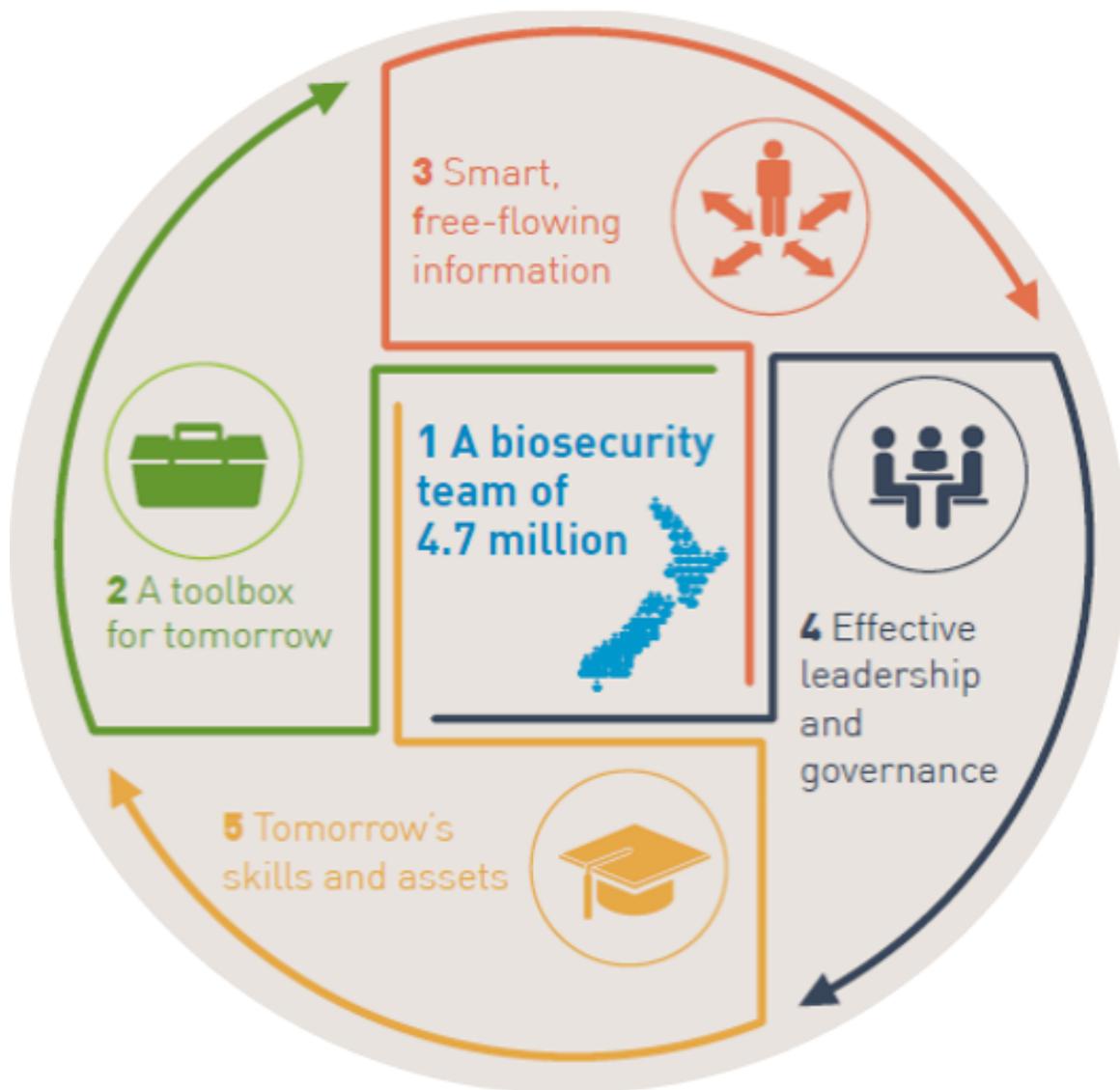


BIOSECURITY 2025



ENGAGEMENT PLAN



Strategic Direction 1

A biosecurity team of 4.7 million

Strategic Direction 1: Working Group Members

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Executive Summary

This Engagement Plan (the Plan) seeks to shift how we, as New Zealanders, think about biosecurity, how it connects to our everyday lives, and how people can get involved. We all benefit from a strong and resilient biosecurity system – and we all suffer the consequences when it's not.

It's everyone's gig

The Plan is the start of a journey. It's been developed for biosecurity system participants, by biosecurity system participants. As you read through the Plan you'll see reference to 'we' and 'our' throughout – these words encompass all biosecurity participants, like you. For the Plan to be successful, we all need to take responsibility for making it happen. Its success significantly contributes to our social licence to operate. There's much to do and the Plan will evolve over time. Our targets and programmes will be regularly reviewed to ensure we're on the right track as we build our biosecurity team of 4.7 million.

Creating a 'movement'

The premise of the Plan is about creating a movement. There's already a tremendous amount of work being done, from individuals participating in weed and predator-control activities, businesses increasingly building biosecurity programmes into their operations, emerging organisations providing expertise and new technologies, through to iwi and hapū seeking greater involvement in the biosecurity system.

To help bring all this together, we'll create an independent biosecurity brand supported by an initial campaign, with the objective of connecting the people, actions and activities already happening across the biosecurity system.

Our Unification Programme pulls together system participants and those that knowingly or unknowingly participate in biosecurity – and those yet to do so. It will be the engine by which people, businesses and organisations will be able to see where they fit, and how they can come along on the journey – to become part of the movement.

Programmes, actions and activities

In addition, the Plan identifies nine initial target audiences, and includes a range of actions, activities and programmes out to 2019. For example, as mail parcel volumes continue to increase, and online fulfilment centres are introduced in Australia, one focus of activity will be with online purchasing. Another focus will be on increasing Māori participation within the biosecurity system. This includes helping build hapū-based biosecurity capability – for example, providing a myrtle rust hapū training package. Other programmes will build on successes already happening across the system, including supporting current biosecurity networks, leveraging and expanding existing business biosecurity initiatives, and the development of industry focused extension programmes along with specific targeted behaviour-change programmes.

Celebrating the efforts of New Zealanders is important to the movement. We'll build on the inaugural New Zealand Biosecurity Awards, create new categories including opportunities to showcase the best and the brightest citizen science and technology, biosecurity reporting and writing, and innovative biosecurity programmes. We'll also look to include other forms of acknowledgement over time.

Measuring our success

Targets and measures have been identified as a means to define the direction of travel and measure the success of the plan and initial programmes. Baseline research will be commissioned to help with this. In addition, 19 success criteria have been identified and mapped to the proposed initial programmes of work, and will be used to measure our success as we implement the Plan.

Actions speak louder than words

The 4.7 million Working Group members encourage you to delve into the plan and see where you fit. If you have any questions, comments or suggestions, please email biosecurity2025@mpi.govt.nz.

Part 1

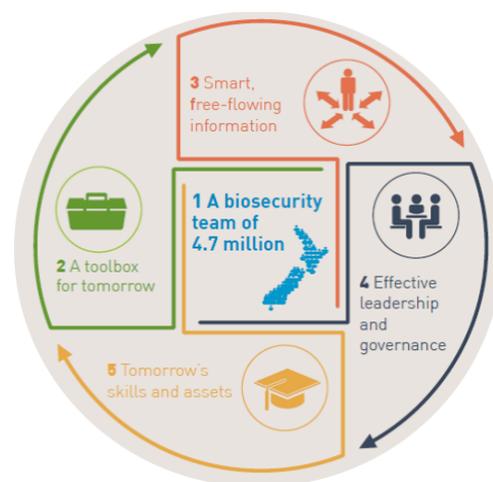
Introduction



Part 1: Introduction

This Plan sets out an approach and broad scope of actions and activities to address Strategic Direction 1 (SD1): A biosecurity team of 4.7 million.

Achieving a biosecurity team of 4.7 million people is an audacious goal. The Plan provides an outline for how we're going to achieve this. It's the start of a journey to 2025 – one that connects all the actions and activities already underway across New Zealand, and provides a road map of new actions, activities and programmes out to 2019 and beyond.



Background

The Plan has been developed in response to the release of *Biosecurity 2025 Direction Statement for New Zealand's biosecurity system* in November 2016 by the Minister for Primary Industries. Five Strategic Directions were identified in the Direction Statement, with each strategic direction complementing and reinforcing the others. The first strategic direction 'A biosecurity team of 4.7 million' was seen as crucial and a key part in delivering the other four directions.

Engagement Plan Scope

Our biosecurity system operates across three primary layers – in markets beyond our border, at the border, and within New Zealand. Each layer involves the multiple application of systems, policies, regulations and practices to prevent pests and diseases from entering New Zealand, or once in – eradicating or managing their impact.

To achieve our biosecurity team of 4.7 million, and effectively continue to minimise biosecurity risk, all layers of the biosecurity system need to be engaged. The 4.7 million Working Group acknowledges the enormity of this task, and recognises that to effect change, a targeted approach is required – expanding over time to include all the layers of the biosecurity system.

The initial focus of the 4.7 million programme over the first two years is predominantly aligned to engaging behaviour change around biosecurity risks occurring within New Zealand. This focus is driven by the underlying theme of the strategic direction – our biosecurity team of 4.7 million are Kiwis who live and conduct their business within New Zealand's borders. The Working Group considers the initial focus is warranted, as it provides the greatest visibility and connection for New Zealanders as we align and connect current actions and activities.

The 4.7 million Working Group considered the current actions and activities undertaken by the Ministry for Primary Industries and its partners at the border, particularly with regard to the passenger pathway, did not, at this time, require additional attention from the 4.7 million programme. The Working Group also acknowledged that while the best form of biosecurity defence is to manage the risks offshore, so that compliant passengers and cargo arrive at our borders, specific programme attention towards improving the international layer continues to be a significant role played by the Ministry for Primary Industries. The 4.7 million programme will look to encompass this layer in the future.

Developing the Engagement Plan

For a biosecurity team of 4.7 million to become and remain engaged in biosecurity...

...individuals, Māori, businesses and communities must ultimately be empowered to make and take positive biosecurity decisions and actions.

For a biosecurity team of 4.7 million to become and remain engaged in biosecurity, the operating principal underpinning this plan has been that individuals, Māori, businesses and communities must ultimately be empowered to make and take positive biosecurity decisions and actions.

Achieving the strategic directions set out in *Biosecurity 2025 Direction Statement for New Zealand's biosecurity system* requires a system-wide, collaborative effort. The development of the Plan requires an implementation process that enables involvement from central and regional government, iwi and hapū, GIA partners, industry, NGOs, communities, and other biosecurity participants. As part of this process, the 4.7 million Working Group was convened to develop the Plan, supported by a sub-group (to work through the intervention logic process), a small team from MPI, and an external Reference Group comprised of individuals who had expressed an interest in being involved in the development of the Plan.

The role of the 4.7 million Working Group

The 4.7 million Working Group was tasked with developing the Plan for SD1, including articulating what success would look like, and the development of appropriate baseline measures. Members of the Working Group included:

Davor Bejakovich, Wellington Regional Council
Kelly Bingham, Auckland University
Brett Butland, Auckland City Council
Alison Greenaway, Landcare Research
Andrew Harrison, Kiwifruit Vine Health
Kelvin Hastie, Crofton Downs Predator Free
Dave Hodges, DairyNZ
Edy MacDonald, Department of Conservation
Tim Fraser, 4.7 million Planning and Implementation Manager

Melanie Mark-Shadbolt, Te Tira Whakamātaki
Alby Marsh, Te Tira Whakamātaki
Edwin Massey, NZWineGrowers
Cath O'Brien, Air New Zealand
Richard Palmer, HortNZ
James Ryan, Trade Me
Mark Whitworth, Port of Tauranga
John Walsh, Ministry for Primary Industries (Chair)

Approach to engagement – Assumptions

Success of the Plan and its preparation have been guided by these assumptions:

- Achieving our biosecurity team of 4.7 million through increased involvement of individuals, communities, Māori and businesses will continue to protect our way of life, our natural and productive resources and our biodiversity from the harmful effects of pests and diseases.
- To achieve the aspiration of having a biosecurity team of 4.7 million, biosecurity needs to be made relevant for individuals, communities and businesses – connecting across different values.
- It can only be done through collaboration and partnership.
- A biosecurity movement will be created through a clear and constant articulation of the mission, and the development of discrete actions, activities and programmes that can be leveraged and scaled across communities, iwi and hapū, businesses and geographies.
- Individuals, communities, Māori and businesses are empowered and able to easily participate in improving biosecurity outcomes and complying with biosecurity requirements.
- Individuals, organisations, businesses and iwi/hapū see value in improving biosecurity outcomes, and will be prepared to commit time, energy and resources to the Biosecurity 2025 Direction Statement – and in particular the 4.7 million programme.

The Plan on a page

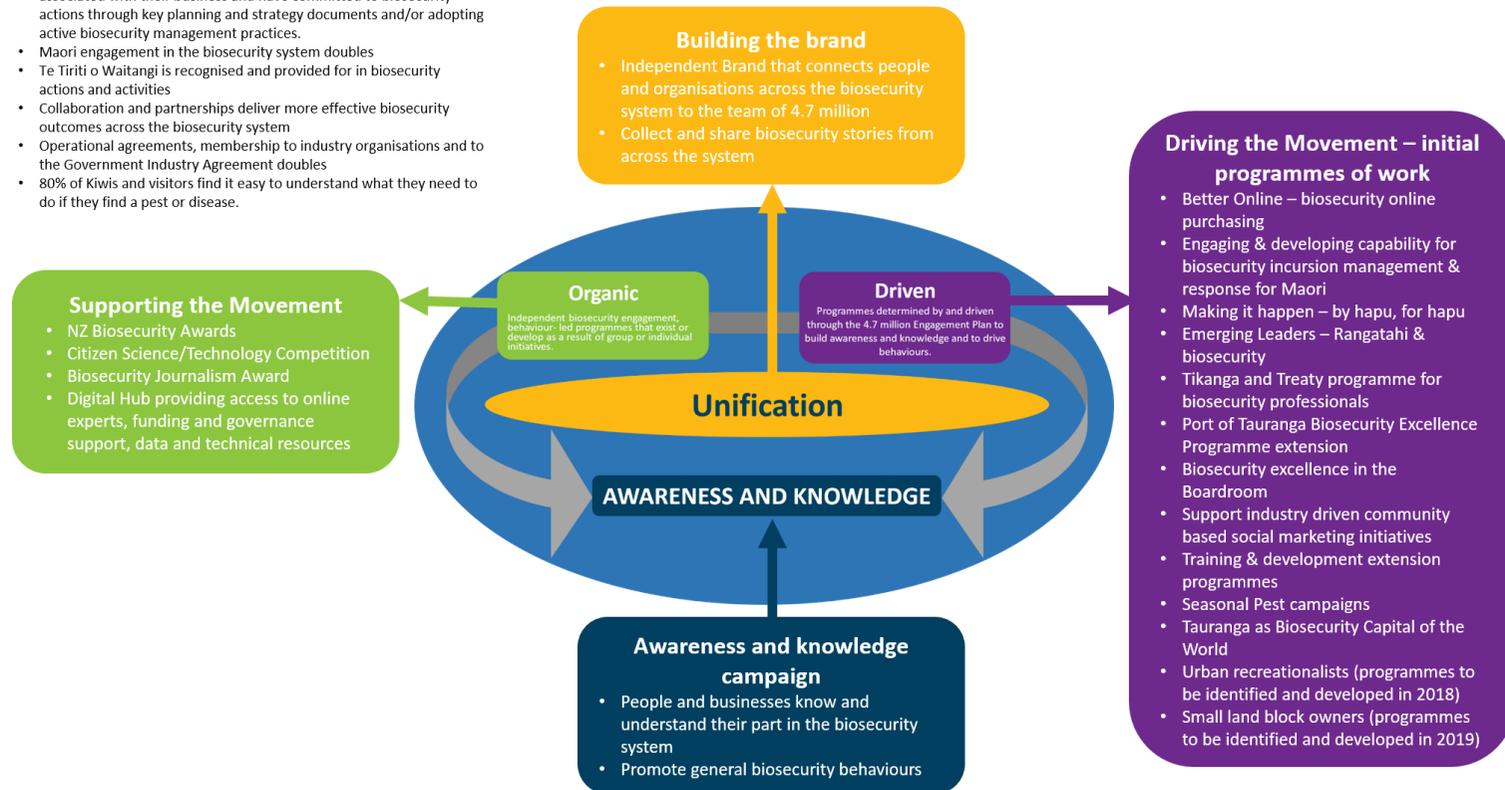
Creating a movement

Targets to drive action

- 75% of adult New Zealanders understand what biosecurity is and why it is important.
- 80% of Kiwis accept those involved in managing, controlling and eradicating pests and diseases to use appropriate tools and activities, such as controlled spraying, use of poison baits and/or movement restrictions.
- That the impacts on international trade from biosecurity incursions into New Zealand are minimised
- 500,000 NZs regularly take action to control plant or animal pests in their community.
- 90% of relevant businesses are actively managing pest and disease risk associated with their business and have committed to biosecurity actions through key planning and strategy documents and/or adopting active biosecurity management practices.
- Maori engagement in the biosecurity system doubles
- Te Tiriti o Waitangi is recognised and provided for in biosecurity actions and activities
- Collaboration and partnerships deliver more effective biosecurity outcomes across the biosecurity system
- Operational agreements, membership to industry organisations and to the Government Industry Agreement doubles
- 80% of Kiwis and visitors find it easy to understand what they need to do if they find a pest or disease.

Initial target audiences

- Individuals and small businesses purchasing goods online from overseas
- Iwi and Hapu Maori
- Import supply chain (includes freight forwarders, customs agents, brokers, ports etc)
- Producers and growers
- Tourism and hospitality operators
- Urban recreationalists (walkers, joggers, bikers, kayakers etc)
- Small Land Block Owners
- Community volunteers and professional amateurs



Part 2

Creating a Movement



Part 2: Creating a Movement

Purpose

To create a 'movement' by supporting and initiating actions, activities and programmes that enable individuals, Māori, businesses and communities to see and understand how they can be part of a biosecurity team of 4.7 million.

Overview of structure

The movement will be created through four essential elements (Organic, Driven, Unification, and Awareness and Knowledge).



These elements have been informed by four work streams:

Work stream 1	Work stream 2	Work stream 3	Work stream 4
A stock take of biosecurity activities and programmes that are currently underway at an industry, stakeholder, rohe, community and government level across New Zealand (excluding response activities)	Audience segmentation to identify and prioritise target audiences for developing and implementing specific actions, activities or initiatives (including behaviour-change programmes) over the next two years	Intervention logic based on B3 (Better Border Biosecurity) and the National Science Challenge methodology to propose programmes and activities aligned to achieving the outcomes needed to create a biosecurity team of 4.7 million	Baseline targets and success criteria research to understand current biosecurity knowledge, understanding and awareness in order to develop programme intervention success measures

Overview of movement elements

Organic

Our organic programme recognises that industries, agencies, organisations, individuals and communities undertake ongoing biosecurity work for their own purposes, and seeks to connect and align these to the movement.

Organic biosecurity actions, activities or programmes are defined by being developed and maintained in the absence of any central organisation directive. Organic biosecurity activities occur across a broad spectrum within the biosecurity system. At one end, community groups or individuals might initiate local trapping or weed eradication programmes; at the other end, businesses, agencies or industry groups such as the horticultural sector may initiate and promote specific biosecurity programmes – for example, ‘Catch it, Snap it, Report it’. These organic programmes, operating independently, may seek or require some form of partnership or collaboration with other agencies, businesses, industry groups, or with Māori or philanthropic organisations to further their objectives and goals.

Organic biosecurity programmes are essentially activities that are developed by groups, businesses or individuals as a response to specific needs and priorities. These can include ‘business as usual’ activities, reflecting the biosecurity priorities of particular organisations, agencies or businesses, including biodiversity. For some groups, often the best support central agencies can provide is to get out of the way. Their actions and activities contribute significantly to the ongoing resilience of the biosecurity system as a whole.

To create a movement, we need to connect and align the vitality and importance of the biosecurity system – in all its variety - and the success of the system is fundamentally dependant on the continued contribution of everyone, no matter the scale. Greater contribution and enlistment is vital if we’re to succeed in creating a movement.

The ongoing success of organic programmes underpins the success of our biosecurity movement – this is, after all, where the majority of our biosecurity team of 4.7 million will connect, and experience the relevance of biosecurity in their everyday lives.

To activate the movement, our Unification Programme will help grow these organic activities by highlighting and championing them through social media activity, developing and creating multiple media opportunities, and connecting them with potential partners and collaborations. We’ll also look to support such positive biosecurity behaviours and actions through more traditional means – for example, enhancing and improving access to agencies such as regional councils, and operational arms of government involved in biosecurity such as Ministry for Primary Industries and Department of Conservation. In addition, we’ll be exploring connections and associations with other programmes around water, science and business innovation – especially with regards to improving community-group governance – as good local action-group governance significantly improves access to external funding sources.

Organic programmes will also be publicly celebrated through an annual premier New Zealand Biosecurity Awards programme.

Driven

Driven programmes are programmes developed by, and driven through, the 4.7 million Engagement Plan, to build awareness and knowledge, and to change behaviours.

The intention, through these types of initiatives, is to create a collective effort across the country where every New Zealander becomes a biosecurity risk manager, and every business manages its own biosecurity risk. In addition, specific driven programmes will be directed towards priority target audiences and identified behaviour changes.

Core behaviours

Three ‘core behaviours’ identified by the 4.7 million Working Group will inform the development of driven programmes and high level behaviours we want to encourage. They are:

Core behaviour 1	Core behaviour 2	Core behaviour 3
<p>Movement of goods and people at the border and within New Zealand</p> <p><i>We want people to do the right thing at the border and across New Zealand to manage biosecurity risk.</i></p>	<p>Readiness and vigilance</p> <p><i>We want people to be vigilant, as early detection of pests and weeds increases the opportunity for eradication, and helps create the social license to operate. We want to improve people’s readiness to respond to incursions.</i></p>	<p>Pest control and management</p> <p><i>We want people to help manage pests that have been established in New Zealand and we may not entirely be able to eradicate. This also applies to managing domestic pathways.</i></p>

Priority target audiences

From these core behaviours, the Working Group – through a combination of risk and opportunity assessment information, expert knowledge, a stock take of current programmes, and a facilitated workshop – have identified the following priority target audiences¹ for driven programmes:

1. Individuals and small businesses purchasing goods online from overseas
2. Māori
3. Import supply chain
4. Producers and growers
5. Tourism and hospitality operators
6. New migrants
7. Urban recreationalists (walkers, joggers, bikers, kayakers, etc)
8. Small land block owners
9. Community volunteers and professional amateurs

Both the core behaviours and priority target audiences were then used to inform an intervention logic framework – from which specific programmes of work have been developed.

Unification

This is the engine of the movement. The objective of this programme is to provide opportunities and tools that align and connect, encourage and support, and celebrate biosecurity participants big and small, across the biosecurity system.

One of the first actions under our Unification Programme will be to develop an independent biosecurity brand, under which the movement can rally. The Unification Programme will look to broadly connect and encourage actions and activities across the biosecurity system. This will include actions to assist getting access to the right technical expertise at the right time, access to science

¹ These priority target audiences may change over time, as new information comes to hand and new risk profiles emerge.

and tools, for example, in rapid pest identification for citizen scientists, and improved access to relevant data sources.

The programme has four key elements:

1. a brand concept
2. a campaign that creates a movement through awareness and knowledge
3. a Digital Team Hub or Centre of Excellence
4. a celebration/champions component

Awareness and Knowledge

Raising national awareness and knowledge about biosecurity is the first of our goals, and will be initiated with a campaign, including paid and unpaid events and activities. Underpinning our Awareness and Knowledge programme will be a focus on ensuring better understanding of our biosecurity system, and that better biosecurity behaviours are an integral part of our cultural and business norms. The success of this programme will generate an improved social license to operate.

The plan for implementing this particular programme is to utilise content derived from both driven and organic programmes, to create deeper public awareness and knowledge. This content-driven approach enables a consistent stream of new material that can be targeted to specific audiences. The content approach will focus on authenticity, and will be audience-appropriate. Particular programmes of work will include the creation of individual and organisation champions. A Content House strategy (to identify and market stories and case studies) will be developed and implemented in conjunction with the branding work programme, in order to maximise the impact and messages across selected audiences. This could include, for example, cultural kaitiaki champions for rangatahi (Māori youth).

The Awareness and Knowledge programme will also connect with specific driven behaviour-change programmes, and promote behaviour-change messages for broader public consumption.

Māori Participation

Providing for the unique knowledge and perspective of Māori as environmental kaitiaki is required, if Biosecurity 2025 is to be successfully implemented. Māori are the voice for te taiao (the environment), and that voice is a clarion call to increase our efforts. The goals for SD1 include Māori actively participating as kaitiaki, and that Mātauranga Māori is incorporated into biosecurity outcomes. To achieve this, we acknowledge there is a need to support and build Māori capability, and connect Māori to the biosecurity system, including working with agencies and other biosecurity system participants.

The Plan has identified some immediate initiatives to support the process of greater, more effective Māori participation within the biosecurity system. For example, from a successful pilot, the Ministry for Primary Industries has already initiated myrtle rust surveillance training programmes in Taranaki and Te Puke.

We'll be working with Te Tira Whakamātaki (The Māori Biosecurity Network) as well as directly with iwi and hapū to develop and implement pilot engagement programmes that support long term relationships across the biosecurity system. It is also intended additional programmes, actions and activities will be implemented as further opportunities emerge.

Part 3

Programmes, actions and activities



Part 3: Proposed Programmes of work, actions and activities

The Unification Programme

The Unification Programme is the glue that binds engagement activity together, by providing a unifying ‘banner’ from which a movement of people, communities, and businesses can align and take action for biosecurity.

It links together: a mission or call to action, a universal visual identity, driven programmes focusing on priority target audiences, and the support and encouragement of organic programmes.

The four elements of the Programme, outlined below, work together to create a connection between biosecurity participants, encouraging New Zealanders to belong to the movement, to create social licence for the biosecurity system to operate, and to celebrate biosecurity successes across industry, government, individuals, iwi and hapū, and local communities.

1. A Brand Identity – 4.7 million movement concept that creates a sense of belonging

Development of an independent brand will resonate and connect with as wide an audience as possible, including a call to action and a connection to being part of a movement. This piece of work will also include the development of a marketing and communications strategy to support, promote, and encourage biosecurity system participants to align themselves to the movement.

It’s a lasting creative idea that provides a vehicle for ongoing campaigns that engage the public and particular target audiences. It’s an inclusive unifying idea that recruits New Zealanders to join the 4.7 million movement. It creates relevance across audiences, transcending differences by focusing on commonalities and social coherence. For example, it’ll speak to New Zealanders about who they are, what they care about and what they need to protect. It’ll offer a sense of belonging to a movement, and give profile to existing biosecurity initiatives (organic programmes).

It also includes a Visual Identity or ‘badge’ that can be used by existing and new biosecurity programmes, to show they’re part of the movement. This is one of the first pieces of work to be undertaken. All programmes can use the ‘badge’ to show their affiliation (within Brand Guidelines, that ensure the integrity of the programme through quality application).

Use of the brand and visual identity will initially be brought to life by the Awareness and Knowledge Campaign and the Digital Team Hub.

The biosecurity brand concept will work alongside existing brands and programmes (for example, Predator Free 2050), adding to, and not diminishing or cannibalising existing brand equity or membership.

The Unification Programme Guiding Principles

Everyone has a role to play – we learn from our experience and share learnings with others. Collaborative approaches and wide participation are enabled and encouraged, and the role of tangata whenua as kaitiaki and Mātauranga Māori are recognised and provided for.

- 2. Awareness and Knowledge Campaign creates a movement, by inviting New Zealanders to take action as part of a team, and bringing the Brand Concept to life.** It uses a multifaceted range of marketing and communications activity aligned to the Brand Concept, and is designed to increase participation in the biosecurity system.

It employs a relevant media mix, including public relations and a news media launch, a television presence which could include a television or YouTube series, and a major focus on online marketing given its cost-effective, targeted and measurable nature.

The Campaign provides incentives to show your support, showcase your actions and belong, by using appealing biosecurity champions. These champions will be made up of everyday New Zealanders running organic programmes – for example, Weed Busters, Pest Free NZ, Hapū in the Far North taking action to control sea squirt/Pyura – along with well-known celebrities, border security officials, DOC rangers, business leaders, and trusted advisors such as veterinarians and farmers who are respected in their communities. These champions will share their biosecurity stories to encourage people to see themselves as part of the movement. The Campaign uses exceptional content in social media that people want to view, comment on, and share.

Its purpose is to increase awareness of what the biosecurity system is and why it's important, and to recruit to the Team. It's focused on encouraging and enabling people to participate, and to sign up to the Team.

We want people to identify with belonging to the movement. This could involve some form of sign-up. One benefit is the opportunity to build a database of people and organisations who want to hear more and do more for biosecurity. Mechanisms such as software that allows automated personalised conversations with the movement will be explored.

The Campaign also provides a profile for organic programmes by promoting their stories and supporting their search for volunteers and members, so they can also achieve their goals.

3. Digital Hub – a collaborative digital centre of excellence

The 4.7 million Working Group identified the need to develop communication tools that provide access to technical expertise and links to other biosecurity communities and groups. The Working Group considered the use of digital platforms or portals where people, businesses, and Māori can connect with all they need to know about becoming a successful 'biosecurity manager' should be explored. Access to a digital hub (or potentially distributed network) may be through registration, as a means to collect some high level information about organic programmes, as part of understanding the biosecurity participant landscape. Research will be undertaken to determine

It's a collaborative online space and a centre of excellence where people can connect to everything they need to know about being a 'biosecurity champion' – at home, in their community group, in their hapū, iwi, or Māori Authority, and in business.

the appropriateness and potential use of such platforms. It's envisaged the platform would enable access to experts, champions and trusted advisors, data, information on potential funding sources, and the promotion of registrant products and services.

It has exceptional content that inspires and makes it easy to take action. Content can be shared in social media (e.g. Biosecurity Team 4.7 m TED Talks). Here's where people can also interact with champions who comment and respond.

The digital hub also provides a focal point for the outputs from each of the other Strategic Directions. For example, the digital team portal provides the basis for achieving the SD3 targets of:

- a publicly-accessible network enabling electronic access to organism data held by central government agencies, regional councils and Crown Research Institutes
- automated and targeted alerts about emerging risks available to all participants across the biosecurity system

Existing biosecurity platforms such as *Bionet* will be investigated as potential digital platforms. This connects with the SD2 Initial Action ‘to provide an effective platform for sharing information about pest management tools and best practice, to support participation by Māori, agencies, industries and community groups.’

- 4. Celebrating our biosecurity team of 4.7 million** will be both through the sharing of our champions’ stories, and also through further developing the New Zealand Biosecurity Awards programme, which builds from and includes winners from existing biosecurity award programmes (such as DOC’s Green Ribbon and the New Zealand Biosecurity Institute Biosecurity Awards) already occurring across the system.

Other elements that will be part of the initial work for our Unification Programme include supporting and encouraging existing biosecurity networks such as the New Zealand Biosecurity Institute, Te Tira Whakamātaki – Māori Biosecurity Network, and Regional Council’s Biosecurity Forum – along with its associated networks. Attention will also be given to developing new networks such as a community-based social marketing network, to support producers and growers, hapū and community initiatives.

Driven Programmes

Collaboration and partnership with iwi and hapū, businesses, industry organisations including members of the Government Industry Agreement (GIA), community groups, NGOs and philanthropic organisations will be key to the success of the driven programmes. It’s everybody’s gig! Our initial programmes of work are an amalgam of risk and opportunity – across both the priority target audiences and the identified core behaviours. For example, the myrtle rust incursion has created the opportunity and motivation to partner and collaborate with Māori over a range of initiatives – with surveillance training initiatives already underway.

In association with the Unification Programme, these programmes will also help bring together parts of the biosecurity system, and provide further content to support our biosecurity champions initiative and stories for our Content House. In addition, the programmes will be able to leverage the awareness and knowledge campaigns to help drive specific behaviour change actions.

Our programme initiatives are interlinked, and have been designed to help amplify and encourage ongoing engagement and action, bringing to life the movement and building our biosecurity team of 4.7 million – and in turn strengthen social license. Having social license is critical for biosecurity, especially when responding to incursions. Social license is when an action has the ongoing approval within a local community and other stakeholders, or ongoing approval or broad social acceptance.

The proposed initial programmes of work are listed on the following pages, by identified priority target audience:

1. Overseas and domestic online purchasers

Programme of work	What we are going to do
<p data-bbox="252 282 472 427">Better Online – online biosecurity behaviours for purchasing</p> <p data-bbox="252 477 480 584">Core Behaviour <i>Moving goods and people</i></p>	<p data-bbox="526 282 1377 696">From 2003 – 2014, mail parcels into New Zealand increased by 216%. Earlier this year, Amazon announced its intention to launch into Australia with its full suite, including Amazon MarketPlace, Amazon Prime and eventually Amazon Pantry and Amazon Fresh. The online marketplace just got busier in this part of the world. Back here in New Zealand, a local grower of Asian vegetables reported to Lifestyle magazine that he inadvertently imported seeds from a website which, when they grew, were not at all what he expected. The grower, not familiar with hanzi (Chinese characters), ordered the wrong thing from an online catalogue. A simple mistake – with potentially big consequences.</p> <p data-bbox="526 730 1362 1025">Our permissive online environment enables all New Zealanders to easily touch the world, importing and purchasing all manner of goods and services – increasing the potential for an inadvertent biosecurity incursion. However, the same online environment provides an opportunity to connect with many New Zealanders, targeting specific audiences such as gardeners, aquarium owners or even second-hand dealers who might import the occasional tractor, trailer or earth mover.</p> <p data-bbox="526 1059 1385 1435">An early campaign targeting the purchase of online goods from offshore sites will be initiated. Specific audiences such as those who may seek to import seeds, especially of the decorative variety, will be a focus. The mail pathway is particularly vulnerable to small quantities of imported seeds that may, for example, be embedded in stationery products. Digital channels, videos and content from our champions programme will be used to underscore positive biosecurity messaging and behaviour prompts. Biosecurity behaviours such as ‘care in opening’ will be developed and promoted in an audience appropriate manner.</p> <p data-bbox="526 1480 1353 1742">In 2018/19 we’ll also be developing a series of online campaigns promoting a range of general biosecurity behaviours that can be applied across a range of audiences and situations. These campaigns will also seek to capitalise on any biosecurity news events, as mechanisms to further amplify positive biosecurity messaging. Resourcing for the programme will be sought from industry and biosecurity system participants.</p>

2. Māori Participation

Programme of work	What we are going to do
<p>Engaging and developing capability for biosecurity incursion management and response</p> <p>Core Behaviour <i>Readiness and vigilance</i></p>	<p>In response to the adage ‘never waste a good crisis’, surveillance training hui for Māori has been initiated around myrtle rust. Over 20 hui have been held in Taranaki and Te Puke to date, and further are scheduled.</p> <p>Additional capability-building initiatives will be developed and explored in the form of collaborative arrangements with other system participants, particularly in relation to building greater tikanga and Treaty awareness amongst biosecurity professionals.</p> <p>Resourcing for the programme will be sought from industry and biosecurity system participants.</p>
<p>Making it happen – by hapū, for hapū</p> <p>Core Behaviours <i>Moving people and goods</i></p> <p><i>Readiness & Vigilance</i></p> <p><i>Pest Control & Management</i></p>	<p>As part of the consultation process in developing Biosecurity 2025, a Māori Focus Group was convened. One of its recommendations was to establish a Kāhui Māori (Marae-based biosecurity cluster or network). Biosecurity participants will do this by working directly with hapū to actively apply the principles of kaitiakitanga and Mātauranga Māori in pragmatic ways. We’ll create a partnership initiative with hapū as a means to pilot how best to build hapū capability in biosecurity, as well as connecting with the system itself. From this, an indigenous biosecurity management model will be created that can be used across the rohe, and which could be incorporated into other management models.</p> <p>Hapū and iwi have indicated they would like to collaborate with MPI and its partners to begin developing the pilot initiatives, including regional hapū-based initiatives.</p> <p>Resourcing for the programme will be sought from industry and biosecurity system participants.</p>
<p>Emerging Leaders – Rangatahi and biosecurity</p> <p>Core Behaviours <i>Moving people and goods</i></p> <p><i>Readiness and vigilance</i></p> <p><i>Pest control and management</i></p>	<p>Rangatahi are the best investment in unleashing active Māori engagement in biosecurity. We’ll work with hapū and Māori networks in the natural resources sector, including Te Tira Whakamātaki, to identify Year 12/13 rangatahi who have an interest in the natural sciences. We’ll develop a mentorship programme in partnership with industry, and support this with three tertiary scholarships per year of \$5,000 each.</p> <p>In addition, we’ll actively seek and enlist biosecurity champions who are able to effectively connect with rangatahi. We’ll work with the biosecurity champions to develop a specific outreach programme that has high relevance to rangatahi – in a way similar to that developed by Mike King for rangatahi in the North around suicide prevention.</p>

Programme of work	What we are going to do
	Resourcing for the programme will be sought from industry and biosecurity system participants.
<p>Tikanga and Treaty programme for biosecurity professionals</p> <p>Core Behaviours <i>Moving people and goods</i></p> <p><i>Readiness and vigilance</i></p> <p><i>Pest control and management</i></p>	<p>During the Biosecurity 2025 consultation process, the Māori Focus Group strongly recommended MPI and other biosecurity agencies be supported and resourced for the internal capacity and capability to engage meaningfully with Māori, and consider Māori perspectives on biosecurity matters. This would include capability and capacity in tikanga, an area in which MPI, as biosecurity system leader, needed to lead by example.</p> <p>A programme will be created, in consultation with hapū and Māori natural resource networks including Te Tira Whakamātaki, to give biosecurity leaders and professionals a deeper understanding of Tikanga and the role of Te Tiriti o Waitangi. Resourcing for the programme will be sought from industry and biosecurity system participants.</p>

3. Import Supply Chain

Programme of work	What we are going to do
<p>Port of Tauranga Biosecurity Excellence Programme extension</p> <p>Core Behaviours <i>Moving people and goods</i></p> <p><i>Readiness and vigilance</i></p>	<p>Working in partnership with Kiwifruit Vine Health, the Ministry for Primary Industries and other government agencies, as well as iwi, industry and science organisations, the Port of Tauranga’s goal is that there are no biosecurity incursions coming through the port.</p> <p>As winners of the inaugural New Zealand Biosecurity Industry Award, we’ll support the Port of Tauranga and KVH to extend its Biosecurity Excellence programme to other ports across New Zealand. This programme links to B3 research #28 Biosecurity excellence in port communities, and will actively support other Port Companies who are looking to improve their biosecurity programmes.</p> <p>This programme also supports and links to Māori participation, through the involvement of Tauranga A Moana’s Māori Biosecurity Network.</p> <p>Discussions will be held with the Port of Tauranga and KVH to determine who will lead the project. Resourcing for the programme will be sought from industry and biosecurity system participants.</p>
<p>Biosecurity excellence in the boardroom</p> <p>Core Behaviours <i>Moving people and goods</i></p>	<p>As an initial action, turning outcomes into reality, the Biosecurity 2025 Direction Statement identified a key action: building corporate awareness of biosecurity by working with business organisations to support businesses, and embed biosecurity in business planning and every day decision-making. This will initially be focused on the top 100 importers.</p> <p>We’ll develop a collaborative programme and initiatives with industry partners, that bring biosecurity consciousness and commitment into</p>

Programme of work	What we are going to do
	<p>the Boardroom and with Company Directors, especially through key planning and strategy documents. This will include supporting the work already underway through the DCANZ ‘biosecurity through social responsibility’ programme.</p> <p>As well as discussing with other industry system participants, we’ll explore the opportunity to pilot such a programme with the Customs Brokers and Freight Forwarders Federation of NZ Inc, who have a very strong interest in improving biosecurity outcomes.</p> <p>Resourcing for the programme will be sought from industry and biosecurity system participants.</p>

4. Producers and Growers

Programme of work	What we are going to do
<p>Support industry driven community based social marketing initiatives</p> <p>Core Behaviours <i>Moving people and goods</i></p> <p><i>Readiness and vigilance</i></p> <p><i>Pest control and management</i></p>	<p>In March 2017, Kiwifruit Vine Health and DairyNZ, supported by the Ministry for Primary Industries, hosted a community-based social marketing workshop to explore how social marketing could be used to strengthen on-orchard and on-farm biosecurity practices. Around 60 participants from across industry and related biosecurity agencies took part. There was a strong call from the workshop to establish a social marketing training network.</p> <p>We’ll be working with industry participants to establish and implement an industry-based social marketing training network.</p> <p>The workshop also identified the need to better understand how people make behavioural decisions, and the sorts of information required to shift behaviours. We’ll be partnering with industry and social marketing experts to pilot a specific behaviour-change programme that could be used as a template for further community-based social marketing programmes.</p> <p>Resourcing for the programme will be sought from industry and biosecurity system participants.</p>
<p>Training and Development Extension Programmes</p> <p>Core Behaviours <i>Readiness and vigilance</i></p>	<p>In the year to date, outbreaks of myrtle rust across Taranaki, Te Puke and Kerikeri, an outbreak of <i>bonamia ostrae</i> in Big Glory Bay on Stewart Island threatening wild populations in Foveaux Strait, and the discovery of <i>mycoplasma bovis</i> in South Canterbury, have all put pressure on the biosecurity system and its participants. While biosecurity incursions are inevitable, continued readiness and vigilance is critical to ensuring a resilient biosecurity system.</p> <p>We’ll be working with industry participants to develop extension programmes for specific, identified risks. For example, we’ll discuss with DairyNZ, DCANZ, Fonterra and other related organisations, opportunities to improve compliance with and use of the NAIT system.</p>

Programme of work	What we are going to do
	<p>We'll also work with industry to identify specific areas that might require additional training and support, especially with regards to identified high-risk pests. Specific partnership training and support programmes will be developed and implemented.</p> <p>Partnerships and collaboration opportunities will be explored with relevant industry-training organisations, agricultural colleges and schools. This links directly to the SD5 Outcome of 'training and building capability'.</p> <p>We'll also work with industry to identify any quick-win tools that could be utilised to enhance readiness and vigilance. This programme of work will also link into Strategic Direction 2: A toolbox for tomorrow.</p> <p>In addition, engaging collateral around positive biosecurity behaviours suitable for orchard, vineyard and farm workers will be developed by industry partners, and distributed to field tea rooms, stock sale yards and other primary produce sales markets. Materials will also be produced for specific events.</p> <p>We'll also work with industry to develop best-practice workplace plans or biosecurity actions around higher risk biosecurity activities, such as stock movements for sale yards and primary produce market places – for example, local farmers markets.</p> <p>Resourcing for the programme will be sought from industry and biosecurity system participants.</p>

5. Tourism and Hospitality Owners

Programme of work	What we are going to do
<p>Seasonal pest campaigns</p> <p>Core Behaviours</p> <p><i>Moving people and goods</i></p> <p><i>Readiness and vigilance</i></p> <p><i>Pest control and management</i></p>	<p>Pests, weeds, and pathogens find their way into New Zealand through many different pathways. Our biosecurity system is set up as a series of layers, designed to successfully disrupt colonisation of unwanted organisms. High-risk pests are likely to hitch-hike their way into New Zealand. With increasing tourist numbers there's increased likelihood of unwanted pests hitching a ride over in personal luggage or equipment. Early in 2017 hotel workers successfully identified brown marmorated stink bugs (BMSB) that had obviously come over with tourists. This successful interception and reporting highlights the importance and value of tourist operators and industry workers, as part of our biosecurity team of 4.7 million.</p> <p>We'll be developing additional tools and collateral for the tourism industry to assist workers and operators in identifying and reporting high-risk pests. This will be in addition to the programmes already</p>

Programme of work	What we are going to do
	<p>being supported by industry and Ministry for Primary Industries – for example around BMSB.</p> <p>We'll also be engaging with tourism industry groups such as Tourism Industry Aotearoa (TIA) to explore how best to engage with tourist operators and get the right biosecurity messages out at the right time in ways that engage and activate.</p> <p>We recommend Strategic Direction 3: smart, free-flowing information to investigate the use of tourist-flow data within New Zealand in relation to high-risk pest seasons. This data and its application can help identify higher risk tourists (based on pest seasonality) and their domestic travel patterns – helping focus and target biosecurity behaviour-based messages and actions.</p> <p>Resourcing for the programme will be sought from industry and biosecurity system participants.</p>

6. New Migrants

Programme of work	What we are going to do
<p>New Migrants as biosecurity champions</p> <p>Core Behaviours</p> <p><i>Moving people and goods</i></p> <p><i>Readiness and vigilance</i></p>	<p>New Zealand's ethnic makeup is becoming more diverse. Those identifying with an Asian ethnicity will grow from 12 percent in 2013 to 17 percent in the mid-2020s, and to 21 percent in 2038. In addition, those identifying with a Pacific ethnicity will grow from 8 percent in 2013 to 9 percent in the mid-2020s, and to 11 percent in 2038.</p> <p>Connecting our new migrant communities in ways that resonate with their traditional cultural values, and the biosecurity behaviours we want to instil, is a key task for this programme. Research indicates barriers to migrant communities adopting positive biosecurity behaviours include not understanding the importance of biosecurity. Working with migrant communities, we will build on the programmes already in place at the border and pre-border, to develop appropriate behaviour-change messaging and information on the importance of biosecurity and its impacts. Additional programmes will be developed over time to address other barriers.</p>

7. Urban recreationalists

Programmes for this audience will be identified and developed in 2018.

8. Small land-block owners

Programmes for this audience will be identified and developed in 2019.

9. Community – volunteers and professional amateurs

Programme of work	What we are doing
<p>Tauranga as biosecurity capital of the world</p> <p>Core Behaviours</p> <p><i>Moving people and goods</i></p> <p><i>Readiness & Vigilance</i></p> <p><i>Pest control and management</i></p>	<p>The Port of Tauranga has the goal of no biosecurity incursions – born of first-hand experience in the real costs of a biosecurity incursion, economically and socially. The 4.7 million Working Group has identified a big idea: Tauranga as the biosecurity capital of the world.</p> <p>From a biosecurity perspective, the Bay of Plenty is well interconnected and is a biosecurity hotspot. The area hosts New Zealand’s biggest port, it’s a region of high-value horticulture export crops such as kiwifruit, and has a large and growing population, increasing in ethnic diversity. It’s close to Auckland. The region is bordered in the north by the culturally important Kaimai Ranges. Industry, government agencies and primary producers already work closely together.</p> <p>Tauranga Moana iwi have reached Treaty settlements (albeit awaiting passage of their legislation) and are looking to actively engage and participate in cultural and economic development projects. Community engagement around the region is strong.</p> <p>Tauranga is a microcosm of New Zealand, with all its biosecurity risks and opportunities. Achieving our big idea here creates the model, with all its complexity across the rest of New Zealand.</p> <p>We’ll initiate, in the first instance with Ngāti Ranginui of Tauranga Moana, a programme that connects, creates and activates actions, activities and initiatives that will lead to Tauranga being the biosecurity capital of the world.</p> <p>This programme will be an exemplar of collaboration and partnership, encompassing the values and guiding principles articulated in the Biosecurity 2025 Direction Statement. It’ll be a model of how working together can create and deliver great things.</p> <p>Resourcing for the programme will be sought from industry and biosecurity system participants.</p>

Existing behaviour-change programmes

Behaviour-change programmes already in operation across the biosecurity system will be connected and supported through the 4.7 million programme, without in any way diluting or cannibalising the messages. These include programmes such as ‘Declare or Dispose’ for passengers at the border, ‘Check, Clean, Dry’ which focuses on changing behaviours associated with freshwater recreation, ‘Catch, it, Snap it, Report It’ used by the wine industry for all potential biosecurity diseases, Kauri Die-back and Wilding Pine – as examples.

The proposed approach is to have discussions over time with the owners of these existing programmes, to determine the best way the 4.7 million programme can support them.

Organic Programmes

Organic programmes by their nature will occur independent of any centralised support or activation. They are, however, a critical element in developing our biosecurity movement. The Unification Programme will be a primary element in supporting this. The challenge is to identify across New Zealand the number, range, location and levels of participation of organic programmes, and by association, enable connection to the movement as well as providing access to tools, expertise and information on available funding sources.

Biosecurity system stocktake

A stocktake of biosecurity programmes currently in operation across the biosecurity system was undertaken as part of preparing this Plan. The objective was to get a high-level snapshot of biosecurity activities and programmes across the system.

The stocktake was expected to assist in understanding the type and extent of biosecurity-related activities being undertaken, their geographic spread, and the numbers of people involved. This information would then provide information on the scope and scale of existing programmes, which could be used to direct future support. Rather than attempting to survey small to medium sized community groups, it was assumed key organisations would be able to identify these through their day-to-day activities.

Methodology

Two separate stocktakes were undertaken. A stocktake of MPI-led activities and a stocktake of activities led by other organisations.

MPI stocktake

The first, as an exercise to test assumptions and questions, targeted MPI biosecurity managers and staff. Excluding response work, the survey covered activities occurring at the border, national scale programmes, those in association with partners, and those occurring at local scale.

External organisations stocktake

Following this exercise, other organisations were surveyed – with data collection tailored to each. The assumption was that across those identified organisations (listed below), most actions or activities occurring across the biosecurity system would be captured:

- Department of Conservation
- Regional Councils
- Māori Biosecurity Network (Te Tira Whakamātaki)
- Primary Sector Industry groups
- Environmental NGOs

Results

MPI-led activities

The MPI stocktake provided a useful insight into the range of actions, activities, and programmes that have been initiated, or actively supported through funding from a centre-led approach. The results indicate attention has been focused around specific behaviour-change border programmes, and programmes that are more directed towards long term management of identified pests, weeds and diseases. Programmes of activities vary in scale and longevity. Those focusing on the control and management of existing pests, weeds and diseases are characterised by collaboration and partnership. It's important to build on this.

External organisations stocktake

Results from the survey of other organisations were poor. For a number of possible reasons, the response rates from those organisations were so low as to not be useful.

The full stocktake report is available on request. Please email biosecurity2025@mpi.govt.nz.

Next Steps

The 4.7 million team will discuss the results of the stocktake exercise with the DOC Biodiversity Deputy Director General, DOC Predator Free New Zealand Director, and the Regional Council Biosecurity Managers Forum to determine the best approach for future data collection.

Existing networks and knowledge bases will be used to inform initial development of the Unification Programme. The Plan will be modified as new information is received.

Part 4

Making it happen



Part 4: Making it happen

Introduction

This part of the Plan details specific actions and activities out to 2019, and at a high level, what the future could focus on. A process for supporting implementation of the Plan – particularly over the first two years – is also identified. A high-level review of the Plan will be undertaken at the end of 2017 as the other Strategic Directions complete their work plans, and prior to the Steering Group finalising the overall Biosecurity 2025 Programme Implementation Plan.

We acknowledge there are gaps in both our initial priority target audiences, and initiatives focusing on the key environments of marine and freshwater. There will be others, and the Plan will evolve to include new audiences, risks and pathways as new information comes to hand.

Future key markers post-2019 have been identified as a means of articulating a desired direction of travel, out to 2025. Our research programme will provide baseline data to track and monitor implementation. Baseline research will be supplemented by additional specific programme research as required.

We also propose the Steering Group extend the life of the 4.7 million Working Group as a specific strategic direction implementation Working Group.

Implementing the Plan – the first two years

The 4.7 million Working Group

The Terms of Reference under which the 2025 Biosecurity Programme Working Groups operate disestablish the groups once their contributions to the Biosecurity 2025 Implementation Plan have been completed. This Engagement Plan has been prepared for biosecurity system participants, by biosecurity system participants, and involves a significant number of moving parts: from the development of an independent brand, building a movement, to working in collaboration and partnership to develop and deliver identified actions, activities and programmes. It needs continued governance.

The current 4.7 million Working Group recommends that consideration be given to extending the life of this group in order to support the 4.7 million implementation process. The Working Group will meet following the Steering Group's support for the Plan, to consider membership of the Group as it moves from the planning to implementation phase.

It's recommended the 4.7 million Working Group continue under its existing mandate until the other Strategic Direction work plans have been completed, and a Programme Implementation Plan has been approved by the Biosecurity 2025 Steering Group, at which time future arrangements will be reviewed.

Review of the Engagement Plan

The 4.7 million Working Group will undertake an initial high-level review of the Plan prior to the 2025 Biosecurity Steering Group finalising its Implementation Plan. This review will provide recommendations to the Steering Group before it finalises the 2025 Programme Implementation Plan.

Given the nature of the Plan, and that its success relies on the active participation of biosecurity system participants, the 4.7 million Working Group considers high level reviews of the Plan should

be undertaken annually, with a full review undertaken at three years, which would include comparative research from the baseline.

For Future Consideration – post 2019

Planning and implementation of SD1 has preceded the completion of other strategic direction work plans. The 4.7 million Working Group acknowledges there are strong interconnections to work being developed through the other strategic directions, and anticipates working collaboratively with other working groups as their plans emerge.

Strategic Direction 2 (A toolbox for tomorrow) – which includes tools for monitoring, analysis and participation – especially useful in promoting and driving citizen science. The provision of new tools and technologies also has implications for the social license to operate.

Strategic Direction 3 (Smart, free flowing information) – which impacts directly on communities, agencies, businesses and Māori having access to information – in ways that are easily digestible and usable.

Strategic Direction 4 (Effective leadership and governance) – where the goal of everyone having confidence in the system and its continual improvement is linked to the SD1 goal of awareness and knowledge – and maintaining a social license to operate.

Strategic Direction 5 (Tomorrow's skills and assets) – which links to education, especially of our young, including building and retaining capability – especially with regards to Māori participation.

Tools, Rules and Processes

While the initial focus of the Plan is weighted towards achieving greater awareness and knowledge of biosecurity, taking action, improving Māori participation across the system, encouraging and supporting greater collaboration and partnership, greater attention is needed around improving rules and processes. Future initiatives supporting improvement, specifically of rules and processes, will be influenced by existing programmes, such as the updating of import health standards, and the 'Trusted Traveller, Trusted Trader' programme. Issues arising from compliance with rules and processes will be monitored, and recommendations included in the first formal review of the Biosecurity 2025 Programme Implementation Plan scheduled for 2019.

Science

The 4.7 million Working Group acknowledges that harnessing science and technology can transform the way we do biosecurity. An area of specific interest is encouraging and supporting public discussion and debate over the uptake of new technologies and science, and participation in citizen science projects. As increasing pressure comes on the biosecurity system, the application of new tools and approaches may test the social license to operate. It's important we remain ahead of the public perception curve. Early public discussion and engagement around new tools and technologies can help shape and foster both application and implementation. For example, the use of CRISPR-Cas9 technology enables geneticists to quickly, cheaply and reliably edit parts of a genome by removing, adding or altering sections of the DNA sequence. An example of this in practice is the Consolidated Mosquito Abatement District in Fresno, California – a novel approach to mosquito control by applying a 'Sterile Insect Technique'. The goal is to explore the use of this technique to reduce or eliminate the number of mosquitoes in the community before the mosquitoes become infected with a disease like Zika and start spreading it. While this technology can significantly improve biosecurity outcomes, public disquiet – especially over genetically modified organisms remains.

A future programme could look specifically at advancing public debate and discussion around the use and application of such new and emerging technologies.

Other future initiatives include working with the science and tech communities to enable the uptake of new tools and technologies by local communities and individuals. Such an initiative is about creating a customer perspective around the technology or scientific application, to improve and accelerate technology uptake.

Information and data

Tapping into the wealth of data available, building intelligence and using powerful data analysis to underpin risk management is key to a resilient biosecurity system. How data is presented is critical to engaging our biosecurity team of 4.7 million. A future suite of initiatives should focus on developing publicly available dashboards that provide real-time information around incursion rates of new pests, weeds and pathogens. These dashboards could be updated through linked data systems that capture and aggregate individual and community datasets. This approach is already being used in the aggregation and display of trapping data from community-based predator-free programmes, and has led to a competitive approach between suburbs, driving further engagement and uptake. Such an expanded initiative would be supported by digital tools that enable accurate and efficient public reporting and feedback.

Developing the skills of our biosecurity team of 4.7 million

The first goal of SD1 is that New Zealanders and visitors be aware and knowledgeable about biosecurity. Underpinning any increase in a skilled biosecurity workforce is improved awareness and understanding of biosecurity. Specific awareness and knowledge programmes will be developed that target the education sector. In particular, attention will be paid to supporting Mātauranga Whakauka Taiao – Environmental Education for Sustainability Strategy and Action Plan 2017 – 2021.

Fresh water

Our fresh waterways are essential to New Zealand's economic, environmental, cultural and social well-being. Our fresh water resources give our primary production, tourism, and energy generation sectors a competitive advantage in the global economy, and are highly valued for recreational uses. Fresh water supports important parts of New Zealand's biodiversity and natural heritage, and has deep cultural meaning to New Zealanders.

Fresh-water pests can be any freshwater organism that has the potential to cause harm, for part or all of their life, to valued fresh-water species, ecosystems or environments. They include organisms that inhabit both fresh and brackish water. Fresh-water pests can have significant impacts on:

- commercial and recreational fisheries
- water intakes for irrigation and hydro power generation
- drinking water
- recreational values
- tourism expenditure
- existence values
- loss of native species
- management costs

Using the Freshwater Biosecurity Partnership Programme as the basis, we'll collaborate with fresh-water biosecurity partners to determine the best approach for Biosecurity 2025 to support the implementation of the programme. This includes supporting the review of the 'Check, Clean, Dry' behaviour-change programme.

Marine

Don McKenzie from Northland Regional Council won the Minister's Biosecurity Award for outstanding contribution to biosecurity. Don empowered his team, the Northland Regional Council and Northland community to develop what is considered to be a world-leading, marine-based biosecurity programme. The Northland Regional Council's Marine Pathway Management Plan utilises a three-pronged approach to managing the risks posed by marine pests:

- Dealing with the spread of new marine pests before they become established
- Sustained control of identified marine pests, to help manage the impact of those already established
- Dealing with the movement of marine pest species and discharges from in-water boat hull cleaning

For almost a decade Northland Regional Council has been the lead advocate for raising national awareness around marine biosecurity, and has worked with other agencies and organisations to lift New Zealand's efforts in this space. The Working Group considers this programme should be developed as a template, and leveraged into other marine geographies.

The Natural Resources Sector, Chief Executives Environment and Economy Forum have also indicated marine biosecurity threats are difficult to manage at the regional level. The Forum recommends new marine pests and their spread around NZ requires national-level leadership, and the development of a national marine pathway plan that clarifies priorities, actions and roles.

The 4.7 million Working Group supports this approach.

In addition, the 4.7 million Working Group has identified the aquaculture sector as an area for future programme and partnership focus.

Unification programme timeline for delivery

		2017					2018					
Activity		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Unification Programme	Develop agency brief and commission agency											
	Development of independent brand											
	Development of campaign approach											
	Scope Digital Hub											
Who is the Team of 4.7 million? (Awareness and Understanding Campaign) Better understanding of biosecurity system (who we all are and the parts we play)	Develop marketing and comms brand implementation strategy											
	Create Content House (develop Content Strategy – where we get content and how we use it to maintain momentum)											
Campaign	4.7 million media launch and market the brand story – rich content											
	Champions programme – (scope, plan execute)											
	Market content from 'Content House' strategy											
	Promotion of general biosecurity behaviours											
Incentivising the movement (Unification Programme)	Annual NZ Biosecurity Awards											
	Other events, shows, field days and related programmes											
	Citizen Science/Technology Competition											
	Biosecurity citizen journalism award											
	Digital Team Hub (possibly expand and extend BioNet)											

		2019											
Activity		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Unification Programme	Develop agency brief and commission agency												
	Development of independent brand												
	Development of campaign approach												
	Scope Digital Hub												
Who is the Team of 4.7 million? (Awareness and Understanding Campaign) Better understanding of biosecurity system (who we all are and the parts we play)	Develop marketing and comms brand implementation strategy												
	Create Content House (develop Content Strategy – where we get content and how we use it to maintain movement momentum)												
Campaign	4.7 million media launch and market the brand story – rich content												
	Champions programme - (Scope, plan execute)												
	Market content from 'Content House' Strategy												
	Promotion of general biosecurity behaviours												
Incentivising the movement (Unification Programme)	Annual NZ Biosecurity Awards												
	Other events, shows, field days and related programmes												
	Citizen Science/Technology Competition												
	Biosecurity citizen journalism award												
	Digital Team Hub (possibly expand and extend BioNet)												

Driven programmes timeline for delivery

Programme name	2017					2018					
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Better Online – biosecurity and the online purchases											
Engaging and developing capability for biosecurity incursion management and response for Māori											
Making it happen – by hapū, for hapū											
Emerging Leaders – Rangatahi and biosecurity											
Tikanga and Treaty programme for biosecurity professionals											
Port of Tauranga Biosecurity Excellence Programme Extension											
Biosecurity Excellence in the Boardroom											
Support industry-driven, community-based social marketing initiatives (orchards, vineyards, farms and development of CBSM network)											
Training and development extension programmes											
Seasonal Pest campaigns											
New Migrant Biosecurity Champions											
Urban recreationalists											
Small land block owners											
Tauranga as Biosecurity Capital of the World											
Research: baseline and programme specific research											
Other programmes: integration with initiatives from other strategic directions											

Programme name	2019											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Better Online – biosecurity and the online purchases												
Engaging and developing capability for biosecurity incursion management and response for Māori												
Making it happen – by hapū, for hapū												
Emerging Leaders – Rangatahi and biosecurity												
Tikanga and Treaty programme for biosecurity professionals												
Port of Tauranga Biosecurity Excellence Programme Extension												
Biosecurity Excellence in the Boardroom												
Support industry-driven, community-based social marketing initiatives (orchards, vineyards, farms and development of CBSM network)												
Training and development extension programmes												
Seasonal Pest campaigns												
New Migrant Biosecurity Champions												
Urban recreationalists												
Small land block owners												
Tauranga as Biosecurity Capital of the World												
Research: baseline and programme specific research												
Other programmes: integration with initiatives from other strategic directions												

Part 5

Research



Part 5: Research

In addition to the three targets outlined in the Direction Statement (75% of adult New Zealanders understand what biosecurity means and why it is important; 100,000 New Zealanders regularly take action to control plant or animal pests in their community; 90% of relevant businesses are actively managing pest and disease risk associated with their business), the Working Group recommends an increase in one target, and that additional measures or targets also be included as baseline measures.

The assumption is that including these additional measures, an overall indication of the success of SD1 can be measured. Further measures derived from the success criteria may be included as the Plan is implemented. The proposed targets have been mapped back to the Strategic Direction Goals.

Specific measures of success will be developed for all programmes initiated through the Plan.

Baseline Targets

What do the SD1 Targets mean?

As part of commissioning baseline research for SD1, the Working Group discussed what the initial three targets entail beyond their literal meaning. The Biosecurity 2025 Direction Statement also provided that in targeting relevant businesses, an initial focus would be on the five international pathways: craft, mail, cargo, passengers and express freight.

The Working Group agreed that in relation to the existing targets, the research should explore the following areas:

Target 1: 75% of adult New Zealanders understand what biosecurity means and why it is important

- 1.1) Do people understand what biosecurity means (the word and the concept)?
- 1.2) Do they understand why they should care (personal relevance and link to their values)?

Research against this target should also include an investigation of 'social license', in other words an exploration of how comfortable people are with biosecurity measures taken. This research could potentially also support SD2 outcomes regarding social license.

Target 2: 500,000 New Zealanders regularly take action to control plant or animal pests in their community (increased from 100,000 New Zealanders)

- 2.1) Are people playing their part in the biosecurity system?
- 2.2) Do they think they have a role to play?
- 2.3) Are they making a conscious choice to participate in the biosecurity system?
- 2.4) Are people part of a collective biosecurity effort (a community effort)?
- 2.5) Are people taking action to control unwanted pests and/or diseases, with the intention of having an impact beyond their own property?

This research could potentially also support outcomes for SD2 regarding tools for participation, and SD5 regarding biosecurity in education.

Target 3: 90% of relevant businesses are actively managing pest and disease risk associated with their business

This target will be assessed among a small group of high-impact businesses operating within relevant international risk pathways. Questions include:

- 3.1) Do businesses in international risk pathways see themselves as part of the biosecurity system?
- 3.2) Are they aware of how their activities could increase or reduce biosecurity risk?
- 3.3) Do businesses think beyond the compliance with minimum biosecurity standards?
- 3.4) Is biosecurity talked about in board meetings? Is it part of the agenda?
- 3.5) Are active processes in place to anticipate and reduce the likelihood of biosecurity risk (active compliance versus 'ticking the box')?
- 3.6) Is biosecurity taken into account in every-day business decision-making?

Additional Targets

Following the intervention logic process, additional measures or targets (*shown in italics below*) have been suggested for baseline purposes. These have been organised under each of the SD1 Goals and include the three targets identified in the Direction Statement:

Awareness and Knowledge

- 75% of adult New Zealanders understand what biosecurity is and why it is important.
- *80% of New Zealanders accept those involved in managing, controlling and eradicating pests and diseases will use appropriate tools and activities, such as controlled spraying, use of poison baits and/or movement restrictions.*
- *The impacts on international trade from biosecurity incursions into New Zealand are minimised.*

Taking Action

- *500,000 New Zealanders regularly take action to control plant or animal pests in their community.*
- *90% of relevant businesses are actively managing pest and disease risk associated with their business, and have committed to biosecurity actions through key planning and strategy documents and/or adopting active biosecurity management practices.*

Māori Participation

- *Māori engagement in the biosecurity system doubles.*
- *Te Tiriti o Waitangi is recognised and provided for in biosecurity actions and activities.*

Collaboration

- *Collaboration and partnerships deliver more effective biosecurity outcomes across the biosecurity system.*
- *Operational agreements, membership to industry organisations and to the Government Industry Agreement doubles.*

Tools, rules and processes

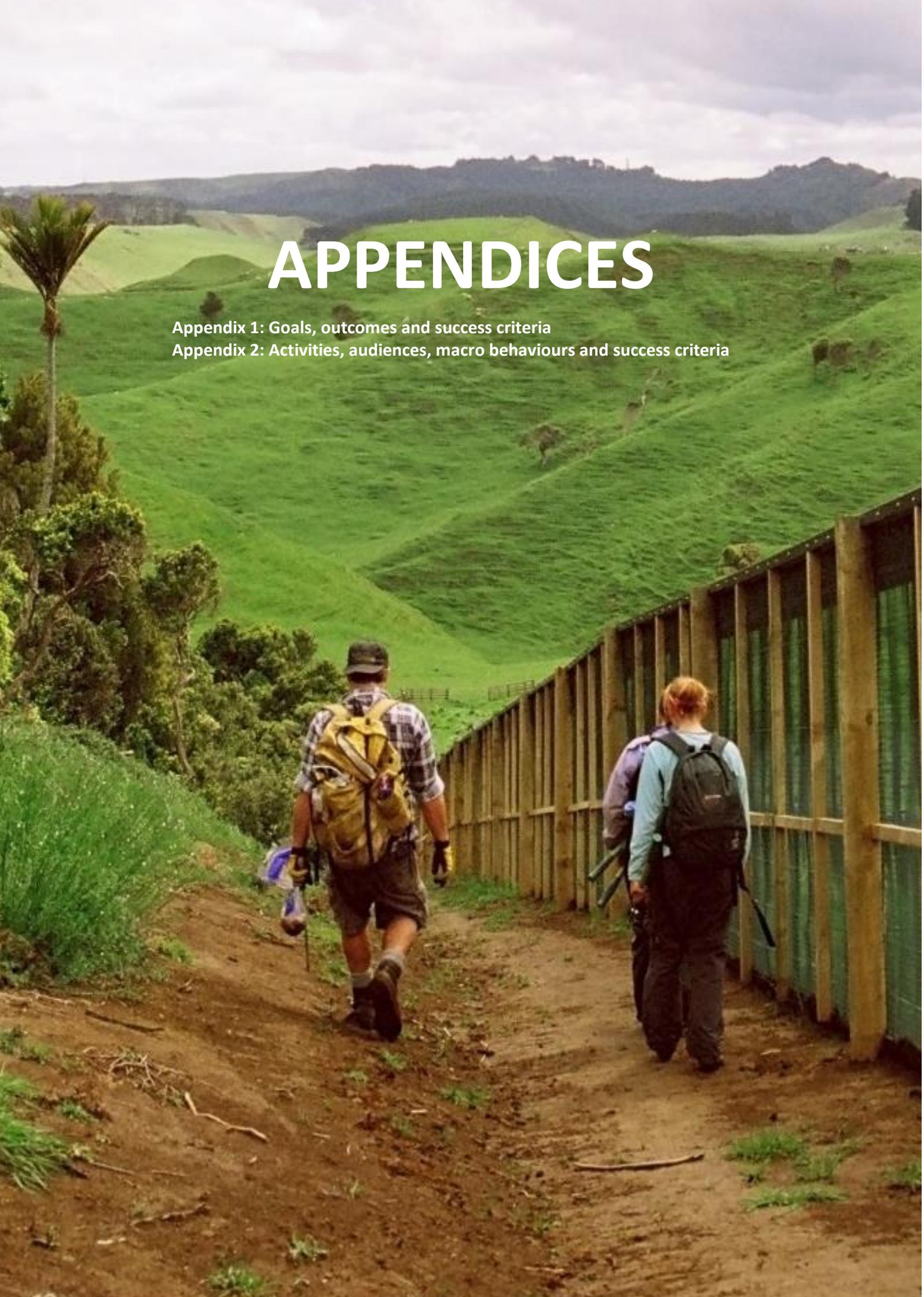
- *80% of New Zealanders and visitors find it easy to understand what they need to do if they find a pest or disease.*
- *An easy-to-use tool is available for use by industry and the general public, to enable fast, reliable identification and reporting.*

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APPENDICES

Appendix 1: Goals, outcomes and success criteria

Appendix 2: Activities, audiences, macro behaviours and success criteria



As part of its work, a sub-group of the 4.7 million Working Group undertook two facilitated intervention logic workshops, as a way to test its emerging Plan. The objective was to develop success criteria for SD1, and map these to the goals and outcomes of SD1. The exercise of mapping the SD1 goals and outcomes resulted in 19 success criteria across the five goals and 22 outcomes. In this way, the intervention logic process ensures the Plan directs its programmes towards achieving the stated outcomes for SD1.

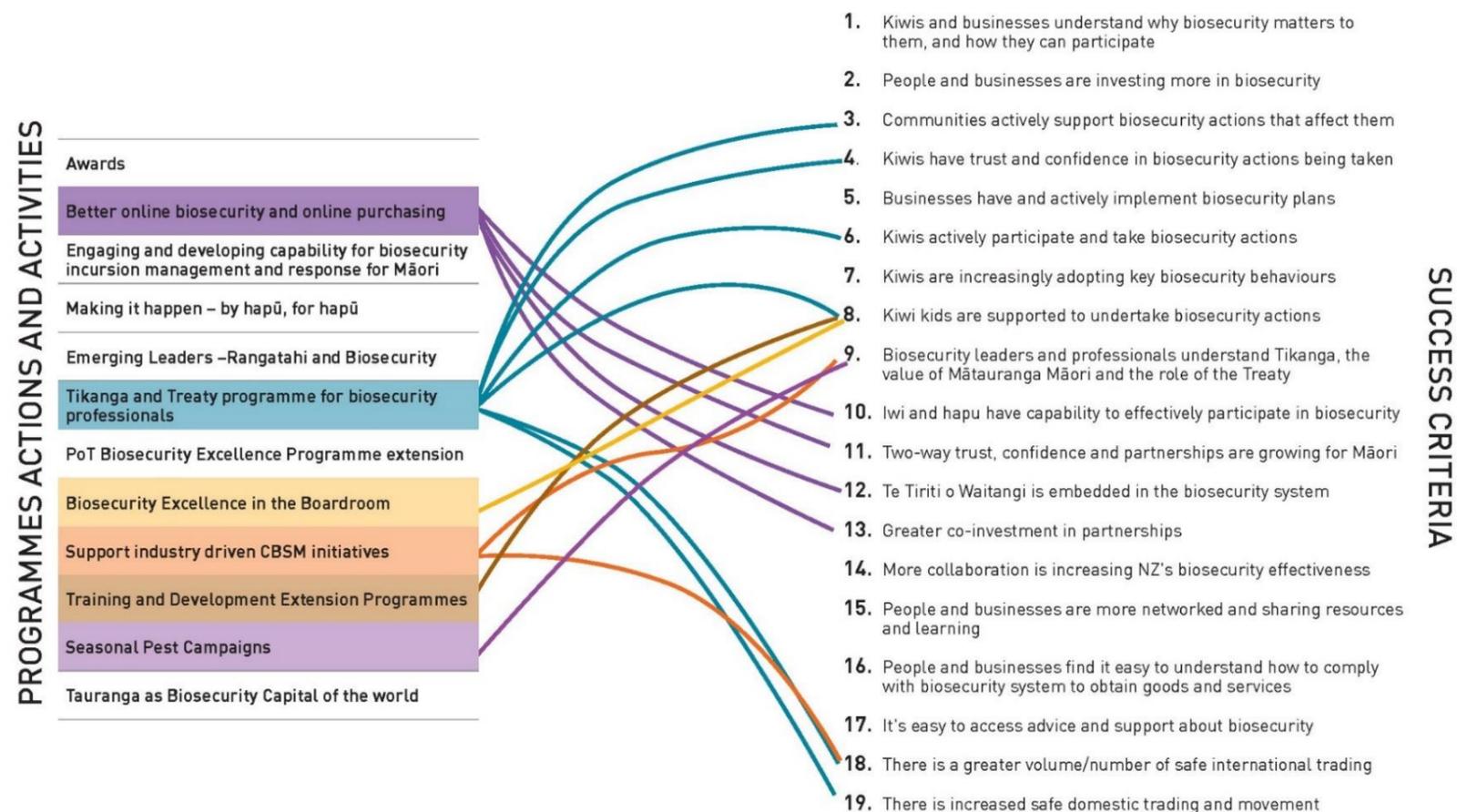
Targets were then tied back to the baseline research programme. In addition, the Working Group used the intervention logic framework as a mechanism to integrate the dual lens of the three macro-behaviours and the eight identified priority target audiences. Utilising this approach enabled the intervention logic flow – ‘if this, then this, and we will see...’

GAP analysis

We have taken a somewhat alternative approach to creating a gap analysis (see graphic on the right). **Our approach has been to show where programmes do not meet the success criteria.** From a graphical perspective, if we simply mapped all programmes that met the success criteria – we would have a spaghetti jungle of clashing colour which would simply fail to clearly illustrate where gaps exist. In general, all programmes map to most of the success criteria, and only **some** programmes do not meet **all** success criteria.

Where the graphic displays no link, this indicates that these programmes of work map to all success criteria. For example: the Awards programme links to all 19 of the success criteria.

GAP Analysis – Where activities **do not** map to success factors



Goals	Outcomes	Success Criteria
<p>Awareness & knowledge New Zealanders and visitors are aware and knowledgeable about biosecurity.</p>	<p style="text-align: center;">If we achieve the Outcomes ...</p> <p>Knowledge – People and businesses know the importance of biosecurity, understand the system, and know what their responsibilities are. Culture – Biosecurity is part of the social norm, culture and attitudes, and is regarded as an essential part of the New Zealand story. Social license – All those involved in managing pests have the necessary social license to use appropriate biosecurity risk management tools and undertake biosecurity activities.</p>	<p>... we will see:</p> <ol style="list-style-type: none"> 1. Kiwis and businesses understand why biosecurity matters to them, and how they can participate 2. People and businesses are investing more in biosecurity 3. Communities actively support biosecurity actions that affect them 4. Kiwis have trust and confidence in biosecurity actions being taken
<p>Taking action Biosecurity is a reflex action – thinking about and participating in biosecurity has become fundamental to what we do as New Zealanders.</p>	<p>Action – People do the right thing and take action when they should. Businesses manage the biosecurity risks related to their activities, and routinely factor biosecurity risk management into everyday decision-making. Empowerment – The public, businesses, Māori and community groups feel empowered to participate. Public participation in science – The community participates in citizen science projects to further biosecurity knowledge and manage biosecurity risk.</p>	<ol style="list-style-type: none"> 5. Businesses have and actively implement biosecurity plans 6. Kiwis actively participate and take biosecurity actions 7. Kiwis are increasingly adopting key biosecurity behaviours 8. Kiwi kids are supported to undertake biosecurity actions
<p>Māori participation The unique knowledge and perspective on Māori is recognised and Māori /iwi actively participate as kaitiaki at all levels of the system.</p>	<p>Participation – Maori, as Treaty partners and kaitiaki, actively participate in biosecurity. Māori values – Mātauranga Māori is incorporated into the way biosecurity outcomes are achieved. Capability – Māori, agencies and other biosecurity system stakeholders have trusting relationships and the necessary capability to work together effectively. Recognition – The special relationship between the Crown and tāngata whenua, through Te Tiriti o Waitangi, and the unique contribution that Māori make to biosecurity are recognised by all system participants.</p>	<ol style="list-style-type: none"> 9. Biosecurity leaders and professionals understand Tikanga, the value of Mātauranga Māori and the role of the Treaty 10. Iwi and hapu have capability to effectively participate in biosecurity 11. Two-way trust, confidence and partnerships are growing 12. Te Tiriti o Waitangi is embedded in the biosecurity system
<p>Collaboration Partnerships and other collaborations enable us to work more effectively towards a collective vision for biosecurity.</p>	<p>Self-organisation – Businesses, community groups, Māori, and philanthropic institutions collaborate on biosecurity planning and delivery activities. Enabling - Community groups have the necessary information and tools, and are motivated to collaborate with others on biosecurity programmes. Capacity to support – Agencies have sufficient capacity to provide the necessary information, tools and other support to participants.</p>	<ol style="list-style-type: none"> 13. Greater co-investment in partnerships 14. More collaboration is increasing NZ's biosecurity effectiveness 15. People and businesses are more networked and sharing resources and learning
<p>Tools, rules & processes The tools, rules and processes available make doing the right thing easy for New Zealanders and visitors.</p>	<p>Rules – People do the right thing because biosecurity rules and regulations are clear, easy to understand and can be complied with. Processes – Traders and travellers proactively reduce biosecurity risks before they or imported goods enter New Zealand. Means for participation – Information and resources are made available to enable people to participate in ways that are easy for them, and to support people being the eyes and ears of the system in monitoring for pests and diseases.</p>	<ol style="list-style-type: none"> 16. People and businesses find it easy to understand how to comply with biosecurity system to obtain goods and services 17. It's easy to access advice and support about biosecurity 18. There is a greater volume / number of safe international trading 19. There is increased safe domestic trading and movement

Activities, audiences, macro behaviours and success criteria

Appendix 2

Activities	Audiences								Macro Behaviours			Success Criteria					Other SDs
	Overseas online purchasers	Māori	Import supply chain	Tourist & hospitality operators	Producers & Growers	Urban recreationalists	Small Block Owners	Volunteers/ Professional Amateurs	Moving People & Goods	Readiness & Vigilance	Pest Control & Mgmt.	Awareness & Knowledge	Taking action	Māori participation	Collaboration	Tools, rules & processes	
Brand Concept	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1, 3	6, 7	10, 11, 12	14		
Unification Programme Campaign	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1, 2, 3, 4	6, 7, 8	11	13, 14, 15	18, 19	4, 5
Team Digital Hub	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1, 2, 3, 4	6, 7, 8	10, 11	13, 14, 15	16, 17, 18, 19	2, 3, 4, 5
Awards		✓	✓	✓	✓		✓	✓	✓	✓	✓	1, 2, 3, 4	5, 6, 7, 8	9, 10, 11, 12	13, 14, 15	16, 17, 18, 19	2, 3, 4, 5
Better Online – biosecurity and online purchasing	✓	✓			✓	✓	✓		✓	✓		1, 2, 3, 4	5, 6, 7, 8	9	14, 15	16, 17, 18, 19	3
Engaging and developing capability for biosecurity incursion management and response for Māori		✓					✓ Maori Land	✓		✓	✓	1, 2, 3, 4	5, 6, 7, 8	9, 10, 11, 12	13, 14, 15	16, 17, 18, 19	2, 4, 5
Making it happen – by hapu, for hapu		✓					✓ Maori Land	✓		✓	✓	1, 2, 3, 4	5, 6, 7, 8	9, 10, 11, 12	13, 14, 15	16, 17, 18, 19	2, 3, 4, 5

Activities	Audiences								Macro Behaviours			Success Criteria					Other SDs
PROGRAMME OF WORK	Overseas/Domestic online purchasers	Māori	Import supply chain	Producers and Growers	Tourist & hospitality operators	Urban recreationalists	Small Block Owners	Volunteers/ Professional Amateurs	Moving People & Goods	Readiness & Vigilance	Pest Control & Mgmt.	Awareness & Knowledge	Taking action	Māori participation	Collaboration	Tools, rules & processes	
Emerging leaders – Rangatahi and biosecurity		✓					✓ Maori Land	✓		✓	✓	1, 2, 3, 4	6, 7, 8	9, 10, 11, 12	13, 14, 15	16, 17, 18, 19	2, 4, 5
Tikanga programme for biosecurity professionals			✓	✓					✓	✓	✓	1, 2	5, 7	9, 10, 11, 12	13, 14, 15	16, 17	4, 5
PoT Biosecurity Excellence Programme extension			✓	✓				✓	✓	✓	✓	1, 2, 3, 4	5, 6, 7	9, 10, 11, 12	13, 14, 15	16, 17, 18, 19	2, 4, 5
Biosecurity Excellence in the Boardroom		✓	✓	✓	✓				✓	✓	✓	1, 2, 3, 4	5, 6, 7	9, 10, 11, 12	13, 14, 15, 16	17, 18, 19	4
Support industry driven CBSM initiatives			✓	✓	✓				✓	✓		1, 2, 3, 4	5, 6, 7, 8	10, 11, 12	13, 14, 15	16, 17, 19	4, 5
Training and development Extension Programmes		✓	✓	✓	✓		✓		✓	✓		1, 2, 3, 4	6, 7	9, 10, 11, 12	13, 14, 15	16, 17, 19	2, 3, 4, 5
Seasonal Pest Campaigns	✓	✓	✓	✓	✓	✓	✓	✓		✓		1, 2, 3, 4	5, 6, 7, 8	10, 11, 12, 13	14, 15	16, 17, 18, 19	2, 3, 4
Tauranga as Biosecurity Capital of the World		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1, 2, 3, 4	5, 6, 7, 8	9, 10, 11, 12	13, 14, 15	16, 17, 18, 19	2, 3, 4, 5