

MINISTERIAL STATEMENT OF RESPONSIBILITY: STATEMENT OF INTENT 2013–2018

I am satisfied that the information on future operating intentions provided by my department in the *Statement of Intent* is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

A handwritten signature in dark ink, reading "Nathan Guy". The signature is written in a cursive style with a long, sweeping underline.

Hon Nathan Guy
Minister for Primary Industries
18 April 2013



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DIRECTOR-GENERAL'S STATEMENT OF RESPONSIBILITY: STATEMENT OF INTENT 2013–2018

In signing this statement, I acknowledge that I am responsible for the information contained in the *Statement of Intent* for the Ministry for Primary Industries. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2013/14 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

A handwritten signature in black ink, appearing to be 'W. McNee'.

Wayne McNee
Director-General
22 April 2013

A handwritten signature in black ink, appearing to be 'T. Murray'.

Tony Murray
Chief Financial Officer
22 April 2013

Ministry for Primary Industries
Manatū Ahu Matua



MINISTRY FOR PRIMARY INDUSTRIES STATEMENT OF INTENT 2013–2018

PRESENTED TO THE HOUSE OF REPRESENTATIVES PURSUANT
TO SECTION 39 OF THE PUBLIC FINANCE ACT 1989

Growing and Protecting New Zealand

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FOREWORD

Minister for Primary Industries

New Zealand is a biologically based economy. The primary sector is New Zealand's most productive sector and earns the majority of our merchandise export earnings. The sector needs to be protected from pests and diseases and the harm that they cause.

A significant biological incursion could put the Government's economic growth aspirations at risk. For this reason, biosecurity will continue to be my top priority for the primary industries portfolio.

Building a more productive and competitive economy is one of the Government's four priorities. This priority is supported by a wide-ranging programme of reforms in the Government's Business Growth Agenda (BGA), with its ambitious goal of lifting New Zealand's ratio of exports to gross domestic product to 40 percent by 2025.

The scale and importance of New Zealand's primary sector exports make the continued growth of the primary industries a critical factor in achieving the BGA export goal. Delivering the required export earnings growth will be a challenge for the primary industries and will require a strong partnership between the primary industries and the Government.

Accordingly, increasing primary sector exports is one of my priorities for the Ministry for Primary Industries (MPI).

MPI has recently announced its Export Double goal, which will see MPI focusing its resources on enabling the primary industries to double the value of their exports by 2025. A number of MPI's current programmes, such as increasing irrigation and increasing innovation through the Primary Growth Partnership, will contribute to the Export Double goal. Access to and management of freshwater has been further brought into focus by this year's drought.

To complement these existing work programmes, MPI will need to seek new opportunities to create additional value through increasing sustainable resource use, productivity and export opportunities, and through the protection of the resource base and reputation for safe and suitable food on which our production and exports depend. This broader focus is captured by my priorities for water management reform, technology transfer, fisheries management and primary sector leadership and MPI capability.

There are also opportunities for MPI to partner with Māori agribusiness to significantly increase the productivity of Māori land.

I look forward to working with the Ministry in delivering on the Government's BGA export goal.



Hon Nathan Guy
Minister for Primary Industries

FOREWORD

Minister for Food Safety

New Zealand has earned international status as a credible and trusted supplier of safe and suitable food to both domestic and international markets. This well-deserved reputation is a vital element in the continuing growth and productivity of the food industry, which accounts for half of New Zealand's merchandise export value.¹

Consistent with its Export Double goal, I expect the Ministry for Primary Industries to continue to work in partnership with exporters and relevant government agencies to maximise trade opportunities, including working on new assurances that could add value to New Zealand's food products.

My priorities are to ensure safe food and food products for our domestic and export markets and to facilitate smooth operating environments for export businesses. A key focus will be working with industry to improve our food assurance system and the effectiveness and efficiency of our food safety regulation system, enable products that meet a

health need or provide a health benefit, and ensure quality marketing and branding of New Zealand food.

I am also focused on promoting best regulatory practice in the joint food standards system to improve and simplify the environment for trans-Tasman trade in food products.

I look forward to working with the Ministry to grow the export value of New Zealand foods and protect the health of consumers through the management of food safety risks.



Hon Nikki Kaye
Minister for Food Safety

¹ Source: New Zealand Trade and Enterprise.
<http://www.nzte.govt.nz/access-international-networks/explore-opportunities-in-growth-industries/growth-industries/pages/food-and-beverage.aspx>

Director-General's INTRODUCTION

MPI's vision of "Growing and Protecting New Zealand" is supported by its long-term strategy – *Our Strategy 2030*² (Appendix A) of enabling and partnering with the primary industries to: maximise export opportunities, improve sector productivity, increase sustainable resource use and protect from biological risk.

To emphasise the alignment of *Our Strategy 2030* with the Government's Business Growth Agenda (BGA) goal of increasing exports as a percentage of gross domestic product from 30 to 40 percent, MPI has developed the Export Double goal. The Export Double goal is MPI's commitment to supporting New Zealand's primary industries to double the value of exports by 2025. This is requiring a significant change in the way MPI operates and what it focuses on – the type of change clearly signalled in *Our Strategy 2030*.

This Statement of Intent sets out key challenges and opportunities associated with the Export Double goal – partnering and enabling, leadership, innovation and culture change – and details how these factors will shape MPI's work programmes and capability development.

Partnering with and enabling industry are core elements of delivering on *Our Strategy 2030*. MPI already works closely with industry, but it can further strengthen these relationships. MPI needs to better understand how the primary industries are creating export value to help co-create innovative solutions for the future.

MPI will increasingly take a leadership role in issues related to the primary industries. This will include MPI being clear about the role that government can play and transforming itself into an economic development agency focused on ensuring sustainable use of natural resources to generate growth for New Zealand.

MPI is changing the way it operates. We are prioritising innovation and building capability and

capacity in new areas such as sector skills supply, technology transfer and provision of non-traditional overseas market assurances. This change means we are shifting our thinking to how our interventions, both regulatory and non-regulatory, can add greater value. A further challenge for MPI is to become a more agile organisation supported by a culture that emphasises the ability to adapt quickly to changing circumstances and emerging opportunities.

Protecting New Zealand from biological risk, including maintaining the integrity of our biosecurity and food safety systems are critical to delivering on the Export Double goal. MPI is the leader of both these systems.

The Performance Improvement Framework review, undertaken in late 2012, noted that the new ministry³ has made good progress in a number of areas critical to its success. It also identified four "future state" enhancements: managing and developing MPI's people, delivering on Export Double, MPI's leadership role and systems management. MPI is making the improvements highlighted in the review.

We have set ourselves a challenging agenda and set of transformational targets for the next three years and beyond. We look forward to delivering on these for the benefit of all New Zealanders.



Wayne McNee
Director-General

² Endorsed by Cabinet in 2011.

³ MPI was formed on 1 July 2011 from the amalgamation of the Ministry of Agriculture and Forestry, the New Zealand Food Safety Authority and the Ministry of Fisheries.

Nature and scope of

FUNCTIONS

MPI exists to “Grow and Protect New Zealand” by helping to deliver a substantial increase in primary sector export earnings that is based on sustainable resource use and protection from biological risk. The Ministry’s core business comprises the management of three major systems – primary production, food safety and biosecurity – as outlined in Table 1. Further details of the outputs delivered within each of the three systems are outlined in Appendix B.

TABLE 1: MPI’S CORE BUSINESS SYSTEMS

<p>Primary production system – determines the process by which natural resources are used to produce biologically based products that generate domestic and export revenues.⁴</p>	<p>MPI contributes in the areas of: natural resource use, animal welfare, climate change, emissions trading scheme (forestry), market access, innovation, improving productivity of Māori-owned resources, sector structure, fisheries management and aquaculture.</p>
<p>Food safety system – safeguards consumers from the risks of food-related illness, while protecting New Zealand’s reputation as the producer of safe and suitable food.</p>	<p>MPI sets minimum regulatory requirements and undertakes verification to support assurances to export markets that food products produced in New Zealand are safe and suitable.</p>
<p>Biosecurity system – protects New Zealand’s economy, environment and human health from pests and diseases, and enhances the growth, integrity and reputation of New Zealand’s primary products.</p>	<p>MPI works to prevent harmful pests and diseases from entering New Zealand, manages systems to detect and respond to incursions and established pests, facilitates trade and encourages co-operation and participation in the system.</p>

MPI has a large operational footprint, with approximately 2,184 full-time equivalent staff in around 88 locations throughout New Zealand and a small off-shore presence. As well as providing policy and regulatory advice to the Government, MPI is responsible for ensuring the compliance of its biosecurity, food safety, forestry, fisheries management and animal welfare programmes.

MPI is a diverse organisation and its staff work in a range of environments – from airports and beaches to laboratories, abattoirs and fishing vessels. MPI also manages the Crown’s forestry assets, which are run as a commercial operation through Crown Forestry.

MPI has strong engagement with other government agencies, primarily within the economic, border and natural resources sectors.

VOTES AND APPROPRIATIONS

Our work is funded under Vote Primary Industries and Vote Food Safety. During 2013/14, MPI will be reviewing its vote structure to reflect the impact of the changing operating environment, to better align its outputs to its strategy and reflect a systems management approach to its work.

⁴ The primary production system is complex, with many of the relevant government interventions delivered by other agencies. In these situations, MPI works with other agencies to ensure that they understand the impact of decisions on the primary industries.

STRATEGIC DIRECTION

Key opportunities and challenges

MPI has a role in delivering two of the Government's priorities:⁵ building a more productive and competitive economy and delivering better public services within tight financial constraints.

MPI's work is integral to delivering on the Government's BGA goal to increase the ratio of exports to gross domestic product from the current 30 percent to 40 percent by 2025. The value of New Zealand's primary sector exports has grown steadily in recent years and is over 70 percent of merchandise exports.⁶ The continued growth of the primary sector is critical to achieving the Government's BGA goal.

While export earnings are generated by the primary industries, the Government's influence in the biosecurity, food safety and primary production systems is a significant enabler of primary sector exports. The challenge facing MPI is to better use the tools available to government to enable an increase in real export earnings from the primary sector in a sustainable way.

Potential opportunities for MPI include:

- improving regulation to support business growth and lower costs for businesses;
- providing new assurances around the integrity, safety and reputation of New Zealand's primary products to maximise commercial benefits including market premium and share;
- improving management of existing water resources and providing water for agriculture through water infrastructure;
- working more effectively with Māori to grow their primary sector assets and better utilise Māori freehold land.

SUPPORTING THE GOVERNMENT'S PRIORITIES

BUILDING A MORE PRODUCTIVE AND COMPETITIVE ECONOMY

MPI's response to the Government's economic priority is embodied in *Our Strategy 2030* and four long-term outcomes: maximise export opportunities; improve sector productivity; increase sustainable resource use; protect from biological risk. *Our Strategy 2030* encapsulates the fundamental linkages between the economic returns that New Zealand enjoys from the primary sector and MPI's effective management of the systems that enable that growth.

To emphasise the alignment of *Our Strategy 2030* with the Government's BGA export goal, MPI has developed the Export Double goal. While *Our Strategy 2030* is broader than one goal, achieving Export Double will realise an important part of our vision of "Growing and Protecting New Zealand".

The goal of doubling the value of primary sector exports by 2025 is challenging. By taking the year ended June 2012 as a baseline, achieving the Export Double goal would require a \$32 billion increase in the total real value of New Zealand's primary exports by 2025.⁷ This requires an average real export growth rate of 5.5 percent per annum, in 2012 dollars, between June 2012 and 2025 (Figure 1). This compares with 3.0 percent per year for the previous 13 years, and 2.2 percent per year from 1990 to 1999.

MPI is confident that the primary industries can achieve this ambitious goal, but it will require significant changes in the way MPI and the primary industries operate. For their part, the primary industries will need to lead the way on adding value to what they produce. As industry shifts to higher value segments, the nature of support required from government will also change. MPI will need,

⁵ As outlined in the Government's Budget Policy Statement 2013.

⁶ Source: Ministry for Primary Industries, *Primary Industries Production and Trade June Quarter 2012*. <http://www.mpi.govt.nz/Default.aspx?TabId=126&id=1524>

⁷ Source: Statistics New Zealand Harmonised System Export Data Series.

http://www.stats.govt.nz/surveys_and_methods/methods/classifications-and-standards/classification-related-stats-standards/harmonised-system-2012.aspx

amongst other things, to change the way it operates to maximise the impact of industry-led innovation, whilst safeguarding New Zealand's reputation and the quality of its natural resources. MPI will also continue to work closely with other economic development agencies to address the broader economic development, fiscal and public policy issues as they relate to the primary sector.

MPI already has a number of programmes under way (for example, Primary Growth Partnership, Free Trade Agreement negotiations, new and improved market access, and irrigation investments) that will contribute to the realisation of the Export Double goal.

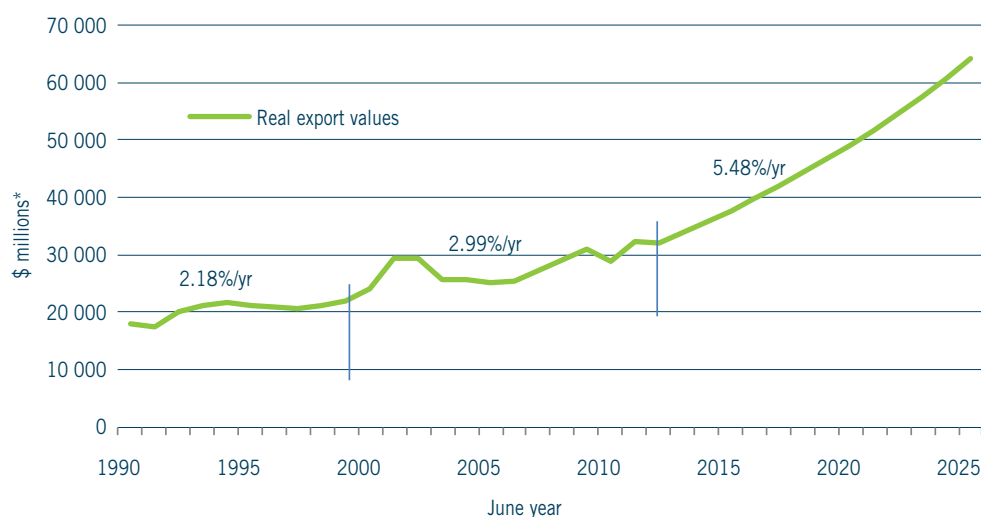
In addition, we are working with industry players to develop areas of new activity and identify what we can do to further support the export success of the primary industries. Industry and MPI working groups have been formed to explore five themes:

- market access and new assurances;
- industry scale and structure;
- skills;
- access to capital;
- environmental outcomes.

Ideas from these working groups are currently being assessed as to the feasibility of becoming MPI work programmes supporting Export Double.

The overall shift in emphasis within MPI will be to move resources towards export supporting activities. MPI will undertake this shift in emphasis to achieve Export Double fully cognisant of the fact that "grow and protect" are intertwined – we cannot have one without the other. MPI's biosecurity and food safety systems are an integral part of New Zealand's value proposition in selling primary products off-shore.

FIGURE 1: THE EXPORT DOUBLE GOAL AND HISTORICAL GROWTH (IN REAL TERMS)



(* June 2012 dollars)

Key indicators for measuring progress

- Value of primary sector exports grow in real terms at 5.5 percent per annum.
- Growth in primary industry exports relative to other Organisation for Economic Co-operation and Development countries.
- Primary sector market access is maintained and any future opportunities enhanced as a result of trading partners having confidence that New Zealand is effectively managing its biosecurity system.

DELIVERING BETTER PUBLIC SERVICES WITHIN TIGHT FINANCIAL CONSTRAINTS

The overarching Better Public Services programme consists of ten result areas plus ongoing improvements of functional areas covering finance, legal, human resources and information and communications technology (ICT).

A key area of engagement for MPI is the Better Public Services for Business (Result 9) initiative that aims to reduce the cost to business of interacting with government by 25 percent by 2017. Result 9 is being led by the Ministry for Business, Innovation and Employment. The other participating agencies, in addition to MPI, are Inland Revenue, Accident Compensation Corporation, Statistics New Zealand, New Zealand Trade and Enterprise and New Zealand Customs Service.

In addition to Result 9, MPI continues to demonstrate leadership in the delivery of better public services by working across government in a number of areas, including ICT, finance and procurement.

MPI continues to actively support the creation and development of the all-of-government ICT strategy, under the leadership of the Government Chief Information Officer. MPI's own ICT strategy will be aligned with the all-of-government strategy once it is finalised.

In addition, MPI is leading an all-of-government selection of an Electronic Content Management System (ECMS) for government, with support from the Department of Internal Affairs, Department of Conservation, New Zealand Police and Ministry of Social Development.

MPI has been heavily involved in the Optimise Finance work programme, aimed at improving the efficiency and effectiveness of service delivery from finance functions in the public sector as well as increasing finance capability in the sector.

As well as being an early adopter of all-of-government contracts, MPI has led a number of cross-government procurement initiatives such as the selection of a panel for information technology managed services. As stated above, we are leading a process to select a panel for the ECMS across government agencies. These initiatives will deliver MPI and other agencies significant savings.

Key indicators for measuring progress

- MPI will actively support the delivery of the Better Public Services initiative by increasing access to services online.
- There will be an improved rating of MPI business facing services by surveyed key business users.

MPI'S FUTURE STATE AND KEY ORGANISATIONAL IMPROVEMENTS

MPI's recent Performance Improvement Framework review⁸ signalled that MPI is heading in the right direction to deliver ambitious results for the benefit of all New Zealanders. The review identified a number of ways for MPI to lift its performance and work towards a desired "future state" within the next four years.

Attaining that "future state" requires MPI to focus on:

- developing its people capability to build the behaviours and capabilities required, along with the necessary cultural change, to deliver for success;

⁸ Published March 2013.

- further developing strong strategic leadership to deliver on Export Double;
- being clear on and seizing its leadership role within government, with members of the public and with the primary sector;
- becoming a stronger systems manager – one that ensures the right set of interventions is used to make sure the primary production, food safety and biosecurity systems deliver a sustainable uplift in export performance.

Likewise, the recent review by the Office of the Auditor-General of MPI's preparedness and response to biosecurity incursions⁹ noted areas where MPI is improving its performance and where it could further improve. MPI will continue to work with industry and other stakeholders to further improve its level of preparedness to protect New Zealand from biological risk.

Further details of initiatives for improving our organisational performance are outlined in the *Delivering better results* section (page 19).

MANAGING IN A CHANGING OPERATING ENVIRONMENT

Despite the current global economic conditions, the high value of the New Zealand dollar and the impacts of the drought, prospects for the New Zealand primary sector are promising. There is a strong and growing global demand for products, especially for meat, fish, aquaculture and dairy, particularly in the Asia-Pacific region. The demand for high-value foods is expanding as Asian countries, in particular, continue to grow.

The domestic environment reflects global trends – the increasing pressure on the physical environment; concern over farming, fishing and forestry practices; a growing focus on food quality and concern over the potential depletion and degradation of natural resources. At the same time, there is further debate occurring around who benefits from the way these resources are allocated.

Increased pressure on public finances means that MPI needs to continue to find more efficient and effective ways of operating within a fixed baseline.

MPI employs a variety of approaches to assess and manage the opportunities and challenges in its operating environment, including regular assessment of external trends and developments, ongoing engagement with stakeholders, and building risk identification and reporting into organisational processes. This informs MPI's planning and decision-making.

KEY STRATEGIC RISKS AND MITIGATIONS

MPI uses an organisational risk management approach that supports achievement of MPI's objectives. The Senior Leadership Team discusses risk at least quarterly, and the Risk Management Committee, comprising three independent members, provides strategic advice and guidance to the Director-General. Current key strategic risks and associated mitigations are outlined in Table 2.

RESEARCH AND EVALUATION

The focus of MPI's market research and evaluation is to identify and understand performance, provide lessons to improve strategies, policies and programmes, and enable MPI to better manage risks and identify opportunities. This work also provides assurances that programmes are on track to achieve their stated outcomes.

Over the next four years, the research and evaluation work programme will support the projects that are most critical to delivering on the Export Double goal. The focus will be on building the evaluation and/or research capability and developing a tailored approach for each piece of work. In addition, we will create training and tools to build research and evaluation capability with a targeted but broader group of staff in key areas related to delivering on *Our Strategy 2030*.

⁹ Office of the Auditor-General (2013) *Ministry for Primary Industries: Preparing for and responding to biosecurity incursions*. Office of the Auditor-General; Wellington.

TABLE 2: KEY STRATEGIC RISKS

Risks	Mitigations
<p>Achievement of Export Double goal – would be at risk if MPI did not appropriately fund and resource this goal, if expected benefits from existing programmes are not achieved, if industry did not contribute and participate in innovation or if government agencies did not effectively co-ordinate their initiatives.</p>	<p>Establish a budget for this goal with clear protocols for agreeing allocation of funds to specific initiatives.</p> <p>Foster and enable innovation in the primary sector and within MPI to stimulate and capture ideas that could assist this goal.</p> <p>Work with others to build support and to co-create solutions that will encourage and connect ideas across industry and government agencies.</p> <p>Establish measures and monitoring to ensure lessons are learned from new initiatives and to inform decisions on further funding of programmes in progress.</p> <p>Use regulatory and non-regulatory interventions to add greater value to New Zealand exported products and address changing consumer demands.</p>
<p>Managing the risk of unwanted organisms – MPI interventions may fail to prevent an unwanted organism from causing significant economic impact to the primary sector and impacting the achievement of the Export Double goal.</p>	<p>Funding and resource decisions address both “growing” and “protecting” elements of <i>Our Strategy 2030</i>.</p> <p>Alignment and integration of the biosecurity risk management system to support decision making and allocation of resource to the highest biosecurity risks.</p> <p>Developing and implementing the border risk strategy in conjunction with New Zealand Customs Service and Immigration New Zealand to ensure border agencies are working effectively together with a clear understanding of the risks they collectively and individually manage.</p> <p>Developing and implementing the Joint Border Management System to improve the level of systems support for MPI and New Zealand Customs Service.</p> <p>Partner with industry through Government Industry Agreements to better prepare for and respond to biosecurity threats in New Zealand.</p> <p>Delivering against the Preparedness Programme Action Plan to ensure that MPI is well prepared to work with other government agencies and industry, should an unwanted organism capable of causing significant economic impact be detected.</p>
<p>MPI assures the integrity, safety and reputation of New Zealand’s primary products – failure of the regulatory system could have a significant impact on export market access.</p>	<p>Priorities for market access work are agreed with key primary industries, and MPI is working on these priorities to ensure market access is achieved and maintained.</p> <p>Progress the Food Bill, which will provide a more efficient and cost-effective food regulatory regime in line with international best practice.</p> <p>Progress the Animal Welfare Amendment Bill and the Fisheries (Foreign Charter Vessels and Other Matters) Amendment Bill.</p>
<p>Other agencies’ regulatory programmes – may cause MPI work plans or regulatory programme to be revised, potentially at short notice, directing resource away from achievement of MPI’s goals.</p>	<p>Active participation in the Natural Resources Sector Joint Water Policy Programme and Resource Management Act reforms to ensure regulation will allow economic growth in the primary sector.</p> <p>Effective policy and regulatory discussions with agencies to identify the economic and environmental opportunities when progressing reforms.</p>

ACHIEVING RESULTS

Consistent with a systems management approach, MPI is moving away from managing initiatives in isolation. Instead, we will work towards a better understanding of which of our interventions, within the three systems that we manage, are the most appropriate means of lifting our performance and delivering on *Our Strategy 2030*.

The results framework (Figure 2) illustrates the relationship between MPI's core business, the impacts it seeks to achieve over 2013–18 (summary only) and the long-term outcomes it contributes to. The other component of the framework is the Export Double goal, which is MPI's response to the

Government's BGA goal and an important element in realising MPI's vision of "Growing and Protecting New Zealand".

The *Work programme and intended results* section (page 13) sets out in further detail the long-term outcomes MPI delivers, the impacts it will achieve to support these outcomes and the mix of interventions it is delivering.

Working differently and consistently with *Our Strategy 2030*

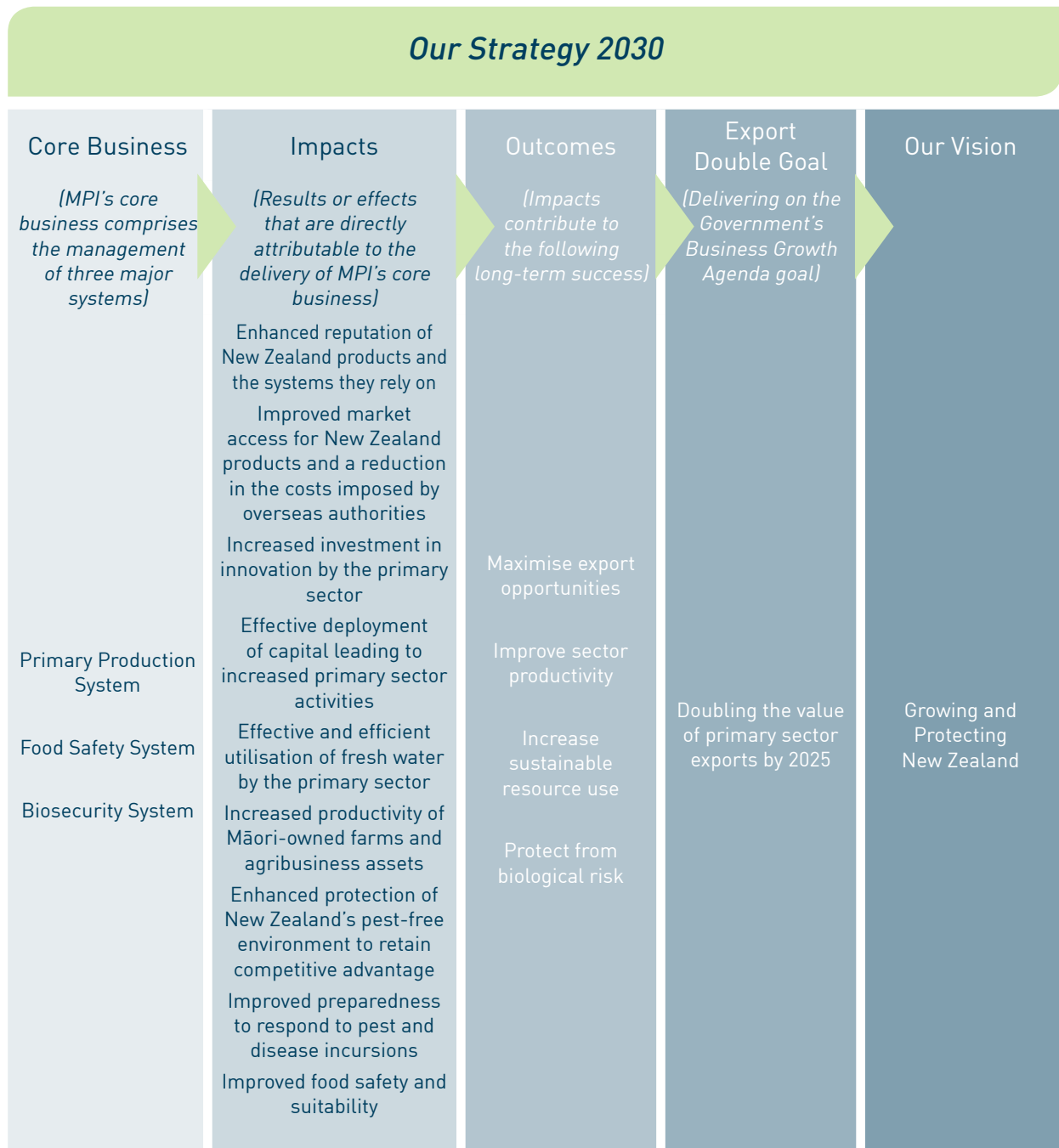
Developing our people and sharing resources with e-learning

For a number of years Verification Services has used online (e-learning) technology to provide training material and competency assessments for its 270 staff working in various locations across New Zealand. In line with the focus of "partnering and enabling" the site has been rebranded and there are now approximately 1300 users from across MPI together with external stakeholders. External stakeholder users include veterinary practitioners completing online competency assessments relating to the certification of cats and dogs. We are in the process of developing targeted modules for the meat industry to help train staff in the preparation of official assurances. Sharing e-learning resources within MPI and with key stakeholders is one way MPI adds value by utilising its knowledge and technology to increase skill levels.

Making it easier for business to work with MPI standards

New Zealand's regulatory system, and the standards that support it, are the platform on which our market access is built. Successful global businesses want to be able to easily access standards and guidance that are developed in a clear and consistent way. MPI is listening to stakeholders and working with them to improve the way it delivers standards and guidance. Part of that work is making it easier for everyone to find and understand MPI's requirements and guidance, and that any legal obligations are crystal clear. Once the Standards Integration programme is rolled out, our stakeholders will see all the requirements and guidance relevant to their situation in one integrated view. The content will be easy to understand and will clearly differentiate between legal requirements and guidance.

FIGURE 2: MPI RESULTS FRAMEWORK



WORK PROGRAMME

and intended results

This section provides a summary of MPI's planned work programmes (key deliverables) and intended results for the next five years and how these contribute to its medium- and long-term outcomes. Further details on our work programmes are provided in the *Information Supporting the Estimates of Appropriations* for each of our two votes.

Long-term outcome: Maximise export opportunities

Medium-term outcome 1: Export success is enhanced by the integrity of primary sector products and increasing the use of New Zealand's unique culture and brand.

Why are we going to do this?

New Zealand's export sectors derive significant benefits (including lower market access costs) and competitive advantage from New Zealand's reputation for safe and suitable food, favourable animal and plant health status and market assurances. To leverage these advantages, MPI needs new ways of assisting New Zealand exporters to access and succeed in international markets and gain additional export value from the New Zealand brand, including its Māori dimension.

What impacts support this outcome?

Over 2013–18 MPI seeks to achieve the following impacts:

- reputation of New Zealand products, and the systems they rely on, is enhanced;
- exporters have more access to knowledge, systems and technology, to produce and supply products more exactly to market specifications and participate in integrated value chains.
- exporters are realising benefits from the use of the New Zealand story, including Māori values and culture.

Work programme key deliverables

MPI's work programme focuses on leveraging the traditional regulatory or inter-government approaches and exploring additional ways to increase the value of exports. Key deliverables over the next five years include:

- partner with industry to identify and capture opportunities to develop new kinds of assurances that support economic growth and open up new markets;
- support the Animal Welfare Bill through the parliamentary process and implement the new Animal Welfare Strategy;
- implement management measures for foreign charter vessels in New Zealand waters;
- partner with industry and government agencies to best leverage off the "New Zealand story";
- explore the potential of Māori capital¹⁰ in gaining competitive advantage and realising some of the benefits that capital may hold.

Key indicators for measuring progress

- our export assurances are trusted by markets;
- adoption and retention of new assurances by markets;
- primary sector businesses use attributes of the New Zealand story to enhance their own stories;
- annual growth rate of international revenue for MPI's top 50 primary industry exporters.

¹⁰ Māori capital refers to natural, human, financial and cultural capital.

Long-term outcome: Maximise export opportunities

Medium-term outcome 2: Exporters have improved access to fast growing and high value markets and benefit from new export opportunities.

Why are we going to do this?

Our trading partners are a mix of affluent, well-developed and often static markets, and developing markets where growth has been strongest. There is potential to generate further value and better returns from New Zealand's exports of primary sector products and services by reducing barriers and maintaining access to trade, using the full suite of bilateral and multilateral tools: Free Trade Agreements or bilateral agreements, the World Trade Organization Agreement and multilateral standards, and through technical submissions.

What impacts support this outcome?

Over 2013–18 MPI seeks to achieve the following impacts:

- market access for New Zealand's primary sector products, including food, is maintained and improved;
- bilateral and multilateral frameworks and standards ensure more markets are available and costs imposed by overseas authorities are reduced;
- improve and simplify the environment for trans-Tasman trade for food products.

Work programme key deliverables

MPI has a key role in improving market access conditions for New Zealand products. Key deliverables over the next five years include:

- support improved trade access for New Zealand through continued involvement in Free Trade Agreement negotiations and support efforts to get the Doha Round back on track;
- work in partnership with primary sector stakeholders, to implement market access strategies and market access priorities for the next one to five years;
- explore further the provision of in-market activities¹¹ that maintain existing and develop new networks and opportunities that create a positive market access environment;
- reduce the requirement for certification and inspection on products imported and exported across the Tasman under mutual recognition arrangements.

Key indicators for measuring progress

- increased primary industries export activity with each country that New Zealand has signed a Free Trade Agreement within the past five years;
- value of trade retained through resolution of market access threats;¹²
- the proportion of agriculture, forestry and fishing, and associated manufacturing businesses reporting that they are entering new (to them) export markets remains constant or improves;¹³
- a reduction in the percentage of primary industry businesses that report overseas government regulation or tariffs as a barrier to generating overseas income;¹⁴
- reduction in the certification and inspection of food products exported across the Tasman.

¹¹ In-market activities cover the broad scope of potential collaborations between exporters and government (including the Ministry of Foreign Affairs and Trade and New Zealand Trade and Enterprise).

¹² Examples include restrictive trade regulations and goods held up at the border.

¹³ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses entering new export markets. Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

¹⁴ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses reporting that overseas government regulations and tariffs are a barrier to generating overseas income. Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

Long-term outcome: Improve sector productivity

Medium-term outcome 3: Improved generation of new ideas and their adoption and adaptation by the primary industries, including Māori, is supported by government actions.

Why are we going to do this?

It is critical to the New Zealand economy that the primary industries are innovative and internationally competitive. This requires an enabling regulatory regime, sustained public and private sector research and development, and the timely adoption of new technologies, tools and management practices in the primary sector. MPI is a significant regulator; good regulatory outcomes will depend on good regulatory advice.

What impacts support this outcome?

Over 2013–18 MPI seeks to achieve the following impacts:

- increased investment in innovation and uptake of new practices and technologies by the primary industries, including Māori;
- New Zealand regulatory environment supports primary industries to be more competitive and innovative.

Work programme key deliverables

MPI administers a range of legislation designed to assist the primary industries. Additionally, MPI directly funds industry innovation through the Primary Growth Partnership, Sustainable Farming Fund and other initiatives. Key deliverables over the next five years include:

- partner with industry groups to progress opportunities – regulatory and non-regulatory – that target cost effectiveness and help unlock greater value;
- co-invest in, and encourage industry innovation and adoption through, the Primary Growth Partnership and Sustainable Farming Fund;
- partner with industry to improve technology transfer at an on-farm level;
- support the growth and innovation of higher value processed foods and food derived products, particularly exports, through new science and an enabling regulatory environment.

Key indicators for measuring progress

- an increase in primary industries businesses that develop or introduce new or significantly improved goods, services, processes or methods;¹⁵
- the benefits for productivity improvement from programmes supported under MPI funds are realised;
- an improvement in how government regulations are viewed by primary industry businesses developing or introducing new or significantly improved goods, services, processes or methods.¹⁶

¹⁵ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses introduced onto the market new or significantly improved goods or services. Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

¹⁶ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses introduced onto the market new or significantly improved goods or services. Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

Long-term outcome: Improve sector productivity

Medium-term outcome 4: The primary industries, including Māori, have greater access to capital and have the skills needed to grow and innovate.

Why are we going to do this?

MPI will do this so that the primary industries have an increased ability to deploy capital effectively and have the skills needed to grow and innovate.

What impacts support this outcome?

Over 2013–18 MPI seeks to achieve the following impacts:

- improve access to the right people with appropriate skills in the primary industry labour market;
- effective deployment of capital leading to an increase in innovative primary industry activities;
- improved awareness of capability development opportunities that are tailored to Māori agribusiness needs.

Work programme key deliverables

MPI has instigated work with industry leaders to explore ideas and opportunities in the areas of capital, skills and industry scale and structure. Key deliverables over the next five years include:

- explore issues and opportunities involved in overseas investment;
- investigate what skills are needed across the primary industries to support continued growth, and whether they are available, and create opportunities to improve skills and capability;
- partner with industry to realise the investment and economic growth potential in the aquaculture sector;
- partner with Māori and other agencies to facilitate the development of, and deliver skill development opportunities tailored to, Māori agribusiness, potentially including governance, business management, innovation and on-farm skills.

Key indicators for measuring progress

- primary industry businesses are able to access appropriate personnel to enable them to develop or introduce new or significantly improved goods, services or processes;¹⁷
- primary industry businesses do not consider costs to be a barrier to developing or introducing new or significantly improved goods, services or processes;¹⁸
- an increase in the number of Māori agribusinesses using the MPI skills, training and capability building.

¹⁷ Measure to be taken from the Statistics New Zealand Business Operations Survey, Barriers that hampered innovation to a high degree. Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

¹⁸ Measure to be taken from the Statistics New Zealand Business Operations Survey, Barriers that hampered innovation to a high degree. Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

Long-term outcomes: Improve sector productivity and increase sustainable resource use

Medium-term outcome 5: The primary sector, including Māori, maximises the use and productivity of natural resources within environmentally sustainable limits and is resilient to adverse climatic and biosecurity events.

Why are we going to do this?

The primary industries are reliant on natural resources to provide significant economic benefits to New Zealand. How we all use and manage these natural resources affects New Zealand's future prosperity and the natural capital that underpins New Zealand's production systems. Increases in economic performance need to be consistent with sustaining natural capital over the long term, to achieve lasting economic prosperity. To maintain productivity over time, New Zealand's primary industries must also be resilient to change, including to a changing climate and biosecurity events.

What impacts support this outcome?

Over 2013–18 MPI seeks to achieve the following impacts:

- freshwater available to the primary sector is utilised efficiently and effectively;
- contaminant discharges from the primary sector that affect water quality are either stable or decreasing;
- all fish stocks are managed to provide for utilisation, whilst ensuring sustainability;
- lifting the performance of Māori agribusiness and land resources.

Work programme key deliverables

MPI works closely with other government agencies and in partnership with stakeholders in addressing complex resource management issues. Key deliverables over the next five years include:

- develop more effective tools for managing freshwater (programme co-lead with the Ministry for the Environment);
- support irrigation initiatives through the Community Irrigation Fund and the Irrigation Acceleration Fund;
- develop and implement policy settings for the ongoing evolution of the Emissions Trading Scheme that are appropriate domestically and internationally;
- support increased utilisation of fisheries resources within sustainable limits;
- implement the Lifting Māori Agribusiness Productivity Prototype Model approach to partnering with Māori;
- continue to deliver on the Crown's Treaty of Waitangi obligations.

Key indicators for measuring progress

- maintain or improve water quality;
- an increase in the number of farms using nutrient management plans over the next three years;
- an increase in the number of hectares under irrigation;
- an ongoing increase in the number of fish stocks that are managed within acceptable limits, in particular, an ongoing decrease of any fish stocks that falls below the hard limit¹⁹ (with resulting fisheries closures);
- voluntary compliance of recreational fishers is improving;
- an increase in the number of hectares in aquaculture production over the next four years;
- an increase in the value of fresh on-board tonnage of aquaculture produce exported relative to the aquaculture hectares in production;
- increased productivity and exports from Māori agribusiness;
- MPI's obligations to Māori are delivered.

¹⁹ The *hard limit* is a biomass level below which a stock is deemed to be "collapsed" where fishery closures should be considered in order to rebuild a stock at the fastest possible rate.

Long-term outcome: Protect from biological risk

Medium-term outcome 6: New Zealand is protected from biological risks through the effective operation of the biosecurity and food safety systems.

Why are we going to do this?

New Zealand enjoys freedom from many pests and diseases that could impose significant costs if they were to establish here. New Zealand is also a leading exporter of safe and trusted food, fibre and other biological products for markets all over the world. New Zealand's export sectors derive significant benefits and competitive advantage from their reputation for safety and trustworthiness; one that is supported by New Zealand's favourable animal and plant health status and market assurances provided by MPI's biosecurity and food safety systems (including foods imported into New Zealand for domestic consumption).

What impacts support this outcome?

Over 2013–18 MPI seeks to achieve the following impacts:

- protect the competitive advantage of a pest-free environment;
- New Zealand is better prepared to respond to pest and disease incursions;
- increase voluntary and assisted compliance;
- improved safety and suitability of food, including imported food.

Work programme key deliverables

MPI leads the biosecurity and food safety systems. Key deliverables over the next five years include:

- improve front-end border management systems through improved processes and technology;
- continue to work with industry and other stakeholders to clarify roles for biosecurity readiness and response, including joint decision making about harmful organisms of concern;
- continue to improve MPI's biosecurity response capability, including integration with whole-of-government frameworks and industry;
- use scientific research, data and new technology to ensure MPI's systems continue to improve for management of risk within the biosecurity and food safety systems;
- provide effective responses to new foodborne threats to human health through targeted interventions and consumer awareness;
- support the Food Bill through the parliamentary process.

Key indicators for measuring progress

- primary sector market access is maintained and any future opportunities are enhanced as a result of trading partners having confidence that New Zealand is effectively managing its biosecurity system;
- health of the biosecurity system is improving;
- an increased number of response plans completed or reviewed (against Management Action Plan for Biosecurity Response Preparedness) with Standard Operating Procedures in place and skilled support identified;
- successful completion of eight exercises²⁰ testing the preparedness and readiness for an incursion;
- demonstrated adoption of previous recommendations leading to faster, more effective responses, with errors previously identified not repeated;
- an increase in the number of groups actively engaged with MPI on preparedness and responsiveness to deal with disease and pest incursions;
- overall compliance rates with biosecurity requirements are increasing;
- rates of foodborne disease are managed within agreed levels, through the effective risk management of priority pathogens.

²⁰ In 2013–2014.

Delivering better results through improved

ORGANISATIONAL PERFORMANCE

To deliver on the Government's priority of better public services and *Our Strategy 2030*, MPI is making key organisational improvements. These adjustments are transformational and involve changes to mindsets, systems, behaviours and capability.

STRENGTHENING CAPABILITY

MPI's People Capability Strategy (PCS) is a three-year strategy, with the themes of strengthening its leaders, strengthening its capability, growing its connections and growing engagement.

MPI is committed to developing its people and managers. Implementation of the PCS builds on this foundational activity by introducing or realigning frameworks and initiatives focused on improving staff engagement and capability.

The recent Performance Improvement Framework review noted that MPI staff have a strong sense of purpose and a passionate desire to make a positive difference to the economy and primary industries in New Zealand. This purpose and passion is coalescing over time with an emerging MPI culture aligned to successfully partnering with and enabling the primary sector. An important aspect of the work on our culture is creating a more innovative and collaborative organisation, which is being encouraged in a range of ways.

MPI is providing the platform for its people to succeed, both now and in the future. We will provide greater clarity about their roles and the organisation's expectations of them, and the resources to do their job. We will identify future capability requirements and the development pathways available to all staff. The Senior Leadership Team remains focused on communicating MPI's vision, strategy and values in ways that truly inspire staff.

To this end, MPI is supporting managers to empower staff who will be deployable across the public sector and into industry. In particular, we will ensure:

- staff can align to *Our Strategy 2030*, the wider organisational vision of "Growing and Protecting New Zealand" and the Export Double goal;
- that we build capability and focus to support innovation;
- our culture emphasises rapid organisational learning, the ability to "fast fail" and "fast fix" to "fast learn", and which champions evaluation and review and a dynamic approach to risk. Aligned to this, MPI's people are known for stimulating ideas both within MPI and amongst its partners and for being able to identify those interventions that will work and add value;
- training, talent, career and succession management are a strong focus and all managers have the metrics and skills to effectively manage the people dimension of their role;
- we are known for decisions that demonstrate consistency with Our Values, and we will develop a disciplined approach to setting clear and results-based performance expectations, understood by all staff, that support increased delegation and autonomy as well as addressing poor performance;
- we consistently attract, utilise and develop talent; foster a reputation as a great place to work and an agency that is great to work with;
- we attract people who are creative, decisive, determined and effective in advancing the interests of New Zealand and the primary industries.

COST EFFECTIVENESS AND PROCESS IMPROVEMENT

MPI continuously improves the value for money of its services and actively identifies areas of duplication to reduce costs while enhancing service delivery. In delivering the Export Double goal, we will regularly review work programmes to ensure resources are reprioritised to enhance overall cost effectiveness. This includes a comprehensive programme for reviewing both input costs and outputs to ensure they are aligned to *Our Strategy 2030*.

A business transformation programme of work was established during 2012/13. Its focus was to analyse, develop and implement business process improvement opportunities across MPI. This focus remains the key driver for 2013/14 and beyond, with the identification and adoption of initiatives that bring value to all MPI business processes.

We are focused on the more efficient use of office space and have rationalised our property portfolio in line with the Property Management Centre of Excellence principles. We have recently achieved significant savings by relocating almost all Wellington staff into one building.

We will continue to use the results from the Better Administrative and Support Services benchmarking exercise to better understand our performance relative to other agencies and focus on ongoing improvement and efficiency savings within corporate functions. MPI aims to be in the top quartile for corporate functions by 2017.

During 2012/13, MPI's Senior Leadership Team approved the implementation of the Information Services Strategic Plan (ISSP). To ensure that the strategy is achieved, a roadmap has been developed that provides a five year view and targets. It is envisioned the roadmap will be "rolled-out" from 2013/14 and continue for the following five years. The three priority areas for MPI are:

- ensuring that the existing systems and applications are stabilised, co-ordinated and "fit for purpose";

- leveraging process and technology leadership to enhance business performance through IT innovation;
- creating a proactive and collaborative approach to system evolution with internal and external consumers' own data and information in mind.

DEPARTMENTAL CAPITAL AND ASSET MANAGEMENT INTENTIONS

The focus of MPI's capital programme over the next four years will be on delivering business-critical functions that have already been initiated, including:

- rationalising ICT infrastructure and associated maintenance costs, including developing systems that meet future needs of the organisation through its ISSP;
- assessing and reviewing options to meet the replacement needs of the PC3+ laboratory at Wallaceville by 2016;
- reviewing property leases and implications of expiring leases;
- implementing the Joint Border Management System in collaboration with the New Zealand Customs Service.

In addition, there is also provision for the routine replacement and upgrade of MPI's information systems, vehicles, vessels, plant and equipment. MPI replaces assets at the optimum point, while investing in capital items to meet the current and future needs of the organisation.

Working differently and consistently with *Our Strategy 2030*

Partners support MPI training

The quarantine inspectors who joined MPI's ranks in 2012 were subject to a new training programme designed to reflect MPI's new way of working and bring a fresh approach to quarantine inspector induction. Development of the programme involved a range of MPI staff together with a significant contribution from external partner organisations, including the New Zealand Customs Service and Horticulture New Zealand. For the first time, external stakeholders were invited to speak to new recruits and were able to give them a first-hand understanding of biosecurity issues from an industry perspective. Invited speakers were enthusiastic about the training and the opportunity to share their perspectives.

TABLE 3: CAPITAL EXPENDITURE FORECAST

Asset category	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000
Plant and equipment	1 789	1 000	1 000	1 000
Leasehold improvements	2 000	2 000	2 000	2 000
IT hardware	1 105	1 000	1 000	1 000
Internally generated software	16 647*	6 000	6 000	6 000
Acquired software	5 280	4 000	4 000	4 000
Motor vehicles and vessels	1 392	1 000	1 000	1 000
Buildings**	2 000	6 000	6 000	6 000
Total	30 213	21 000	21 000	21 000

*Includes carryover from 2012/13.

**Includes funding for RC3+ laboratory over 4 years.

EQUAL EMPLOYMENT OPPORTUNITIES

Equal employment opportunities and diversity strategies are sound human resources practices that enable MPI to recruit the best people from New Zealand's diverse population, strengthen employee engagement and improve productivity. MPI's human resources policies and procedures are reviewed regularly to ensure they preclude any gender bias in their operation. Our work-life initiatives play a role in enabling our people to perform to their best while recognising their commitments outside of work.

MONITORING MPI'S HEALTH AND CAPABILITY

MPI is committed to ensuring that it has the capability to undertake its functions effectively and efficiently, and to deliver value for money. Table 5 sets out some of the indicators MPI will use to help monitor its organisational health and capability.

TABLE 4: ORGANISATIONAL HEALTH INDICATORS

Indicator	Current baseline	2018 target
Financial*		
Financial system interface with other systems and approval process	Needs improvement	Rating is improved
Payroll*		
Payroll approvals, retention documentation and keeping information up to date	Needs improvement	Rating is good as all recommendations have been implemented
Information systems*		
User access management and password settings	Needs improvement	Rating is improved
Human resources		
Staff engagement score		
• Engagement Index (state sector organisations)	Bottom 25 percent	Top 25 percent
Core unplanned turnover target	Within 1 percent of the human resources capability survey public service figure ²¹	Within 2 percent of the human resources capability survey public service figure

(* based on the 2011/12 audit report.)

²¹ Core unplanned turnover was 12.4 percent for MPI compared with 11.4 percent for the public service (30 June 2012).

OUR STRATEGY 2030

Growing and protecting New Zealand

Ministry for Primary Industries

WHY THIS STRATEGY?

This is a critical time for New Zealand. After decades of economic growth based on debt and consumption, the economy is seriously unbalanced.

A re-balancing of the economy towards more productive sources of growth is required. New Zealand must trade its way to greater growth and prosperity.

The primary sectors (from producers through to processors and exporters) are absolutely crucial to this, and strong environmental performance will be fundamental to their long-term success.

The new Ministry's role has to be focused on the success of the primary sectors for the benefit of all New Zealanders. We need to enable:

- innovation and growth;
- access for more New Zealand products into new offshore markets;
- increased sustainable resource use;
- lower biological risk.

We will contribute to New Zealand's prosperity by delivering robust policy and better facilitating sustainable primary production and trade.

The new Ministry will be focused on enabling the primary sectors to be as successful as possible for the benefit of all New Zealanders.

OUR FOCUS

MAXIMISE EXPORT OPPORTUNITIES AND IMPROVE SECTOR PRODUCTIVITY

- Grow the value of New Zealand's primary products.
- Ensure the primary sectors can access the world's fastest growing and highest value markets.
- Focus on the primary sectors with the greatest potential for sustainable growth.

WE WILL ACHIEVE THIS BY:

- Partnering with the primary sectors to identify and seize opportunities for improved productivity and market returns.
- Removing unnecessary barriers to trade and increasing our use of international standards to enhance value.
- Encouraging and co-investing in industry innovation and adoption.

INCREASE SUSTAINABLE RESOURCE USE, AND PROTECT FROM BIOLOGICAL RISK

- Foster the sustainable use of New Zealand's natural resources by the primary sectors.
- Enable the reduction of biological risks to New Zealand's natural resources.
- Protect and enhance the integrity and reputation of New Zealand's primary products, including food.

WE WILL ACHIEVE THIS BY:

- Identifying and managing risks to New Zealand's natural resources.
- Partnering innovative approaches to environmental challenges.
- Better understanding the challenges to sustainable use of New Zealand's natural resources.

OUR APPROACH

ENABLING

- Help people to identify and seize opportunities to add value, access markets and manage risks.
- Deepen understanding of the importance of the primary sectors to New Zealand's medium to long-term prosperity.

WE WILL ACHIEVE THIS BY:

- Producing information and analysis to support a whole-of-government focus on primary sector growth.
- Connecting the public and private sectors to facilitate action on high-value opportunities.
- Providing information and tools to enable the primary sectors to develop systems for the timely management of risks.
- Connecting the primary sectors with one another.

PARTNERING

- Support the primary sectors, including Māori, to maximise the benefits from the sustainable use of their primary sector assets.
- Deliver on our obligations to Māori.

WE WILL ACHIEVE THIS BY:

- Engaging with the primary sectors, including Māori, to increase economic returns from their primary sector assets.
- Working with the primary sectors to improve resilience and the timely management of risks.
- Understanding Māori values to protect and enhance the well-being and potential benefits from the use of New Zealand's natural resources.
- Providing the primary sectors with a gateway to the whole of government, partnering with the natural resources and economic agencies, and more broadly.

OUR ORGANISATION

FOCUS ON RELATIONSHIPS

WE WILL ACHIEVE THIS BY:

- Designing programmes and policy in partnership
- Enabling others to manage risks
- Setting joint priorities for sector growth
- Building long-term relationships with key primary sector players, including Māori, who can make a difference
- Having a view
- Leading courageous conversations

DEVELOP OUR PEOPLE

WE WILL ACHIEVE THIS BY:

- Rewarding top performers and investing in their success
- Attracting, retaining and developing top talent
- Taking greater responsibility for our performance
- Fostering our future leaders

MAKE INFORMED DECISIONS

WE WILL ACHIEVE THIS BY:

- Leveraging quality information as a core Ministry asset
- Making robust decisions with good evidence
- Delivering results based on quality information
- Being risk and intelligence led

BE INNOVATIVE

WE WILL ACHIEVE THIS BY:

- Creating new ideas and ways of working
- Being future-focused
- Learning from our mistakes
- Utilising knowledge and technology

OUR CULTURE

CONNECTED

FOCUSED ON RESULTS

DELIVERING ON OUR OBLIGATIONS TO MĀORI

LEAN AND AGILE

TAKING INFORMED RISKS

SUCCESS

WE WILL KNOW WE'VE SUCCEEDED WHEN WE HAVE CONTRIBUTED TO:

- ↑ primary sector contribution to GDP
- ↑ primary sector productivity
- ↑ access of products into new and changing markets
- ↑ sector investment in innovation
- ↑ productivity of Māori primary sector participants
- ↑ export returns
- ↓ negative environmental impacts
- ↓ risk to and from the primary sectors

AND WHEN THE MINISTRY ACHIEVES:

- ↑ staff engagement
- ↑ stakeholder engagement and partnership
- ↑ proportion of risk managed by others
- ↑ understanding of our work
- ↑ value for money
- ↑ delivery on our obligations to Māori
- ↓ regulatory instruments
- ↓ costs

APPENDIX B:

MPI's core business systems

MPI'S OUTPUT CLASSES AND OUTPUTS CATEGORISED BY CORE BUSINESS SYSTEM

PRIMARY PRODUCTION SYSTEM

Administration and Management of Crown Forestry Assets:

- Management of Crown Assets

Administration of Grants and Programmes:

- Adverse Climatic Events Recovery Assistance
- Primary Growth Partnership
- Afforestation Grants Scheme
- Sustainable Farming Fund
- East Coast Forestry Grants
- Community Irrigation Fund and Schemes

Animal Welfare Education and Enforcement:

- Enforcement of New Zealand's Animal Welfare Regulatory Framework

Implementation of Emissions Trading Scheme and Indigenous Forestry:

- Implementation of the New Zealand Emissions Trading Scheme

Development of Policy Advice:

- Agriculture and Forestry Policy Advice
- Fisheries Policy Advice
- Operational Advice on Sustainability and Management Controls in Fisheries

Implementation of Policy Advice:

- Implementation of Agriculture and Forestry Policy Advice
- Aquaculture
- Fisheries Enforcement and Monitoring
- Fisheries Management

BIOSECURITY SYSTEM

Development of Policy Advice:

- Biosecurity Policy Advice

Border Biosecurity Risk Management:

- Border Biosecurity Monitoring and Clearance
- Border Biosecurity Systems Development and Maintenance

Domestic Biosecurity Risk Management:

- Biosecurity Incursion Response and Long-term Management
- Domestic Biosecurity Surveillance

Implementation of Policy Advice:

- Implementation of Biosecurity Policy Advice

FOOD SAFETY SYSTEM

Assurance:

- Certification Services
- Import Clearance
- Issue Approvals
- Verification Services

Information:

- Respond to Enquiries

Development and Implementation of Policy Advice:

- Development of Policy Advice
- Implementation of Policy Advice

Response:

- Manage Emergencies and Events

Standards:

- Science-based Standards and Non-regulatory Tools to Support and Drive Industry Compliance