



Ministry for Primary Industries
Manatū Ahu Matua



STRATEGIC INTENTIONS KAWATAU Ā-RAUTAKI 2024–2028



Te Kāwanatanga o Aotearoa
New Zealand Government



MPI's regionally based Forestry Support team provides field operational support for Te Uru Rākau – New Zealand Forest Service, working with landowners and participants across the forestry system.



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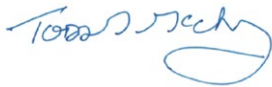
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Statements of responsibility

Responsible Minister's statement

I am satisfied that the information contained in this Strategic Intentions provided by the ministry I am responsible for, the Ministry for Primary Industries, is consistent with the policies and performance expectations of the Government.



Hon Todd McClay
Minister responsible for the Ministry for
Primary Industries
31 October 2024

Director-General's statement

In signing this statement, I acknowledge that I am responsible for the information contained in this Strategic Intentions for the Ministry for Primary Industries. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.



Ray Smith
Director-General, Ministry for
Primary Industries
31 October 2024

Director-General's foreword

I am pleased to present the Ministry for Primary Industries' (MPI) Strategic Intentions for 2024–2028.

As the lead Government agency for New Zealand's food and fibre sector, MPI plays a key role in supporting New Zealand's vital \$53.3 billion primary sector exports and the Government's goal of doubling export value.

Our biosecurity, food safety, and market access teams help to protect, underpin, and boost trade, while our fisheries, forestry and agriculture work with the sector aims to lift sustainability, boost productivity, and support recovery from adverse events.

The forecast is bright for the sector, with a record \$66.6 billion of export revenue predicted for the year ending June 2028. However, the sector faces change driven by consumer preferences for sustainably produced food and new innovations powered by research and development.

MPI is committed to helping the primary industries by increasing market access for New Zealand's products. We're putting more resource and capability into supporting export growth by building relationships with our existing and potential international trading partners.

We are working with science and industry partners on solutions to help farmers and growers boost profitability while reducing their greenhouse gas footprints and adapting to climate change.

To support the Government's goals and drive growth, MPI will lead and contribute to initiatives aimed at positioning New Zealand's food and fibre sector for success.



We will do this across four priority areas:

- enabling the food and fibre sector to grow, increasing value and contributing to the nation's prosperity;
- growing the food and fibre sector's resilience to climate change;
- identifying and mitigating risks related to biosecurity, food safety, market access, and developing contingency response plans for emergencies; and
- streamlining MPI's regulatory services for efficient food and fibre sector operations and driving value in the delivery of MPI's operational services.

Our long-term vision is for New Zealand to be the world's most trusted provider of high-value food and fibre products.

Working alongside the food and fibre sector we will help build on New Zealand's reputation for a prosperous future, for communities now, and the generations to come.

Ray Smith
Director-General
Ministry for Primary Industries



01.

Introduction

Tīmatanga kōrero

Who we are and what we do

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

MPI is responsible for delivering services that support the Ministerial portfolios: agriculture (including animal welfare), forestry, oceans and fisheries, biosecurity, food safety, and rural communities.

As one agency, we bring together the regulatory systems that underpin the food and fibre sector. MPI is the internationally recognised 'competent authority' that carries out several functions for New Zealand's food and fibre sector, such as setting and reviewing regulations, verification, monitoring, issuing official assurances and ensuring compliance.

Delivering our services as one agency enables us to support the export of New Zealand food and fibre products, provide our Ministers with comprehensive policy advice, identify and address complex challenges across regulatory systems, and maintain a strong international reputation for the food and fibre sector.

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

We create value for New Zealanders through our six core services

1. Ensuring producers can export to overseas markets

MPI oversees government-to-government relationships to maximise export opportunities. New Zealand's food and fibre sector relies on exporting its products to the world. Using our extensive networks and international market presence, MPI maintains and improves market access for New Zealand's food and fibre products to help enable the doubling in value of the nation's exports by 2034.

2. Protecting and enhancing New Zealand's reputation

MPI stewards the regulatory systems that allow the food and fibre sector to operate, grow safely, and export with confidence.

We play an important role in ensuring food and fibre sector regulations are fit for purpose, complied with and enforced when necessary. MPI does this to ensure New Zealand is protected from harmful pests and diseases, our fisheries are managed sustainably, animals are well looked after, and our food is safe.

Our compliance team includes fishery officers, food compliance officers, animal welfare inspectors, investigators and National Animal Identification and Tracing (NAIT) staff. MPI helps to safeguard New Zealand's international reputation as a trusted producer.

3. Advising the Government on primary sector policy

MPI is responsible for administering more than 50 Acts of Parliament that cover a wide range of matters including agriculture, forestry, biosecurity, fisheries, food and aquaculture. MPI supports our Ministers and provides the Government with policy advice on issues affecting the food and fibre sector and rural communities. MPI works alongside stakeholders to understand the constantly changing economic and natural environments in which they operate.

4. Investing and partnering with the sector in research, innovation and development

MPI funds research and innovation projects that position the food and fibre sector for future growth through the Sustainable Food and Fibre Futures fund (SFF Futures).

We also work with Māori landowners, groups and communities to develop, diversify and accelerate Māori food and fibre sector opportunities and increase primary production.

5. Providing the food and fibre sector with support and advice

MPI supports the food and fibre sector to adapt to change and connect to the right information and services. The advice and support we provide helps to inform decisions on issues such as climate challenges and making the most of market opportunities.

6. Responding to adverse events and helping rural communities build resilience

MPI responds to adverse events affecting the sector. This includes helping farmers, growers, and communities recover from the effects of droughts, floods and other adverse weather events. We prepare for and prevent biosecurity incursions and build resilience against pests and diseases which helps to protect the economy. MPI also helps rural communities by funding networks that help people to upskill and build connections.

We are organised around those we support

We provide services to our customers through six customer-facing business units. These frontline units, and the organisation as a whole, are supported by three additional business units.

Our professional leads provide technical advice to the Director-General and wider senior leadership team on matters relating to science, and the food and fibre sector's regulatory systems.

Our compliance functions are crucial to maintaining the trust of consumers in New Zealand's food and fibre products here and around the world.

While each business unit focuses on important opportunities and challenges within specific areas of the food and fibre sector, MPI's structure is designed to be collaborative. We cover all aspects of the sector, which means we can deploy staff from different units and systems in an integrated way and respond quickly to the needs of the sector, the Government and the public.

Agriculture & Investment Services

Tapuwae Ahuwhenua

Agriculture and Investment Services works to create a thriving future for farmers, growers, the wider food and fibre sector and rural communities. It co-invests in food and fibre sector innovation and helps farmers and rural communities to plan for the future and recover from significant adverse events. This business unit also helps to protect New Zealand's reputation as an internationally trusted provider of food and fibre products through its work to ensure compliance with the animal welfare and National Animal Identification and Tracing (NAIT) acts and regulations.

Its regionally based On Farm Support team offers practical, on-the-ground help for farmers and growers, supporting food and fibre producers to access information and advice, and investigate and connect to opportunities that add value to their business.

Biosecurity New Zealand

Tiakitanga Pūtaiao Aotearoa

Biosecurity New Zealand is charged with the overall leadership of New Zealand's biosecurity system. It has substantial regulatory and operational delivery roles that support trade, food and fibre sector production, and biodiversity.

Biosecurity New Zealand protects New Zealand from harmful pests and diseases by:

- managing biosecurity threats offshore, at the border and domestically;
- eradicating and controlling pests and diseases that are already present or find their way into the country; and
- supporting all New Zealanders and visitors to play their part in protecting the country's economy, trade, environment, human and animal health, and social and cultural wellbeing.



Fisheries New Zealand

Tini a Tangaroa

Fisheries New Zealand works to ensure fisheries resources are managed to provide the greatest overall economic, social, and cultural benefit to New Zealanders, including recreational, customary, and commercial fishers.

It operates the fisheries management system, providing advice on catch limits and measures to manage the effects of fishing on the aquatic environment and on the fishing rights and interests of Māori.

It helps to maintain New Zealand's international reputation as a trusted producer of seafood products to high value markets by monitoring and verifying fishing activity and encouraging and enforcing compliance with fisheries law.

Fisheries New Zealand also works to accelerate the sustainable growth of the aquaculture industry to support employment and regional growth.

New Zealand Food Safety

Haumarū Kai Aotearoa

New Zealand Food Safety protects consumers from foodborne illness and supports the economy by ensuring food businesses have robust safety practices. It makes sure consumers can trust that the food they eat is safe, suitable and accurately labelled.

New Zealand Food Safety maintains the integrity of the food safety system by ensuring industry compliance, leading responses to foodborne illnesses when they arise, and helping the food and fibre sector respond to emerging threats and trends.

It makes sure the right requirements are in place to support businesses to make safe and suitable food for New Zealand and its export markets, and it provides export assurances on behalf of the New Zealand Government to overseas governments. This work helps to maintain the trust in New Zealand-produced food products sold domestically and exported around the world.

He Taurikura Māori

Māori Partnerships & Investment

Māori economic success contributes to New Zealand's economic success. He Taurikura Māori, the Māori Partnerships and Investment business unit, was established in October 2023 and takes the lead in enabling the growth of the Māori food and fibre sector to deliver high value products responsive to domestic and international consumer demands.

Facilitating the collective growth of the Māori food and fibre sector requires a network of trusted relationships and the capability to work with Māori as Treaty partners and as food and fibre sector participants. He Taurikura Māori has Māori Agribusiness regional advisers who work alongside MPI's customary fisheries officers, biosecurity staff, farm and forestry advisers, and colleagues from organisations such as Te Puni Kōkiri and Te Tumu Paeroa – Office of the Māori Trustee, to provide a range of programmes tailored to accelerate the Māori food and fibre sector, boost the value of Māori food and fibre exports, and improve environmental performance. The business unit also provides strategic advice and support to MPI on Treaty of Waitangi settlements and relationships with Treaty partners.



Te Uru Rākau

New Zealand Forest Service

Te Uru Rākau – New Zealand Forest Service supports the sustainable growth and development of the forestry and wood processing sectors' economic value, contributes to decarbonising the economy and meeting climate change targets, and supports the sector to increase their resilience, ability to adapt to climate change, and by providing information to inform sustainable land use.

Te Uru Rākau – New Zealand Forest Service is charged with enforcing forestry laws and regulations, managing the Crown's commercial forest assets

portfolio, administering the forestry component of the Emissions Trading Scheme and the Government's forestry grants and incentives. It also provides advice to inform localised land-use decisions and provide sector insights to stakeholders.

Our supporting business units

Corporate Services

Corporate Services supports MPI's business units to deliver their operations, services and outputs effectively and efficiently. Its support activities and functions consist of finance and cost recovery, people and capability, digital technology services, privacy and security, safety and wellbeing, property, investigations and compliance, audit and risk, and legal services.

Policy and Trade

Policy and Trade provides strategic sector-level insights and advice and analysis on the policy and regulatory settings for the food safety, agriculture,

forestry, fisheries, biosecurity and animal welfare systems. It works with other government agencies, Treaty partners, food and fibre sector organisations and businesses on economic, environmental and natural resource matters.

The business unit's Trade and International Relations function leads MPI's involvement in New Zealand's trade system, ensuring primary sector exporter access to markets is maintained, enhanced and operating within the international rules-based trading environment.

Public Affairs

Public Affairs brings together the functions that help MPI's Director-General to meet the expectations of the public, Ministers and industry stakeholders.

It includes the communications and marketing and engagement functions, Government Services (covering Ministerial Services, the Official Information Act team and the Customer Enquiry Centre), the Chief Transformation Officer, and the Strategy, Governance and Performance directorate.



Our operating environment

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.

The sector is currently facing economic headwinds but is expecting sustained growth

Food and fibre sector export revenue reached \$53.3 billion in the year ended 30 June 2024. We are expecting to see sustained growth overall, with export revenue forecast to reach a record \$66.6 billion in the year ending 2028, despite current pressures that are driven by elevated global supply and softening demand from weaker global economic conditions. However, as global markets recover from the current inflationary period, demand and prices are expected to rebound and anticipated tightness in global supply is likely to further support prices.

Future growth in food and fibre sector exports will be a vital part of New Zealand's economic recovery. MPI is developing an ambitious plan to double the value of food and fibre exports over the next 10 years.

Climate change and extreme weather will affect our future

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

The increased likelihood of these events also impacts on the risk profiles for pests and diseases in both known and unknown ways. This includes changing temperatures which make it easier for intrusive species to survive in New Zealand, hampering efforts to contain them.

As part of our efforts to lessen the impact of climate change, New Zealand has committed to a reduction in methane emissions and to net zero for other greenhouse gases by 2050. MPI has a key role in supporting farmers to reduce emissions and adapt to climate change.

Consumer preferences and behaviour will influence demand for our products

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 food and fibre sector's ability to market high-value products and increase returns.

Technological advancements will provide opportunities and challenges

The exponential pace of technological change is disrupting industries, stimulating emerging business models and creating new options for consumers. Innovation and new technologies 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 will continue to shape global food demand

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.

Government and ministerial priorities

Over the next four years, MPI will support the Government to deliver its goals for New Zealand.

The Government priorities of relevance to MPI include:

- doubling the value of exports in a decade (by 2034);
- supporting farmers to reduce greenhouse gas emissions;
- ensuring regulatory requirements enable businesses to operate efficiently and effectively; and
- delivering public services so they are more efficient, effective, and responsive to all who need and use them.

MPI is focusing on four strategic priorities:

- enabling the food and fibre sector to grow, increase value and contribute to the nation's prosperity;
- growing the food and fibre sector's resilience to climate change;
- identifying and mitigating risks related to biosecurity, food safety, market access, and developing contingency response plans for emergencies; and
- streamlining MPI's regulatory services for efficient food and fibre sector operations and driving value in the delivery of MPI's operational services.

The following sections outline our strategic framework and detail our strategic priorities for the next four years.





02.

Our strategic direction

Tō mātou ahunga rautaki



Our strategic framework

Our vision and the long-term outcomes we seek guide the services we deliver.

Our vision

New Zealand will be the world's most trusted provider of high-value food and fibre products.

Our mission

To grow the value of New Zealand's food and fibre sector.

Our outcomes

Prosperity



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

Sustainability



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

Protection



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

Visible Leadership



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

Our priorities

guide MPI's approach to achieve our vision and outcomes

Enable the food and fibre sector to grow, increase value and contribute to the nation's prosperity.

Grow the food and fibre sector's resilience to climate change.

Identify and mitigate risks related to biosecurity, food safety, market access, and develop contingency response plans for emergencies.

Streamline MPI's regulatory services for efficient food and fibre sector operations and drive value in the delivery of MPI's operational services.



Our vision is for New Zealand to be the world's most trusted provider of high-value food and fibre products

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

The trust and confidence of consumers and markets in New Zealand's food and fibre products is an essential part of the integrity of New Zealand's brand and key to its competitive advantage.

We aspire to provide the world's consumers with outstanding, safe and ethically produced food, natural fibres, drinks, and eco and bioproducts, sourced from New Zealand's land and oceans.

High-value food and fibre products command premium prices based on features of their production or additional processing to create new products.

To safeguard this, New Zealand's future food safety system needs to be flexible and adaptable to enable primary producers to use emerging technology in food production.

We are committed to meeting the challenge of rapidly moving to a low carbon emissions society, ensuring the long-term health of New Zealand's natural resources, and, at the same time, feeding New Zealand and the world.

We need to help the sector grow sustainably. To grow the value of New Zealand's exports, we need to ensure that our resources remain abundant for future generations.

Our strategic outcomes

Our strategic outcomes reflect our commitment to delivering the greatest impact for all New Zealanders.



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. Increased food and fibre sector production of high-demand goods will improve the wellbeing of rural communities by providing employment and sustainable economic opportunities.

The impacts we expect to see:

- The food and fibre sector realise increased revenue through maintained and better access to export markets.
- Innovation and investment in the food and fibre sector lead to increased productivity and higher value products.
- Regulatory and infrastructure settings enable the food and fibre sector to operate efficiently and effectively.



Sustainability Kauneke Tauwhiro

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

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.

The impacts we expect to see:

- The food and fibre sector is supported to reduce the net impact of their activities on the environment.
- Management of our fisheries contributes to the sustainability of New Zealand's marine environment.
- The food and fibre sector is supported to manage and adapt to the impacts of climate change.



Protection Whakangungu

Consumers know and trust that New Zealand's products are safe, suitable 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, ethical, 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.

The impacts we expect to see:

- New Zealand is protected from harmful pests and diseases and any impacts are minimised.
- New Zealand is a trusted provider of safe and suitable food globally and in New Zealand.
- New Zealand's reputation for a strong animal welfare system is maintained.



Visible Leadership Ngā Manukura

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

The impacts we expect to see:

- Strengthening partnerships with industry and government.
- The Māori-Crown relationship upholds the protection of taonga and customary rights and enables the Māori food and fibre sector to prosper.
- The resilience of rural communities is strengthened.

Our priorities

We have identified strategic priorities to guide our approach and work over the next four years to support achieving our vision, outcomes, and the Government's priorities.

These include our core work, along with initiatives that will help to progress our strategic direction. The priorities will shape our work programme to ensure we remain focused on what matters for all New Zealanders while responding to opportunities and challenges that arise in the short- to medium-term.

While our outcomes are enduring over the long-term, our priorities will be regularly reviewed and adjusted as our work programme progresses. They will respond to the priorities of the day and any changes in our environment. For example, national and global shocks that cannot be predicted will affect how we need to work. Having this flexibility means that we can maximise our impact across our strategic outcomes while delivering to the Government's priorities.

For the next four years, our priorities are to:

1. Enable the food and fibre sector to grow, increase value and contribute to the nation's prosperity.
2. Grow the food and fibre sector's resilience to climate change.
3. Identify and mitigate risks related to biosecurity, food safety, market access, and develop contingency response plans for emergencies.
4. Streamline MPI's regulatory services for efficient food and fibre sector operations and drive value in the delivery of MPI's operational services.



Priority one

Enable the food and fibre sector to grow, increase value and contribute to the nation's prosperity.

A key focus for MPI for the next four years will be supporting the Government's goal to double the value of exports over a decade. The food and fibre sector accounts for the majority of New Zealand's export revenue totaling 53.3 billion as at 30 June 2024. New Zealand's food and fibre products have a strong reputation for safety, quality, protection from biological risk, and sustainability. Optimising these essential features is where we can retain and maximise comparative advantages to grow the economy.

MPI has a number of functions across the breadth of the organisation that will be called on to contribute to MPI's overall plan to support food and fibre export growth. This plan requires MPI to lead initiatives while also providing evidence and insight to other government agencies to enable them to make changes to support food and fibre sector growth.

Starting in 2024/25, we will be implementing MPI's action plan to double the value of food and fibre exports. Our action plan will include the following pillars:

- maximising trade opportunities and addressing priority non-tariff barriers;
 - infrastructure development that enables food and fibre export growth;
 - enhancing regulatory systems that are fit for purpose;
 - expand and add value in the Māori food and fibre sector;
 - investment to support food and fibre sector growth;
 - utilising labour and technology for growth in the food and fibre sector;
- scientific and technology solutions that can be adopted by farmers and growers; and
 - initiatives to champion the attributes of New Zealand's food and fibre products.

In addition to supporting the goal of doubling exports over a decade, there are several other areas of significant opportunity where MPI will support the sector to realise greater revenue and value through:

- Accelerating sustainable aquaculture development through improving regulatory settings and investment certainty, supporting infrastructure and innovation projects, unlocking open ocean aquaculture opportunities, and improving the delivery of the Aquaculture Settlement.
- Fostering greater use of fibre products such as in the built environment through supporting an increase in the production capacity of domestically processed timber and the attractiveness of strong wool. In addition to potentially seeing greater value retention domestically, this will also contribute to reducing exposure to the volatility of international supply chains with the additional benefit of increasing the nation's carbon absorption capability.
- Exploring opportunities for land use flexibility through improved water security and accessibility, and other regulatory and investment settings.
- Investing through initiatives such as the Sustainable Food and Fibre Futures fund and Wood Processing Growth fund to enable projects aimed at increasing productivity and economic growth.



Priority two

Grow the food and fibre sector's resilience to climate change.

One of the most significant issues facing the food and fibre sector are changes in climatic conditions.

The impacts on the sector include changing rainfall and water availability, increased temperatures, more frequent and intense damaging weather events, and the greater risk of introduction and the wider distribution of invasive species.

All of these issues could adversely affect longstanding agricultural production methods and choices, and disrupt access to export markets.

Increased resilience to climate change will be crucial for the sector to not only realise further economic potential, but in some cases also maintain the viability of existing operations.

Resilience to, and response for, these adverse events will require preparedness and adaptation within the food and fibre sector and building contingency plans to manage any impacts of severe events.

MPI will support the sector to achieve this through a range of initiatives including:

- investing in the Centre for Climate Action (including AgriZero^{NZ}), New Zealand Agricultural Greenhouse Gas Research Centre, and catchment groups;
- practical on-the-ground support through our On Farm Support and Māori Agribusiness teams;
- supporting sector resilience through the Sustainable Food and Fibre Futures fund;
- working with science and industry partners to showcase science and innovation to help farmers and growers to sustainably boost profitability, reduce their greenhouse gas footprints, adapt to climate change, and protect the environment;
- supporting the Government's gene technology reform; and
- investigating ways to simplify and streamline the process for inhibitor products and other new agricultural and horticultural products.



Priority three

Identify and mitigate risks related to biosecurity, food safety, market access, and develop contingency response plans for emergencies.

Factors such as biosecurity incursions, food contamination and changing regulatory settings in export markets have the potential to adversely affect the food and fibre sector and market access. The nature and potential of risks in these areas are continually evolving.

MPI is the steward for the biosecurity and food safety systems. These systems prevent and manage threats to primary production activities and play an important role in safeguarding human health. The trade environment and supply chains are increasing in complexity and the nature and threats posed by pests and diseases is constantly changing. This is compounded by the biosecurity and food safety systems needing to accommodate an ever-increasing volume of shipments and passengers.

Climate change poses a specific challenge to New Zealand's biosecurity, as warmer climates year-round are more hospitable to invasive species and this increases the risk profile of containing these intrusive pests and diseases.

The risks created by increasingly complex supply chains, increased volume of shipments and passengers, and climate change require rigorous continual assessment of external threats to New Zealand's resources and production activities.

MPI will support the identification and mitigation of risks in these areas by:

- strengthening the biosecurity and food safety system where there are areas of new or increased risk;
- managing active responses to eradicate and manage key biosecurity incursions, such as exotic *Caulerpa*, Freshwater Gold Clam and *Mycoplasma bovis*;
- continuing long term control and eradication programmes such as the Tipu Mātoro National Wallaby Eradication Programme, Wilding Conifer Control Programme and Tiakina Kauri – Kauri protection programme;
- strengthening the preparedness of MPI and the sector to respond to potential future biosecurity or food safety events;
- actively monitoring and managing our export agreements to ensure the food and fibre sector continues to have access to existing markets for their products; and
- investing in infrastructure such as the Plant Health and Environment Laboratory to further protect the food and fibre sector against pests and diseases, meet the growing demand for biosecurity services, support industry growth, and build climate resilience.



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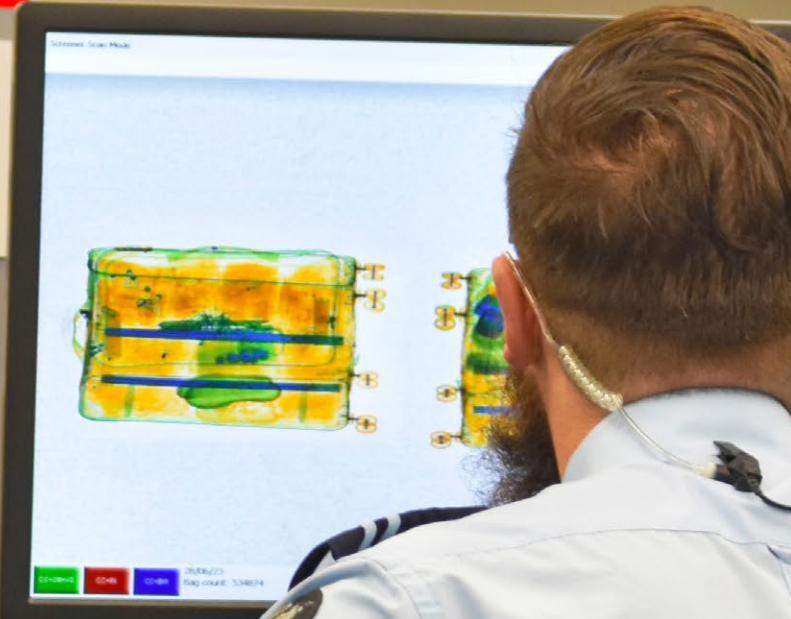
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Priority four

Streamline MPI's regulatory services for efficient food and fibre sector operations and drive value in the delivery of MPI's operational services.

MPI acts across the whole chain of primary production, from the border, the paddock, orchard, forest and ocean, through the processing, packaging and transportation system, all the way to market and the customer. Our staff regularly interface with food and fibre operators – landowners, farmers, fishers, processors, exporters – all of which are subject to regulations that protect and guide their activities.

Understanding and being able to meet these regulatory requirements are critical to the successful operation and growth of food and fibre businesses.

As a large regulatory agency MPI continues to review and streamline regulations. It is essential that they follow best practice and have a high impact on the outcomes they aim to achieve. MPI must balance the intended impact of its regulations against the burden to users and cost to the sector they may cause. This ensures New Zealand gets the highest value for money from our regulatory work.

Protecting and enhancing New Zealand's reputation through sector regulation is just one of six core services that MPI delivers. MPI will continue to drive value and efficiencies across all its core services to unleash the potential of New Zealand's food and fibre sector.

These efforts align with the priorities the Government has set for the public sector. A programme of work focused on driving value and efficiencies within MPI will be advanced. The key aims of this will deliver on our core services efficiently, demonstrate the value of these services and identify opportunities to increase the value of MPI's services.

Regular reviews across MPI's operating models will assist MPI to prioritise this work programme. We are expanding our performance frameworks to ensure that our services provide value for money for New Zealand.



Monitoring and reporting on our performance

To ensure that we are progressing our strategic outcomes and are able to demonstrate the impact of our services to New Zealanders, we continuously monitor, evaluate and report on our work programme and organisational health through a range of quantitative performance indicators and qualitative reports.

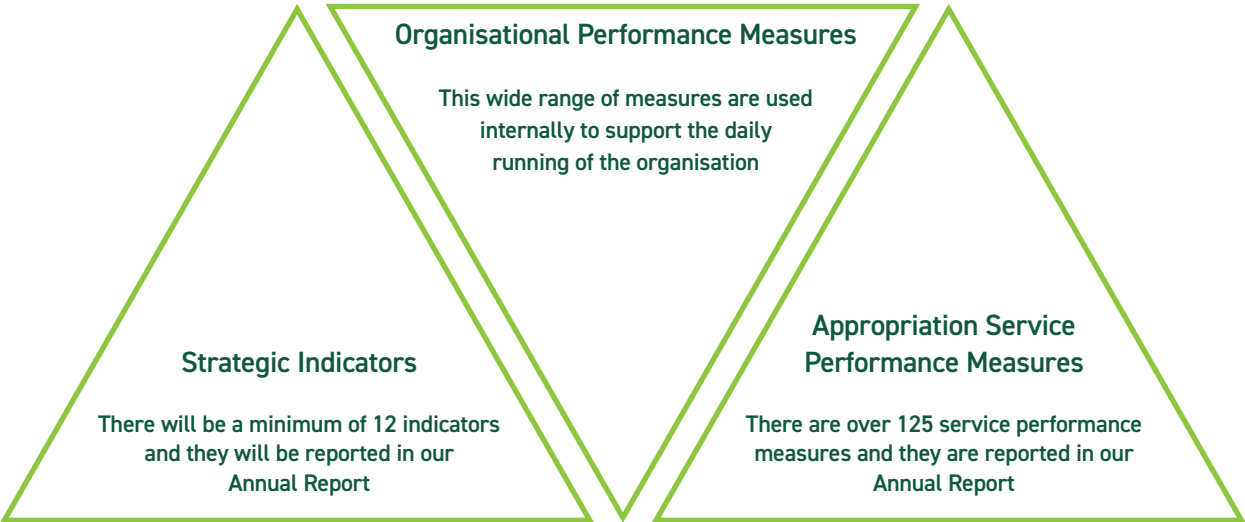
We report against the impacts we expect to see under each outcome through our key achievements in the Annual Report. These provide an integrated view of our performance and insights into the progression of our strategic and organisational direction to help enable effective performance management.

As we finalise our medium- to longer-term work

programme, our performance indicators will also be developed. These indicators will continue to be a mix of quantitative and qualitative measures to ensure they tell a comprehensive story of our performance. The suite of indicators will be regularly reviewed and improved for fitness, reliability and relevance to ensure our performance management system is robust and accurate.

We measure our success across three dimensions:

- how effective we have been in delivering the services we are funded for;
- how our advice and services contribute to outcomes for all New Zealanders; and
- how we operate as an agency and how we support our people to be successful.





03.

How we operate as an organisation

Ā mātou mahi hei rōpū

We focus on what makes our organisation strong and effective

To ensure we are well placed to support the Government in shaping the future of New Zealand's food and fibre sector, we continue to strengthen how we operate.

Our success depends on our people and an environment that supports us to be at our best. We are committed to being an organisation in which our people flourish and are enabled by effective systems, processes, and development programmes.

We will continue to develop and deliver our services, so they are more efficient, effective, and responsive to all who need and use them.

Driving efficiencies in ways that enable our people to deliver on our strategic objectives and meet the Government's expectations of fiscal sustainability will continue.

We will regularly evaluate our progress to make sure we remain effective, and that our focus remains on the right priorities so we can identify and seize opportunities to increase the value of our services.

As we implement our Strategic Intentions, we will continue to refine our organisational planning and strategic reporting, enhance our performance measures, and act on learnings. This means we will be able to monitor and report regularly on our work and the impacts it is having, ensuring that it represents an efficient and effective use of public funds.

Maintaining fit for purpose and streamlined regulatory systems

MPI administers five regulatory systems that allow the food and fibre sector to operate and grow safely: agriculture (including animal welfare), forestry, fisheries management, biosecurity and food safety.

As one of New Zealand's largest regulators, we are responsible for administering more than 50 Acts of Parliament. The related legislation 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.

New Zealand's reputation as a producer of high-quality, safe, and ethically produced food and fibre is protected by the regulatory systems MPI manages. The success of the food and fibre sector will require a continual focus on regulatory system maintenance, performance, and improvement.

Our regulations will continue to meet the requirements of the legislation that supports them in an effective and efficient manner. Our regulations will follow best practice, have a high impact on the outcomes they aim to achieve, while ensuring the burden to users and cost of the regulation to the sector are at the minimum levels necessary.

To accomplish this MPI works alongside the sector to understand the constantly changing economic and natural environments in which our regulations exist. MPI has a responsibility to uphold the Crown obligations under the Treaty of Waitangi. MPI will meet its obligations to uphold the protections guaranteed by the Treaty of Waitangi, protecting the customary rights of Iwi that the Treaty guarantees.



Our people: Ensure we have the right organisational capabilities to deliver

MPI hosts a number of public-facing roles domestically and internationally as shown below. Delivering our services requires collaboration with the food and fibre sector, the public, and other agencies. MPI's success is reliant upon working in partnership with and understanding those who use our services. A diverse workforce enables us to relate to a wider range of customers, and improve the quality of the services we deliver for the public.



We are based at over 50 sites across more than 25 towns and cities in New Zealand, and at 11 sites overseas, supporting all the areas that interact with the food and fibre sector.

We operate in a variety of environments, from offices to international airports and ports, to fishing vessels out at sea, in transitional storage facilities, in processing plants and on farms.

The five capability areas key to our success

Technical capability

MPI is built around delivering high-value services underpinned by the strong technical capabilities of our people. We will focus on the technical expertise we need for the changing environment we operate in. These expertise areas include regulatory system management, economic analysis, market insight, policy, and scientific research. These areas require a wealth of technical expertise from our people. We regularly review and identify where these capabilities can be built on and added to as our environment changes over time.

Leadership capability

Our people leaders play a pivotal role in providing vision, direction, and support to enable high performance. Leaders must balance how work is prioritised and delivered to a high standard while creating an environment where our people can thrive. Ensuring that MPI's leaders are supported to practice these capabilities for themselves while supporting the development of others is essential to our success. MPI offers a range of internal and external leadership development programmes tailored to different leadership stages and levels.

Cultural capability

MPI is committed to our goal of improving services and outcomes for Māori and strengthening the Māori Crown Relationship. Our Māori cultural pathway, Te Ara Ahurea Mātau, guides the development of our cultural capability. We must also be mindful of how we engage a wide array of cultures and beliefs within New Zealand and with our international trade partners as this is essential to our success. Understanding how these values affect the markets we wish to enter and actively participate in is essential to a successful export economy.

Response capability

Building and maintaining response capability and capacity is a key priority for MPI. We must be prepared to respond to potential future biosecurity or food safety events and other adverse events. MPI's response capability framework sets out functional and role-based requirements, supplemented by formal training for response leaders and controllers. Ensuring MPI has sufficient people resources trained and able to lead or participate in responses is critical.

Digital and technological capability

Taking advantage of the constantly evolving digital and technological market is essential to our delivery. This means we must understand what emerging technologies are available, how they apply to our core services, and how we can leverage them to enhance our customer experience. This also means making it easier for staff to target, coordinate, and be consistent in what they do; and lifting productivity through innovation. MPI will support our people to build the skills required to effectively adopt new technologies.

Science and innovation: Underpinning our services

MPI uses science and evidence to underpin the decisions we make. Science also informs the high-value services we provide to support the sector to grow and thrive, advise the Government, meet climate challenges, direct our emergency responses, and to protect production systems and the environment from pests and diseases.

We will continue to partner with industry, Māori, and key science and research providers to co-develop plans for high-priority areas of science that require acceleration to support the food and fibre sector.

To support the agricultural and horticultural sector to continue to adapt and grow we have developed a new Science for Farmers programme. This programme provides farmers access to information, science, and technologies to grow their businesses.

Supporting science and innovation help achieve our strategic outcomes. We will continue to support innovation for a prosperous and sustainable economy through the SFF Futures. Since the start of SFF Futures in June 2018, MPI and industry have co-invested \$664 million, with 320 projects contracted.

SFF Futures fund supports problem solving and innovation. In 2023/24, projects included:

- enabling New Zealand's first open-ocean salmon farm;
- eliminating facial eczema as a livestock disease in New Zealand;
- supporting Māori kiwifruit growers exporting capability; and
- investing in growing the forestry and wood-processing industry.

The New Zealand Agricultural Greenhouse Gas Research Centre (NZAGRC) completed its Māori Research Strategy 2022–2025 which will guide the allocation of funding to NZAGRC's Māori research programme. This includes a new fund 'Pūtea Rangahau – Tuku Haurehu a Ahuwhenua', to support Māori innovation to reduce agricultural greenhouse gas emissions.

MPI is continuously innovating how it delivers its services to ensure the protection of New Zealanders' health and the country's reputation as a producer of safe food with reliable food safety practices.

Leveraging technology and a digital future

MPI's ability to protect our border, ensure the quality and safety of our exports, and provide accessible and actionable data to our customers is reliant on MPI leveraging emerging technologies. Maintaining these to remain relevant and user friendly is essential.

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

The plan builds on 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 use 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 deployed to the benefit of the food and fibre sector and wider New Zealand.

This includes 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 where demand and need is highest.

Additionally, we are working towards delivering a modern, digital system under the Future of Certification programme. New Zealand's certification systems are essential to support New Zealand's food and fibre sector exports.

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.

New Zealand's digital capability is constantly increasing. MPI will ensure information about the food and fibre sector is easily accessible by staff, customers, stakeholders, and the public through current digital platforms.



How we will collaborate and work with others

Our work spans multiple sectors. We have important roles in the export, natural resources, border, and science sectors. In carrying out our functions and responsibilities, we partner, collaborate and work with a wide range of stakeholders. These include the Government and our Ministers, the New Zealand public, central agencies, the public service, members of the food and fibre sector, the Crown's Māori and iwi partners, community leaders, and international counterparts and organisations.

Inter-agency collaboration and cross-government programmes

Delivering a stronger export economy

MPI plays an essential role in nurturing New Zealand's thriving export economy. We partner with multiple public sector organisations to deliver a strong trade strategy, attract investment, tell New Zealand's story, participate in science and research partnerships, and to enable infrastructure. To accelerate the growth of New Zealand's exports in line with Government ambition, MPI works closely with:

- the Ministry of Foreign Affairs and Trade;
- New Zealand Trade and Enterprise; and
- the Ministry of Business, Innovation and Employment.

Managing the border

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 (the Board) was established in December 2020. Six agencies contribute to the Board:

- the New Zealand Customs Service (Chair);
- the Ministries of Business, Innovation and Employment;
- the Ministry of Foreign Affairs and Trade;

- the Ministry of Health;
- the Ministry of Transport; and
- the Ministry for Primary Industries.

The Border Executive Board is supported by a small secretariat and is intended to help coordinate the management of New Zealand's borders by assisting the relevant departments to:

- remove gaps in the border process;
- ensure that future risks from people, goods, and craft arriving at the borders are addressed; and
- make strategic improvements to the border system.

Natural Resource Agencies

The Government's Emissions Reduction Plan and the National Adaptation Plan form New Zealand's comprehensive climate change mitigation and adaptation response. MPI is one of the government agencies with actions in various chapters of the Emissions Reduction, and National Adaptation plans. The Director-General of MPI is a member of the Climate Change Chief Executives Board, which monitors and reports on the delivery of actions in both these plans.

North Island Weather Event funding

MPI has a tactical response role in supporting communities impacted by climate change. Severe weather events impacted communities throughout the upper North Island in late January and February 2023. MPI continues to be a vital part of the recovery efforts and is providing support and expertise to help affected farmers, growers, and whenua Māori owners recover.

Working with industry

To deliver on our vision it is essential for MPI to stay abreast of the challenges and needs of the food and fibre sector. MPI will continue to work with and maintain relationships with industry leaders to grow the value of New Zealand's food and fibre sector. In the past year this work has led to regulatory amendments to improve the efficacy

of the Horticulture Export Authority, contributing to the success at AgriZero^{NZ}, and the completion of construction of a new Level 3B post-entry quarantine facility at the Mt Albert Research Centre campus to address the increased need from the horticulture industry.

Māori Primary Sector Forum

Ngā Pouwhiro Taimatua, the Māori Primary Sector Forum, was established in 2021 to advise the Government on how it can best grow the Māori primary sector economy. In 2022/23, the result of this collaborative work was the delivery of *Rautaki mo te taurikura – Embracing change for prosperity*. MPI is working towards delivering the actions outlined in the plan, with Ngā Pouwhiro Taimatua providing oversight in addition to strategic advice on emerging issues, such as cyclone response and recovery.

Wider responsibilities

Outdoor Access Commission

We are the monitoring agency for Herenga ā Nuku Aotearoa, the Outdoor Access Commission, the

Crown entity responsible for leading and supporting the negotiation, establishment, maintenance, and improvement of outdoor access over public and private land.

This monitoring function requires MPI to work in collaboration with the responsible Minister's office, and the Commission.

Government Health and Safety Lead

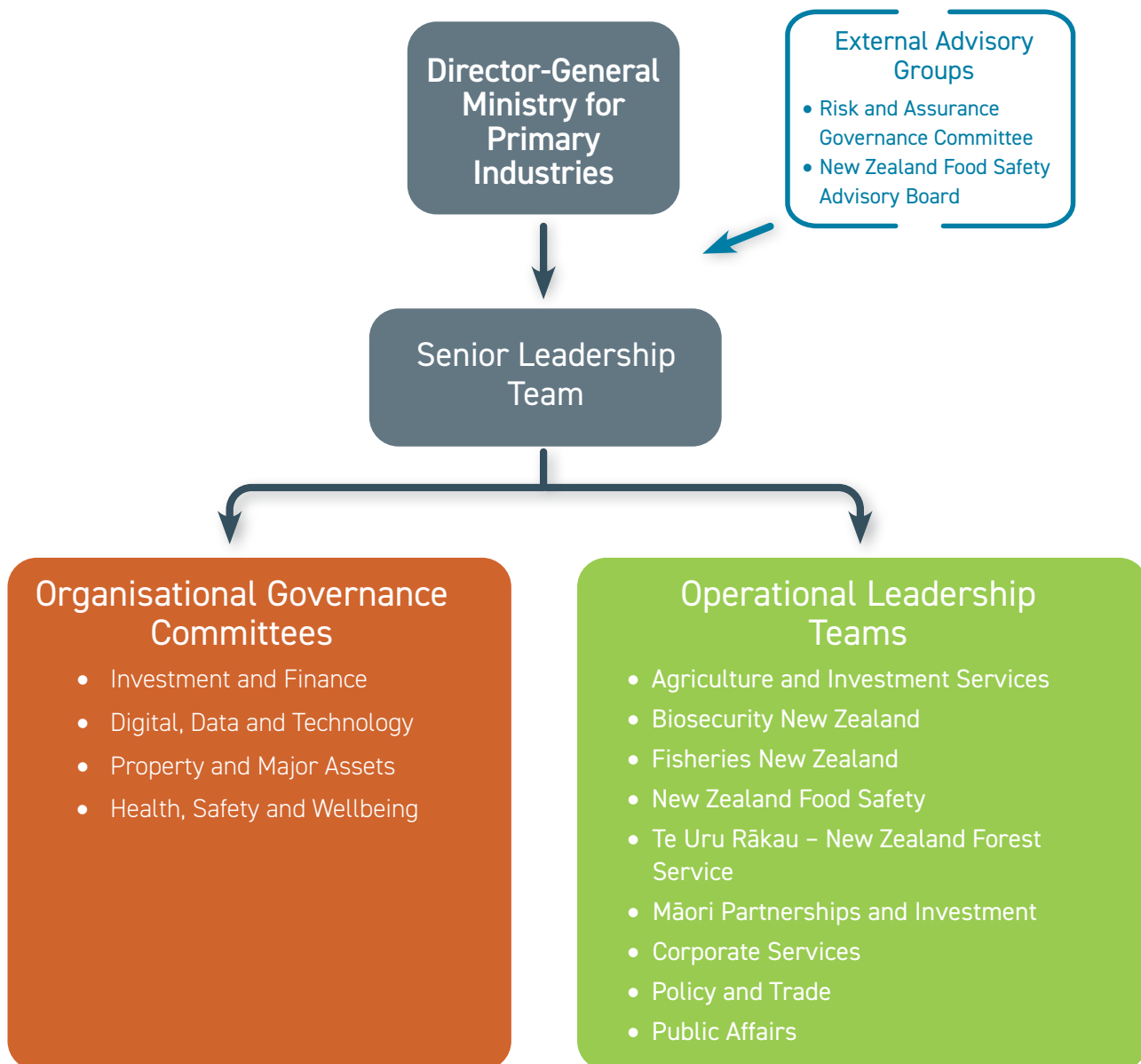
The Government Health and Safety Lead (GHSL) was established in 2017, as an initiative within the public sector's commitment to becoming a role model for improving health and safety throughout New Zealand.

The GHSL vision is to enhance health, safety, and wellbeing capabilities by collaborating with 38 core agencies. GHSL works to identify and prioritise health and safety areas for improvement within organisations, open discussions on risks and issues, professional development tools and sharing of good practices.



Leading and governing MPI

MPI's governance framework enables and supports our Senior Leadership Team (SLT) to fulfil its responsibilities and ensure we remain effective and accountable in delivering on our core services and strategic objectives.



Our SLT

MPI's SLT is led by our Director-General and Deputy Director-Generals, who oversee our six core business units: Agriculture and Investment Services, Biosecurity New Zealand, Fisheries New Zealand, New Zealand Food Safety, Te Uru Rākau - New Zealand Forest Service, and Māori Partnership and Investment, and three supporting branches: Corporate Services, Public Affairs, and Policy and Trade. The SLT also includes the Chief Departmental Science Adviser.

Our SLT provides strategic direction, high-level oversight of performance and risks, and makes decisions to ensure MPI is efficient and effective.

Organisational Governance Committees

Four SLT sub-committees support our SLT in fulfilling its responsibilities, ensuring that we remain effective and accountable in delivering our core services. Our SLT sub-committees are:

Investment and Finance Governance Committee

Oversees MPI's financial strategy and ensures financial resources are allocated appropriately aligning with MPI's strategy.

Digital, Data and Technology Governance Committee

Provides strategic direction, prioritisation, leadership, and organisational governance for MPI's Digital, Data and Technology portfolio.

Property and Major Assets Governance Committee

Provides organisational governance of MPI's asset portfolios for property, physical security, vehicle and vessel fleets, plant and equipment and oversight of MPI's Carbon Neutral Programme.

Health, Safety and Wellbeing Governance Committee

Oversees and promotes the health, safety and wellbeing of MPI's people including critical risks and controls and staff forums to raise risks and concerns.

Operational Leadership teams

Our six customer-facing business units each have their own operational leadership teams headed by their respective Deputy Director-Generals. These operational leadership teams support the SLT in managing the key processes that contribute to the delivery of MPI's core services.

Advisory bodies with external members

Risk and Assurance Governance Committee

The Risk and Assurance Committee provides impartial advice to ensure we are managing key risks, and that the organisation is operating effectively. The committee consists of five independent external members with skills in assurance, financial management, risk management and organisational change.

New Zealand Food Safety Advisory Board

This advisory board provides advice through its 10 meetings per year, helping enhance the ways in which New Zealand Food Safety ensures trust and confidence in New Zealand's food exports.

