

# Prosperity Sustainability Protection

Strategic Plan  
2019 – Year 1

Ministry for Primary Industries  
Manatū Ahu Matua



DECLARE DISPOSE



An aerial photograph of a river with a light blue-green hue, winding through a dense forest of tall evergreen trees. The river's path is marked by numerous gravel bars and sandbars, creating a complex, braided pattern. The lighting suggests a low sun, casting long shadows and highlighting the textures of the water and the forest canopy.

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# Director-General's Foreword



The food and primary industries have long been the backbone of New Zealand's economy. Over time, the ingenuity and innovation of the farmers, fishers and broader primary sector has become an innate feature of the Kiwi character.

This is my first strategic plan since being appointed Director-General of the Ministry for Primary Industries (MPI) in November 2018. I am excited to be leading MPI at this important time. Emerging opportunities and new expectations create a dynamic environment for the sector.

I have already begun by making some changes to our structure to make our organisation easier to engage with. Building on these changes, this strategy sets out some of the key priorities for us in the years ahead, and some of the practical steps we are taking right now to deliver them. As important as what we say we will do is how we will do it. We are conscious that we need to adjust our working style to be a better partner with others.

I am confident that this organisation, with its talented and capable people sharing a strong desire to deliver for New Zealanders, will continue to support the sector.

A stylized, handwritten signature in black ink, consisting of a series of loops and curves.

**Ray Smith**  
Director-General



# Our Purpose

The Ministry for Primary Industries works to safeguard New Zealanders' way of life well into the future. To ensure this, we have a vision where **New Zealand is the world's most sustainable provider of high-value food and primary products.**

This means MPI enabling the primary sector to thrive by promoting innovation in fishing and farming practices, encouraging the use of new technologies and investing in scientific research to benefit the primary sector. Looking to the future, MPI regulates to protect New Zealand's natural environment by encouraging changes to sustainable fishing and farming practices, and preventing diseases and pests from entering New Zealand. We are responsible for regulating food handling and packaging practices to ensure the food is safe to eat and New Zealanders can make good food choices.

It is a big job – our influence stretches from paddock, orchard, forest and ocean, through the processing, packaging, and transportation system, all the way to market, and ultimately to consumers worldwide.





# Our Backdrop

New Zealanders have a long history of innovation - it's part of our cultural DNA.

Our ability to develop, adapt and find opportunities to prosper has positioned New Zealand as a highly regarded provider of high-value food and primary products for New Zealanders, and for the rest of the world. Innovation is central to the history of our food and primary sectors and from the very start, MPI has been there to support and enable our producers to thrive.

When MPI was established in 2012, we focused on enabling the primary sector to double the value of its food and primary sector exports. We strengthened core regulatory systems, invested in a programme of innovative partnerships, and expanded work to remove barriers for New Zealand's products. Export revenues in the primary sector grew by more than 7% in the past year and the outlook across all of our sectors over the next four years remains positive.

More recently, to strengthen accountability for the work we do, we introduced four business units: Biosecurity New Zealand, Fisheries New Zealand, New Zealand Food Safety, and Te Uru Rākau (Forestry New Zealand).

As we turn more attention to addressing the impact of the primary industries on the environment, and the broader issue we all face with climate change, collaboration between government and the primary sector will be key to maximising exports, improving productivity, protecting our environment and growing the economy.

A Primary Sector Council has been established for the key purpose of developing a shared vision for the future of our primary sectors, and Budget 2019 is providing more than \$122 million towards supporting more sustainable land use practice.

Key legislation and programmes that underpin much of what we do and are trying to achieve are underway which will have an enduring influence on the primary sector including:

- Management of fisheries
- Overhauling the Biosecurity Act
- Dairy Industry Restructuring Act
- One Billion Trees programme
- Meeting targets to reduce climate change and improve water quality.

To deliver on the Government's change priorities, and to build on our successful support of the primary and food sectors, we have made some modifications to our strategy. The following pages lay out our vision, four key outcomes, twelve priorities for action, and 52 deliverables in the first year of our updated strategy 'Prosperity Sustainability Protection'.







*Innovation is central to the history of our food and primary sectors and from the very start, MPI has been there to support and enable our producers to thrive.*







The background of the slide is a photograph of a port. On the left, there are several stacks of shipping containers in blue, red, and white. On the right, a large orange port crane is visible. The sky is a clear blue. The text is overlaid on this image.

## Our Vision

New Zealand will be the  
sustainable provider of  
**and primary products.**



A low-angle, upward-looking shot of a port crane lifting a blue shipping container. The crane's orange arm and structure are visible on the left. To the right, a tall stack of colorful shipping containers (blue, red, green, yellow) reaches towards the sky. The text "world's most high-value food" is overlaid in white on the left side of the image.

world's most  
**high-value food**



# Our Outcomes

MPI's focus is on delivering four key outcomes for New Zealanders: Prosperity, Sustainability, Protection and Visible Leadership.



## **Prosperity:** High-value food and primary sectors build prosperity for more New Zealanders

To maintain our way of life, New Zealand needs our primary industries to do well. While important for the future of the sector itself, it is also vital for the wellbeing of our communities, particularly in the regions.

Prosperity means having a primary sector thriving in a way that benefits all New Zealanders.



## **Sustainability:** Future generations will benefit from improved environmental performance by our primary industries

For agriculture and forestry, we need clean soil and fresh air and water, and for fisheries we need plentiful stocks and a thriving marine ecosystem.

A clean and green New Zealand is essential for our wellbeing and for that of future generations, and we know it is of social and cultural importance to New Zealanders.





**Protection:** Our products are safe and New Zealand is protected from biological risk

The biosecurity work we do saves our environment from threats of potentially devastating pests and diseases. Meanwhile, pursuing high standards of food safety and animal treatment means that all consumers know and trust that New Zealand food and primary sector products are both safe and ethically produced.



**Visible Leadership:** We enable the food and primary sectors to thrive

MPI will take a lead role on issues of importance to the primary sector.

Visible leadership is about how we show up, both in terms of how we operate within the organisation and in how we interact with external stakeholders – open, agile, engaging and proactive. We want to make sure we always leave our customers and stakeholders with a way forward.



Prosperity



High-value food and  
primary sectors build  
prosperity for more  
New Zealanders.



## Our Priorities

Focus our expertise and resources to support innovation

Partner with the food and primary sectors for their success

Help New Zealand producers increase the value of their goods

## Our Deliverables

- We will develop a digital knowledge hub to improve forestry investments.
- We will deliver a new, state of the art National Biocontainment Laboratory to improve exotic disease investigations, and export health certification testing.
- We will support the potential for high value production through the development of off-shore aquaculture.
- We will review our Science Board and oversight systems to sharpen our focus on supporting innovation.

- We will work with industry to substantiate new health claims for export markets, including work on selected products.
- We will actively support the primary sector to benefit from the Provincial Growth Fund.
- We will develop skills strategies with the primary sector to lift participation and provide high quality career pathways.
- We will invest \$45.5m through Sustainable Food and Fibre Futures Fund to support transformational change.

- We will negotiate the best possible market access into New Zealand's key markets for primary products and food.
- We will boost opportunities for New Zealand exporters by developing a 10 year international market access strategy.
- We will deliver improved services to our customers to support them accessing export opportunities.
- We will partner with New Zealand Trade and Enterprise and other agencies to attract investment in value added forestry processing.
- We will deliver an organics standard for domestic and international products.



## Sustainability



**Future generations will benefit from improved environmental performance by our primary industries.**



## Our Priorities

### Support farmers and growers to adopt more sustainable land use practices

### Rejuvenate the forestry sector to improve environmental outcomes

### Advance fisheries practices for a healthier marine environment

## Our Deliverables

- We will deliver new Māori focused extension services and increase access of Māori land owners to development funding.
- We will improve tools, information and advice to farmers on the ground, multiply the number of farms using Overseer, and provide for integrated farm planning.
- We will deliver extension services that address the challenges that farmers face to support more sustainable land use practices.
- We will increase the capacity of the rural professionals sector to help farmers overcome barriers to achieve more sustainable farming practices.

- We will develop partnerships with landowners to establish 24,000ha of Crown Forest.
- We will simplify how farm foresters and other new entrants interact with the Emissions Trading Scheme.
- We will review the National Environmental Standards for Plantation Forestry to drive best environmental practice.
- We will develop a new forestry hub in Rotorua.
- We will use the One Billion Trees \$120m partnership fund to invest with iwi, community groups and industry to remove the barriers to tree planting.

- We will partner with the Department of Conservation to implement new protections for Hector's and Māui dolphins.
- We will modernise fishing legislation to incentivise innovation in fishing practices.
- We will roll out electronic reporting and improve verification of fishing activity.
- We will work with the Department of Conservation to develop the marine spatial plan for the Hauraki Gulf.



Protection



Our products are  
safe and New Zealand  
is protected from  
biological risk.



## Our Priorities

### Protect New Zealand from harmful pests and diseases

### Demonstrate New Zealand's food safety system is world class

### Partner to preserve New Zealand's native plant and animal life

## Our Deliverables

- We will work even harder to place farmers at the centre of our efforts to eradicate *Mycoplasma bovis*.
- We will strengthen our border and post-border systems through technology enhancements.
- We will implement the recommendations from the passenger, mail and cargo border services reviews.
- We will overhaul the Biosecurity Act to ensure it is fit for the future.
- We will develop new scientific solutions to manage established pests.

- We will deliver the New Zealand Food Safety Strategy.
- We will make our information more publicly available to help New Zealanders understand food safety practices.
- We will lead work to assess the risk to New Zealand consumers from anti-microbial resistance in the food chain.
- We will work with industry to ensure the best science underpins regulatory authentication of honey types and market value.

- We will increase our capacity to test new plant species being brought into New Zealand.
- We will increase our incursion investigation, surveillance and laboratory capacity to investigate and analyse pests.
- We will partner with councils and communities on long term management programmes.
- We will use our Ko Tātou programme to enhance community biosecurity surveillance and awareness.

## Visible Leadership



**We enable the  
food and primary  
sectors to thrive.**



## Our Priorities

### Have a diverse and capable workforce

### Take a visible leadership role wherever we work

### Grow our partnership with iwi and Māori

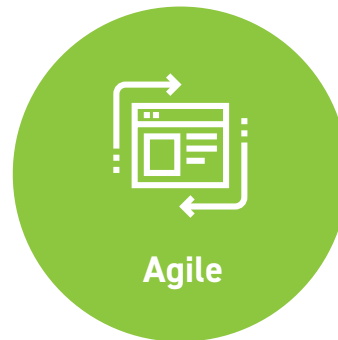
## Our Deliverables

- We will establish a Professional Standards Unit to safeguard the integrity of our services.
- We will implement recruitment and development strategies to lift Māori and Pasifika participation in MPI.
- We will establish an emerging leaders programme to support our future leaders and strengthen our succession pathways.
- We will place more importance on the role of our staff networks to encourage greater participation.
- We will conduct a first principles review of training and development at MPI.

- We will deliver a comprehensive programme through the Government Health and Safety Lead that supports Public Services agencies to be Positive and Safe Workplaces.
- We will put in place an Agricultural and Investment Services branch to lead front facing work with farmers and growers.
- We will actively promote best practice animal welfare responsibilities.
- We will ensure our advice, support, and investments are underpinned by best practice scientific evidence and processes.

- We will incorporate mātauranga Māori science into our decision making.
- We will ensure that the Crown's fisheries obligations to Māori are being met through a refreshed Treaty Implementation strategy.
- We will increase our outreach and extension services to iwi and Māori landowners.
- We will increase access to programmes and funds by Māori landowners, and provide them with targeted advice and information.

As a team, we will work hard to deliver for New Zealand, always striving to achieve on our four key working styles.









**Ministry for Primary Industries**  
Manatū Ahu Matua

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