system priorities
Redesigning regulation	Understanding the impacts of emerging food technologies	Unlocking the potential of the forestry and wood processing sector	Negotiating new access conditions to the EU and UK markets through free trade agreements	Supporting the emissions reduction plan
Streamlining country registration and listings	Ensuring food is healthy and supports public health outcomes	Increasing planting of the right trees in the right places for the right purpose	Working with the Ministry of Foreign Affairs and Trade to identify new potential negotiating partners	Developing a comprehensive Māori economic plan for the food and fibre sector
Improving electronic certification	Responding to Māori priorities	Strengthening our planning and advisory services	Maintaining existing access to markets	Contributing to New Zealanders in jobs
Risk, readiness and response		Partnering with tangata whenua to transform New Zealand forestry and realise Māori aspirations	Reducing costs of accessing existing markets	
Ensuring regulatory standards respond to emerging food safety risks		Transforming the forestry components of the Emissions Trading Scheme	Working through the World Trade Organization to secure a global reduction of trade-distorting subsidies for fisheries and agriculture	
<i>Campylobacter</i> Action Plan		Strengthening professional standards and the integrity of the supply chain		
Preventing inadvertent chemical contamination of food		Rewarding careers in forestry		
Investigating new controls for imported foods				



05.

Strengthening our organisation to deliver



Strengthening our organisation to deliver

Ko te whakapakari i tō mātau tari ki te whakarato i ana ratonga

MPI currently has over 3,500 people working in more than 60 locations in New Zealand and overseas. Our workforce is deployed at the border, and around the regions and coastlines of New Zealand. Internationally, we have staff in 11 countries in Asia, Europe, the Americas, and the Middle East. International staff are seconded to MFAT for the duration of their placements, and are based at New Zealand embassies and consulates. They work primarily on market access and trade relationship management.

Our working styles

Open/Puātaata:

We are receptive to the ideas of others, we know that there is more than one way to get things done, and we work in this way even when we're under pressure.



Agile/Koi:

We are prepared to change tack and remain flexible in everything we do.



Engaging/Tuītuituia:

We engage with our colleagues, customers, partners and stakeholders in a warm and empathic way; we genuinely listen so we can understand their situations.



Proactive/Tiro whakamua:

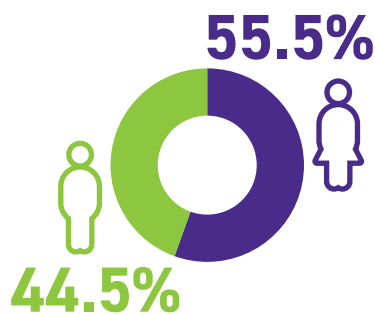
We look ahead to anticipate and face challenges and opportunities; we manage our challenges effectively and make the most of our opportunities.



Workforce

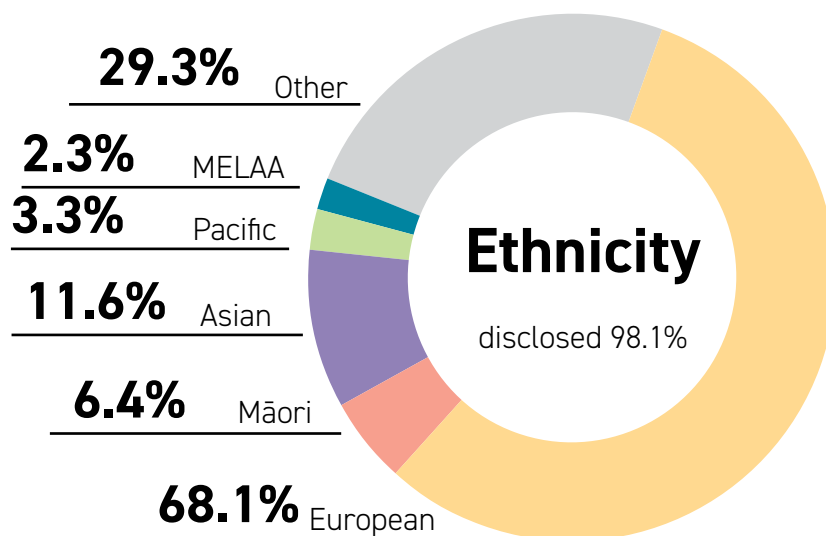
3,538

Headcount (permanent and full time)



44 years 
Average employee age

8.2 years
Average service



Ensuring we have a diverse and capable workforce

Manaaki whenua, manaaki tangata, haere whakamua.

As we care and nurture the land, and each other, we move forward.

We want to help create a safe, sustainable and prosperous Aotearoa. Our approach to diversity, equity and inclusion in the workplace is central to us achieving this ambition. We need our workforce to reflect the community that we serve, and we need to treat our people and the community with manaakitanga and whanaungatanga.

Our approach is guided by and aligned to the shared public service vision of creating positive, safe and inclusive workplace cultures, where people treat one another with respect and work together to deliver for New Zealand and New Zealanders.

We have an established diversity, equity and inclusion strategy to build an inclusive, equitable and diverse workplace where difference is championed. Underpinning this strategy is an organisational workplan focusing on the public service Papa Pounamu priorities:

- te āheinga ā-ahurea – cultural competence
- te urupare i te mariu – addressing bias
- hautūtanga ngākau tuwhera – inclusive leadership
- te whakawhanaungatanga – building relationships, and
- ngā tūhononga e kōkiritia ana e ngā kaimahi – employee-led networks.

Strengthening our cultural competency

Māori Partnerships and Capability Unit

We have established the Māori Partnerships and Capability Unit to help MPI to build Te Tiriti o Waitangi capability and work effectively with Māori. This will allow us to maximise opportunities for growth in the Māori primary sector and enable us to respond to challenges innovatively and sustainably.

The unit will support business units to build and maintain positive and effective relationships as a Treaty partner. This includes monitoring and reporting on the status of our Treaty settlement commitments, our general obligations to Māori as Treaty and primary sector partners, the health of our relationships and the quality of our engagement.

The unit will oversee a roadmap to lift our capability and will monitor and report on progress. This includes supporting business units to design capability initiatives, including specifying specific capability needs, advising on specific capability programmes and accessing specialist advice.

Māori Cultural Competency Pathway

We are strengthening our Māori cultural competency over the next three years with our Māori cultural competency pathway. Building our cultural competence allows us to create a fair, diverse, and inclusive MPI that reflects the different communities we serve. It will also allow our people to engage meaningfully, and to design and deliver services that meet the needs of all New Zealanders, now and into the future.

Māori Language Plan – Mairangatia Te Reo Māori (raising up and elevating te reo Māori)

Our te reo Māori language plan builds on the foundations we have laid and supports a significant culture change across MPI to elevate the use and understanding of te reo Māori.

Māori and Pasifika recruitment strategy

Our strategy for improving our recruitment and retention of Māori and Pasifika staff includes increasing our brand with Māori and Pasifika, using our networks, partnering with other agencies with the same goals and collaborating internally to connect and raise awareness. We are also developing a strategy to increase the percentage of Māori staff in MPI, to a level proportionate with the general population.

Addressing bias

We will focus on recognising and mitigating bias by improving our human resources systems and processes and building the capability of managers and staff to recognise and address bias. The learning solutions we use to support these changes include bias toolkits for hiring managers and panels, online learning on unconscious bias for all our people (with specific delivery to new employees) and unconscious bias learning in our leadership programmes.

Inclusive leadership and an inclusive workplace

We need people to act inclusively, and leaders who value diversity and foster inclusivity. We continue to offer training opportunities and resources to help our people in becoming more inclusive as individuals, teams and leaders. We support flexible working in all our roles. Flexible working means a more equitable work-life balance is achievable for all our people, supporting increased female participation in senior roles.

Building relationships

We will offer training opportunities and resources to help our people become more inclusive as individuals, teams and leaders, such as our programme on emotional agility and how to "discover your strengths". We will also continue to:

- support flexible working for all our roles,
- provide guidance through Taunga Kanorau, our diversity and inclusion information repository, and
- provide training through Tūrangawaewae, our hub for learning modules on cultural capability, inclusion and belonging, flexible working and including our rainbow community.

Strong employee network groups

We need to provide the space and mandate for our people to connect with others, for people to bring their whole selves to work and to ensure our people and minority groups have a voice.

Supporting our employee network groups is essential to support them to grow, thrive and be a representative voice for our people. We now have eight employee network groups amplifying the diverse range of voices within the MPI whānau, each sponsored and championed by a senior leader.

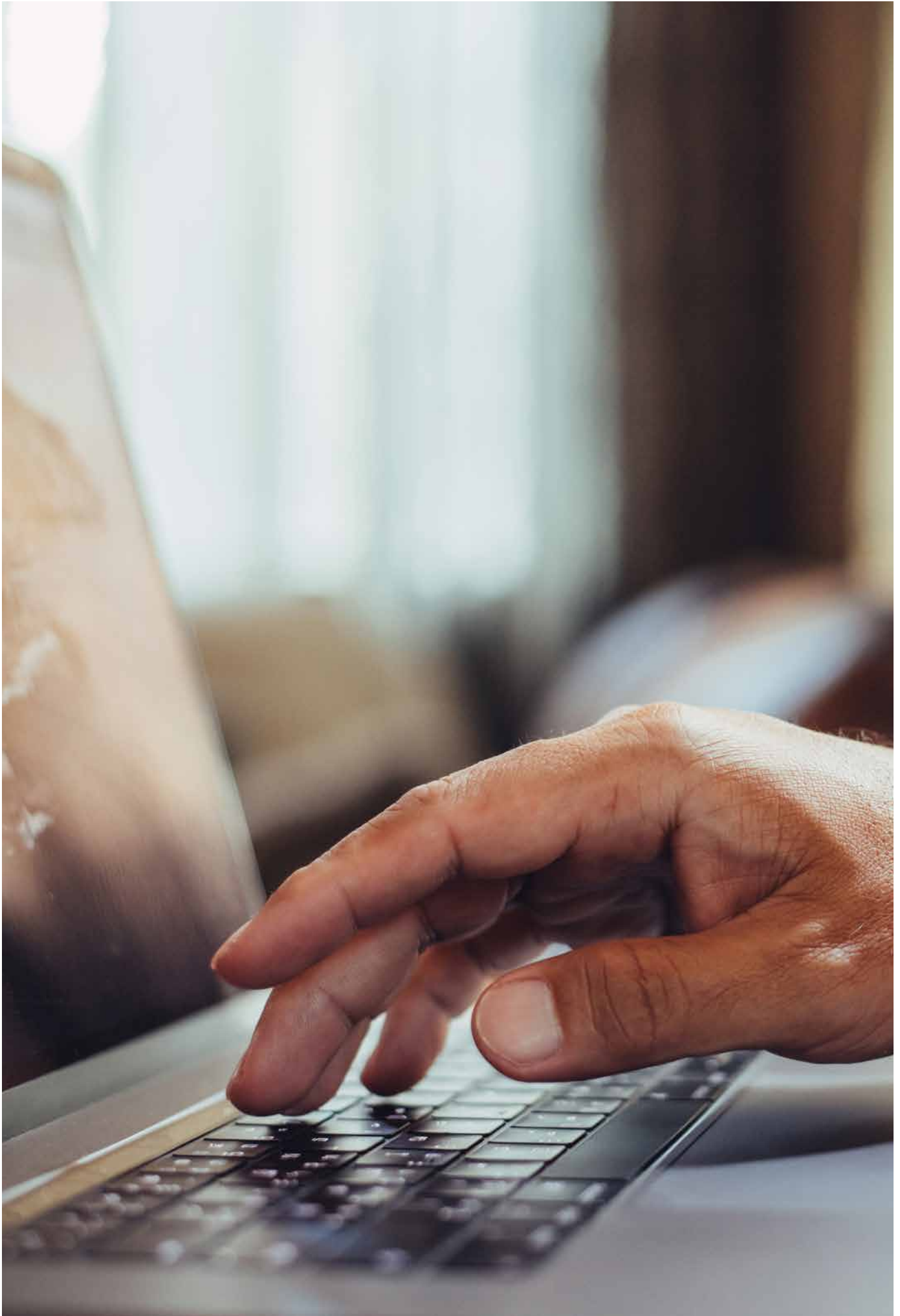
Improving pay equity

We are continuing to make progress in improving pay equity. Equity at work is our action plan. It focuses on improving pay equity, by embedding change around flexible working to support equal access to careers and pay for all genders, mitigating bias in systems and processes, ensuring transparent and robust pay and progression systems, and building an inclusive culture.

Growing our capability

We will grow our workforce of highly specialised staff in the areas of science, policy, regulatory design, and industry engagement.





Helping our people to keep learning and grow their careers

We have created a learning strategy to develop the capability of our people and guide how learning is managed and delivered. As well as supporting delivery on our strategic goals, the strategy helps give assurance that we are getting value from our learning investments and maximising the career pathways for our people to grow their careers at MPI.

The strategy covers five capability development themes (the What) and five learning transformation themes (the How).

Implementation of the strategy is under way, starting with a focus on:

- our four capability priorities: collective leadership; managerial excellence; health, safety and wellbeing; and te iwi Māori partnerships, and
- building a modern learning service for our people: business unit capability development plans; development of learning quality standards; forming a learning community; and establishing a governance committee to oversee the implementation of the strategy.

Developing our leaders

We will continue to provide development opportunities for our leaders and those aspiring to be leaders. We will initiate an emerging leaders' programme focused on identifying and developing emerging senior leaders.

Creating a pipeline of new talent through our graduate programmes and internships

Our graduate development programme has continued to evolve, since the first intake in 2014, to reflect our changing needs. MPI continues to leverage established partnerships with Tupu Toa and Tupu Tai MPI to support internships for Māori and Pasifika, which creates a talent pipeline to encourage youth into primary industries.



Strategy for learning at MPI

Capable people achieving MPI's strategic priorities

GOALS

 People capable of delivering MPI's strategic goals

 Know we're getting value from our investments

 Better learning experiences for learners



Championing science and innovation

Science and innovation are vital to achieving our outcomes and the *Fit for a Better World* roadmap. To deliver the roadmap, it is critical that funding is aligned to strategy, and that we effectively translate knowledge to real-world impact. In pursuit of this, government agencies, in partnership with industry, Māori and key science and research providers are co-developing plans for high-priority areas of science that require acceleration to support the delivery of *Fit for a Better World*.

Ensuring the primary industry science system includes and aligns with mātauranga Māori will further enhance New Zealand's food and fibre sector and allow for improved outcomes for all.

We will continue to support innovation through the Sustainable Food and Fibre Futures funding programme. Sustainable Food and Fibre Futures encourages problem-solving and innovation by co-investing upwards of \$40 million each year in initiatives that make a positive and lasting difference within the food and fibre sector. We also continue to support climate change science through our Sustainable Land Management and Climate Change funding programme and the on-going support we provide to the New Zealand Agricultural Greenhouse Gas Research Centre.

Streamlining transaction processes and improving our customer experience

We are developing a plan to simplify and improve the way customers interact with us. This will focus on increasing customers' ability to self-service, driving service consistency across MPI's business units, simplifying transactional processes, ensuring relevant information is shared across MPI to allow better and faster decision-making, further improving MPI staff and customer engagement capability.

Early priorities will be further improving our website so customers can better find the information they need, and further improving our phone and email channels. Our plan will both inform and leverage our developing digital strategy.

Driving efficiencies through digital adoption

We have a multiple-year digital investment plan that has been developed to support the alignment of ICT investments with our business strategies, objectives and business models, and will shape how our information systems landscape develops.

The plan leverages the existing technology strategy, which is in the process of being replaced with a new digital strategy. The digital strategy will provide the guiding pathway on how we will

continually evolve our digital capabilities and make our services easier to consume by our internal and external customers.

An important focus area will be simplifying our technology landscape, adopting enterprise platforms, reducing bespoke business applications, and ensuring our data is exploited to the benefit of the food and fibre sector and wider New Zealand. A part of this will be using technologies that enable our front line personnel to have secure access to the information they need to efficiently perform their jobs in the field, using appropriate mobile devices. These same technologies will ensure information can be shared with customers, stakeholders, and the public as appropriate.

Work is taking place to lift staff productivity and performance by adopting modern productivity software and collaboration tools. This includes investing in and implementing the right mobile technologies, which will be the platform by which front-line workforces can be mobilised.

We will ensure information about the food and fibre sector is easily accessible by staff, customers, stakeholders, and the public.

Improving our data management and analysis

Having data and information that is accessible, reusable, and understandable will allow more informed decision-making within MPI and its business units, and across the food and fibre sector.

We have developed an insights strategy that has three main pillars:

- building strong data foundations,
- enabling data-informed decisions, and
- building trust and transparency.

Each of these pillars comprises a workplan to ensure we are focusing on the right capabilities that we need to realise the benefits from better use of data and information. These are:

- improving our records and information management,
- lifting our data stewardship maturity,
- modernising our analytical toolsets, and user education,
- developing a centralised system for capturing and referencing our critical master datasets, and
- aligning our information and data investment to organisational strategy and priorities.





Managing and continually improving our regulatory systems

As one of New Zealand's largest regulators, we are responsible for administering more than 50 Acts of Parliament. The related legislative and regulatory systems are critical to New Zealand's global reputation as a producer of high-quality and safe food and primary products. The effective administration of these regulatory systems is, therefore, critical to the global success of the food and fibre sector.

The Public Service Act 2020 strengthened stewardship expectations on agencies with regulatory responsibilities. This recognises that regulatory systems are assets central to the long-term wellbeing of all New Zealanders, and that they require ongoing maintenance. We administer the regulatory systems for agriculture, biosecurity, food safety, animal welfare, fisheries management, and forestry. The success of the food and fibre sector will require a continual focus on regulatory system performance and improvement.

Lifting our strategic financial capability

The role of finance is fundamental to achieving our strategy. Strong strategic financial capability is needed to support good planning, decision-making, implementation and monitoring. We need to improve our understanding of the impacts of spending decisions, so we can make better choices about which options will make the largest contribution to our goals.

Our financial management work programme focuses on making it easier to manage our finances through the provision of efficient and effective financial systems and processes. It also includes effective planning and forecasting processes and longer-term strategic financial management.

To ensure strong financial discipline in the organisation, we have developed an integrated investment process for the funding of key work programmes. This will create a stronger connection between our funding decisions and internal planning processes, ensuring we are making good investment decisions. Aligning funding with project milestones enables a staged funding process, where funds are released only upon the completion of key milestones. For example, release of budget funding is dependent on providing a rigorous project implementation plan that outlines how and when the funding will be allocated, as well as the expected benefits.

We will also listen to, and be guided by, our internal customers to build a system that works for them so they are supported to make the best possible policy, operational and staffing decisions.



Working with others to deliver our strategy

To achieve our strategy we need to collaborate with others. We work with a wide variety of government agencies, regional councils, industry groups, iwi, and communities, both onshore and offshore.

Collaborating across sectors

Our work spans multiple sectors. We have important roles in the natural resources, border, export and science sectors. We are focusing on key strategic relationships, developing shared work programmes, and practical deliverables with other agencies.

We are part of the Natural Resources Cluster, which is a group of government agencies involved in the management and stewardship of New Zealand's natural resources. We collaborate with other agencies on climate change science and policy and operating the forestry parts of the ETS.

We work closely with New Zealand Customs, the Ministry of Business, Innovation and Employment and the Ministry of Transport to manage New Zealand's border.

Border Executive Board

The Border Executive Board was established in January 2021 to provide effective governance of the New Zealand border by ensuring no gaps exist in the end-to-end border processes for people, goods and craft. It builds on the long history of successful collaboration amongst border agencies, and is the first inter-departmental executive board to be established under the Public Service Act 2020.

The Board is made up of the Chief Executives of the New Zealand Customs Service, MPI and the Ministries of Business, Innovation and Employment, Transport, Health and Foreign Affairs and Trade. It is chaired by the Comptroller of Customs and reports to the Minister for COVID-19 Response.

The Border Executive Board is supported by a small secretariat and has four primary accountabilities:

- strategic border system improvements, including developing a border sector strategy, monitoring performance and user experiences across the system, advising on investment decisions for the border system, and delivering joint initiatives to build a safer and smarter border,
- ensuring no gaps exist in the end-to-end border processes to integrate health risk management, supporting a robust COVID-19 response while preparing to reopen the borders,
- ensuring any gaps or future risks from people, goods and craft at the border will be addressed, where the risks are not already being managed by an existing agency or another government process, and
- managing the significant and pressing fiscal challenges that the sector is facing as a result of decreased revenues from cost-recovery activities through the COVID-19 pandemic.

Food and Fibre Partnership Group

In July 2020, we established the Food and Fibre Partnership Group (FFPG) as a strategic group to help accelerate current and new transformation efforts across the food and fibre sector. The FFPG implements the Primary Sector Council's vision and strategic direction for the food and fibres sector, and shares responsibility for implementing the main elements from the Government's *Fit for a Better World* roadmap.

The group consists of chairs and chief executives from across the sector, Māori agribusiness leaders, and government agency chief executives to ensure it reflects the views and interests of the wider sector and recognises the importance of moving forward together.

The FFPG is co-ordinating efforts across the food and fibres sector to help accelerate current and new transformation initiatives to meet a range of goals. These include improving sustainability and wellbeing, boosting productivity and profitability, and lifting value. Underpinning this work is a strong recognition that protecting the health of Te Taiao (our natural world) is critically important.

The FFPG is:

- partnering alongside the sector, Māori agribusiness, and government to align objectives, and enable more efficient resource use and better communication and engagement,
- ensuring strategic issues in the food and fibres sector are identified and addressed at an early stage,
- complementing sector strategies and other transformation programmes under way, and
- working with sector groups, such as the Māori Primary Sector Forum and the Food and Fibre Leaders Forum, to ensure a broad range of perspectives and knowledge are channelled into the FFPG's work.

Māori Primary Sector Forum

The Māori Primary Sector Forum was established in 2021 to advise the Government on how it can best grow the Māori primary sector economy and address the economic and social impacts of COVID-19 in line with the *Fit for a Better World* roadmap.

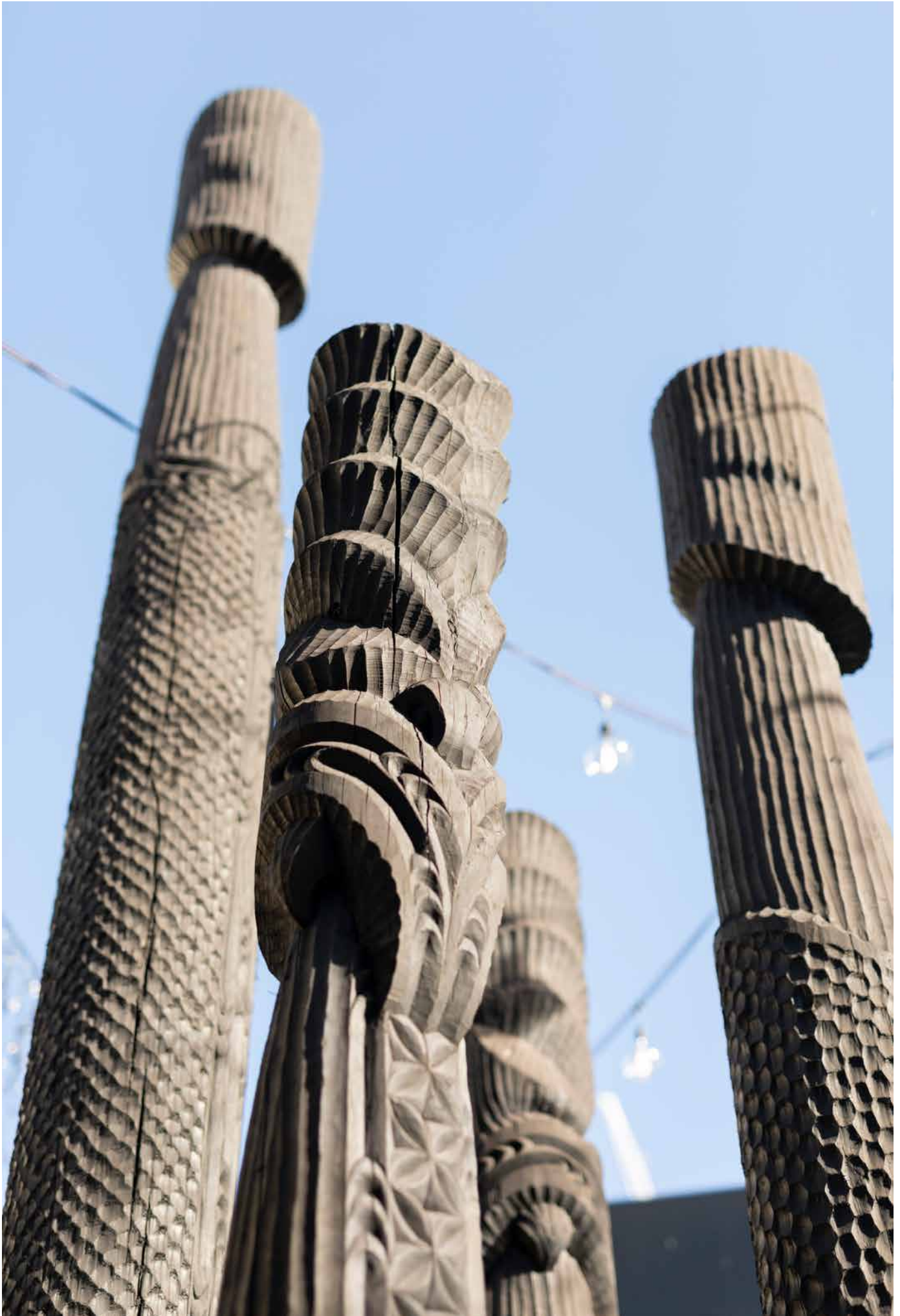
The forum will work with industry on an investment-ready business plan for the implementation of Te Taiao Framework and Pathways. This will allow businesses in the food and fibre sector value chain to adopt practices that enhance the health of Te Taiao and be recognised for doing so.

Te Puna Whakaaronui

Te Puna Whakaaronui is the overall food and fibre sector "think tank" that provides thought leadership and strategic analysis and identifies development pathways to help the food and fibre sector grow its value while reducing its environmental impact. The Te Puna Whakaaronui governance system is independent of MPI.

New Zealand Walking Access Commission

We are the monitoring agency for the New Zealand Walking Access Commission, the Crown entity responsible for leading and supporting the negotiation, establishment, maintenance and improvement of walking access over public and private land.



Ministry for Primary Industries
Manatū Ahu Matua
Charles Fergusson Building, 34-38 Bowen Street
PO Box 2526, Wellington
New Zealand 6011

www.mpi.govt.nz