



MPI Strategic Plan 2022–2023



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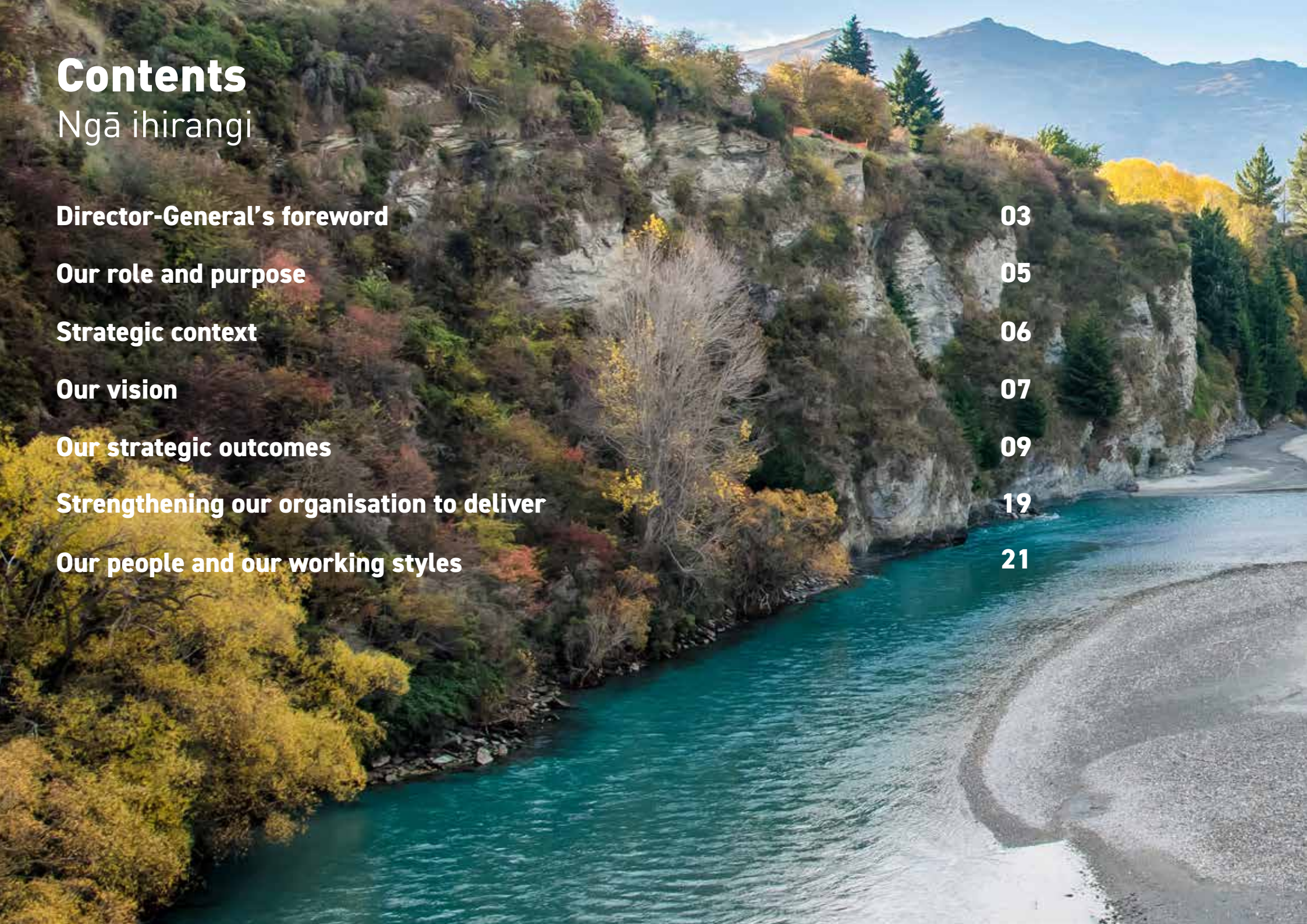
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Director-General's foreword

Te kupu whakataki a te Tumuaki Ahurei



This strategic plan charts out our path to boost the economic and environmental performance of New Zealand's food and fibre sector.

New Zealand's economy has come through the pandemic well and the resilience of New Zealand's food and fibre sector has played an important part in that. I am very proud of the support MPI's staff have provided the sector to navigate the challenges of COVID-19.

As the pandemic subsides, the world remains an unpredictable place and other challenges are coming to the fore. Supply chain pressures will continue to impact the sector for some time. In the longer term, we need to support the sector's transition to a low emissions economy and to grow the value of food and fibre exports to secure New Zealand's economic wellbeing.

This is also a time of exciting opportunities for the sector, with increased focus and additional investment. This plan maps out what MPI will do to increase the value of our services and to achieve four outcomes for the sector and New Zealand:

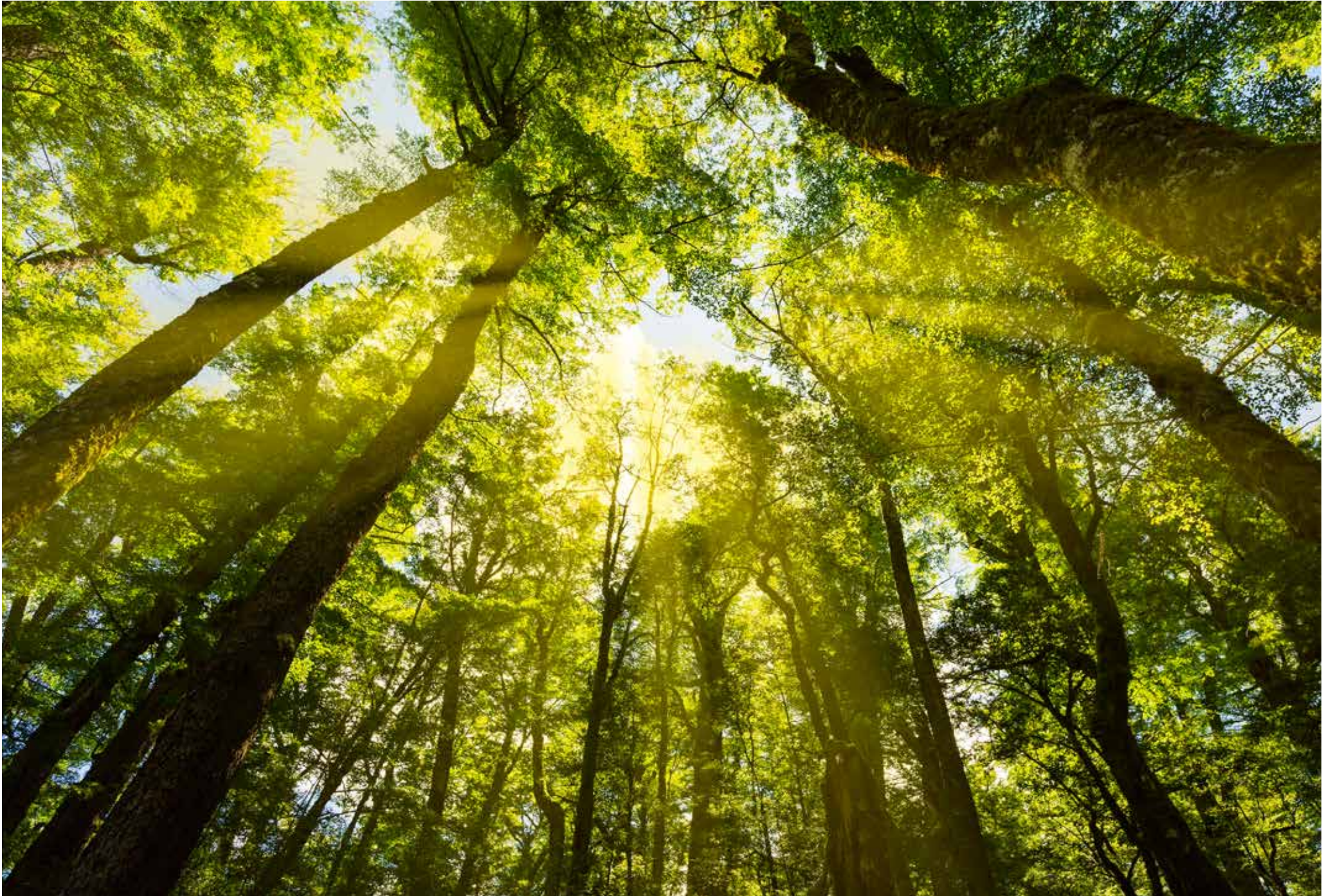
- Prosperity | Tōnuitanga: We will back growth and unlock barriers to increase the value of exports and generate a thriving and sustainable economy for all New Zealanders.
- Sustainability | Kauneke Tauwhiro: We will help the sector to meet climate change challenges and to improve environmental performance.
- Protection | Whakangungu: We will protect the sector from pests and diseases and strengthen animal welfare practices to underpin New Zealand's reputation as a producer of safe, healthy, ethically produced products.
- Visible Leadership | Ngā Manukura: We will strengthen our partnerships with Māori and industry to accelerate the prosperity and sustainability of the food and fibre sector.

MPI continues to play a critical role alongside the food and fibre sector to achieve the outcomes of Fit for a Better World, the sector's roadmap for accelerating New Zealand's food and fibre economic potential. This sets out three ambitious targets to achieve a more productive, sustainable, and inclusive economy within the next decade.

I encourage all staff to read this strategic plan and understand more about the initiatives MPI will be implementing over the next 18 months, to ensure the sector emerges from the pandemic stronger, better and more resilient.

Ray Smith

Director-General, Ministry for Primary Industries



Our role and purpose

Ko tā mātau mahi me tā mātau kaupapa

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

Our services traverse the whole chain of food and fibre production, helping to grow New Zealand's economy, improve our environment, and protect the sector.

- We manage six regulatory systems covering agriculture, forestry, fisheries, food safety, biosecurity and animal welfare. Our people play a key role in providing advice and ensuring the regulations are complied with, working in a range of environments, from airports and beaches to laboratories, abattoirs and fishing vessels.
- We provide government with high quality policy advice on a wide range of issues relating to the food and fibre sector and rural communities.
- We assist the sector to adapt to changes in the climate, government regulations and community expectations.
- We invest in research, innovation and skills to position the sector for future growth and sustainability.
- We respond to adverse events affecting the sector (biosecurity, food safety events and natural disasters), deploying staff with specialist capabilities from across MPI.
- We maintain and improve market access for New Zealand products, using our extensive networks and international market presence to increase the value of New Zealand's food and fibre exports.

Our core services are evidence-based, backed up by science and economic analysis, and increasingly grounded in mātauranga Māori.

Strategic context

Ko te horopaki rautaki

Government priorities

The Government's three priorities reflect the unparalleled context of the global pandemic – to keep New Zealanders safe from COVID-19, accelerate New Zealand's economic recovery, and lay the foundations for a better future.

Climate change and the natural environment

Climate change is already occurring, affecting land productivity and the marine environment. The increasing frequency of severe weather events is resulting in significant impacts for rural communities. New Zealand has committed to a reduction in methane emissions and to net zero for other greenhouse gases by 2050. Recently the Government released the Emissions Reduction Plan, which sets out the actions New Zealand will take to meet its emissions reduction targets. As part of the plan we will help farmers to reduce emissions, accelerate the development and adoption of climate mitigation technologies, and take actions to improve forestry's contribution to reducing emissions.

Reconnecting New Zealand

COVID-19 has created new and complex issues for supply chains that the sector did not have to deal with before. Supply chain disruptions are expected to continue for some time, affecting exports of food and fibre products and access to imported inputs. As New Zealand reconnects with the world and the volumes of people, goods, boats, ships and natural products entering New Zealand increase, there will be additional biosecurity risks to the food and fibre sector. This will mean a return to more complex, longer and concurrent responses to manage biosecurity threats. Access to much needed international labour is expected to improve as international travel ramps up.

Trade and market forces

Changes in the global political and economic context can significantly affect exporters' access to overseas markets and the competition they face within them. The ability of the sector to nimbly adapt to these changes is vital to maintaining and increasing the value of our exports.

Consumer preferences and behaviour

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

Innovation and technology

The exponential pace of technological change is disrupting industries, stimulating emerging business models and creating new options for consumers, such as laboratory-grown meat and alternative proteins. Innovation is enabling productivity improvements for existing products, and the sector will need to keep up with these to maintain its competitive advantage. We will co-invest with the sector in research, science and technology that supports the development of new products and productivity improvements.

Our vision

Ko tā mātau whāinga

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

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

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

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

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

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



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



Our strategic outcomes

Ko ā mātau huanga

We are focusing on four outcomes to achieve our vision and deliver greater value for New Zealand.





Prosperity Tōnuitanga

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

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



Sustainability Kauneke Tauwhiro

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

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



Protection Whakangungu

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

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



Visible Leadership Ngā Manukura

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

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

Key strategic initiatives we will deliver

Our work supports sustainable development, balancing cultural, economic, social, and environmental objectives for the best overall outcomes for New Zealanders. The key strategic initiatives for delivery in the sections that follow build on the important foundational work we carry out every day. These are the initiatives that will make the greatest additional impact on meeting our outcomes and achieve the future we want for New Zealand.

This suite of strategic initiatives will be reviewed by our Senior Leadership Team to ensure we are continually implementing the right strategic initiatives that make the greatest difference to our outcomes.



Prosperity Tōnuitanga

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

Support and invest in transformation and innovation in the food and fibre sector

We will help accelerate transformation of the food and fibre sector to realise its long-term growth potential by:

- implementing the Horticulture Action Plan to accelerate the generation of new jobs, export growth opportunities, and new product development. 
- delivering the Forestry and Wood Processing Industry Transformation Plan to transform from a commodity resource producer to one that generates high-value jobs, low carbon products, and increases wood processing in New Zealand. 
- developing and implementing the Fisheries Industry Transformation Plan to ensure a resilient future for the industry, with a focus on higher economic returns and increased environmental performance.
- completing a regulatory framework for open ocean aquaculture to accelerate sustainable aquaculture development. 
- developing and implementing the Food and Beverage Industry Transformation Plan to strengthen and diversify New Zealand's export products and industries.
- supporting the Agri-Tech Industry Transformation Plan to grow the agri-tech sector as a high-value exporter and an economic driver in its own right.
- constructing 12 new post-entry quarantine greenhouses to boost our plant health and environment capacity and support growth of the horticulture sector.

We will use the Sustainable Food and Fibre Futures fund to increase innovation and sustainability in the food and fibre sector.

Contribute to New Zealand's economic recovery and security


We will assist the food and fibre sector with the immediate and ongoing challenges presented by COVID-19 by:

- implementing actions to address supply chain disruptions.
- supporting Reconnecting New Zealand to the World by maintaining strong defences against biosecurity risk as international travel ramps up.
- learning from how we supported the sector to manage the impacts of COVID-19 and identifying where we need to make changes to take account of the new COVID-19 realities.

We will support the growth of a resilient and sustainable Māori food and fibre sector by:

- developing and implementing a Māori food and fibre sector economic plan, in partnership with Ngā Pouwhiri Taimatua, the Māori Primary Sector Leaders Forum.
- expanding our advisory services which work alongside Māori agribusinesses to grow and improve access and nationwide coverage for iwi Māori in the food and fibre sector. 
- working with Māori on opportunities for early investment and participation in open ocean aquaculture.

We will support the food and fibre sector to develop and implement a workforce, skills and labour market strategy to grow the skills needed for future success.

We will implement the Water Availability and Security programme to increase reliable access to freshwater. 

We will increase our economic analysis capability to provide additional intelligence and insights to underpin our core services.

Grow export opportunities and minimise the risks associated with trade


We will improve market access for exporters and increase the value of exports by:

- co-ordinating sector efforts to realise the opportunity the New Zealand/United Kingdom Free Trade Agreement provides for New Zealand.
- supporting the negotiation of a Free Trade Agreement with the European Union. 
- identifying and removing regulatory barriers to market opportunities in diverse global markets. 
- modernising New Zealand's export and import certification systems to better facilitate the two-way trade of primary exports and imports with overseas markets. 
- developing and enacting modern export legislation to facilitate better market access for New Zealand's food and fibre products. 
- investing in key bilateral relationships to advance New Zealand's trade interests.

We will advance trade interests and raise global food and fibre sector production standards by:

- increasing participation in relevant regional and multilateral norms- and rules-setting bodies to address global primary sector challenges and level the playing field for New Zealand exporters.
- working with partner nations through agriculture cooperation relationships to raise global standards in areas including the environment, climate change and subsidy reform.

We will promote the sustainability of New Zealand's food and fibre sector internationally, to support access to market opportunities and to maintain existing access by:

- achieving recognition of New Zealand's food and fibre sector's environmental performance in targeted jurisdictions. 



= This initiative contributes to Fit for a Better World



Sustainability Kauneke Tauwhiro

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

Implement climate mitigation initiatives to future proof our economy

We will invest in a strong pipeline of research and development that reduces greenhouse gas emissions by:

- investing in the accelerated development of greenhouse gas mitigation technologies through research, growing capability, expanding greenhouse gas measurement capacity, streamlining the path to market, and delivering demonstration programmes to ensure there are fit for purpose tools for use on farm.
- establishing a new Centre for Climate Action on Agricultural Emissions to accelerate the development and uptake of agricultural mitigation technologies.
- increasing farmers and growers' knowledge of and access to sustainable finance.

We will implement initiatives that will directly increase recorded carbon storage by more than 27 million tonnes over 2022–2035 and provide the evidence base to support further increases in sequestration by:

- increasing biomass supply and stimulating private sector investment through Crown planting of short rotation energy forest, and conducting targeted research and development to substitute the use of fossil fuels.
- improving the supply of cost-effective native seedlings supported by research into propagation techniques and practices to support increased native afforestation.
- conducting research to link forest carbon storage to forest management and stimulating investment in wood processing to maximise carbon stored in wood products.
- reviewing the NZ ETS carbon yield tables for indigenous and exotic forests to develop new and more accurate yield tables, and that extend beyond 50 years.

Support landowners to meet government regulations, adapt to climate change and lift environmental performance

We will establish advisory services to ensure landowners have the information they need to improve management decisions and meet environmental outcomes by:

- implementing the On-Farm Support team to boost existing on-the-ground support, helping farmers and growers adapt their practices, adopt new technology, and reduce emissions.
- further rolling out Integrated Farm Planning (IFP) through additional and updated modules and templates, advancing the establishment of the Agricultural Data Registry and increasing the capability of the advisory sector through the Career Pathway Scheme, and allocating funding through the IFP Accelerator fund.
- growing our Forestry Advisory and Planning services to provide advice to landowners, regional councils, Māori/iwi and other stakeholders to better plan forests and supply chains into the future.
- benchmarking farm-level environmental and financial performance to underpin our farm advisory services. 💰

We will support the rollout of freshwater farm plans to improve water quality and restore and protect the health of our waterways.

We will support the food and fibre sector to adapt to climate change and reduce emissions by:

- supporting decisions on pricing agricultural greenhouse gases following the delivery of the He Waka Eke Noa partnership report. 💰
- supporting the implementation of the forestry, agriculture and emissions pricing components of New Zealand's Emissions Reduction Plan.
- supporting producers and Māori entities to transition to a low emissions future by providing access to information and communications to help change farm practices and increase adoption of new technologies.
- developing and implementing changes to the Agricultural Compounds and Veterinary Medicines Act 1997 to regulate inhibitors and ensure the available inhibitors are safe and sustainable.

Improve the long-term health and resilience of oceans and fisheries

We will update regulatory settings and create better incentives to drive selective and sustainable fishing, underpinned by transparent and accountable commercial fishing practice by:

- developing and enacting the Fisheries Amendment Bill to improve fishing regulations, including the new rules for landings and discards. 💰
- completing the Hauraki Gulf Fisheries Plan as part of Government's strategy to revitalise the Hauraki Gulf.
- working with stakeholders to identify new measures to reduce bottom trawling impacts in New Zealand's Exclusive Economic Zone.

We will progress the rollout of on-board cameras on up to 300 inshore fishing vessels to improve verification and transparency.

We will increase the protection of vulnerable species by implementing new rules to better protect Hector's dolphins, including more restrictive measures about where and how fishing can occur.

We will strengthen compliance with fisheries regulations and adapt our compliance systems so they remain fit for purpose.



= This initiative contributes to Fit for a Better World



Protection Whakangungu

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

Strengthen the integrity of the food safety system and contribute towards improving New Zealand's public health

We will strengthen the food safety system's ability to manage risks and respond to events by:

- developing an action plan to lift readiness, response and recovery from significant food safety events.
- introducing new regulatory controls to protect consumers from the risk of *Salmonella Enteritidis* in eggs and poultry.
- implementing the Campylobacter Action Plan to reduce human foodborne campylobacteriosis by 20 percent over five years.

We will contribute to improving the health of New Zealanders by:

- equipping consumers to make informed food choices and understand safe food preparation practices through our consumer food safety promotion programme.
- supporting the flour milling sector to implement mandatory fortification of non-organic bread-making wheat flour with folic acid to reduce the incidence of neural tube defects.

We will strengthen surveillance, testing and monitoring of antimicrobial resistance, promote better infection and prevention control practices with animals and improve antibiotic prescribing practices in the plant and animal health sectors.

We will work with Māori and Pasifika partners, as well as industry and Government, to develop a food strategy which prioritises access, safety and nutrition.

Strengthen system-wide capability to prevent and respond to biosecurity events

We will continually strengthen the biosecurity system to protect New Zealand's taonga, biodiversity, economy and way of life by:

- developing a new on-farm biosecurity initiative focussed on working with farmers to understand how they can undertake better biosecurity practices.
- working with the Border Executive Board to deliver a Smart Border through developing a fully digital arrival card for travellers, and automating biosecurity risk detection through the use of algorithms and Real Time Tomography (RTT) 3-D screening technology.
- implementing changes to the National Animal Identification and Tracing (NAIT) operating model, improving biosecurity surveillance, improving readiness for major incursions, and improving technical and scientific capability.
- delivering the Biosecurity System Strategy for New Zealand, including an agreed stewardship and governance approach, a compliance and enforcement strategy and a workplan to strengthen the system and address any further gaps identified.
- establishing a Clean Hull Programme to educate boat owners on the risks of, and the need to keep vessel hulls and gear free from, biofouling and other marine pests.

We will increase our readiness for the range of possible biosecurity events by:

- enhancing our preparedness for a large-scale biosecurity response to foot and mouth disease (FMD) through a dedicated taskforce.
- building partnerships with hapū/iwi through Ngā Tuhono ki te Tiriti Rōpū to increase Māori participation and decision-making in biosecurity readiness and response activities.

We will build a future-ready border by enhancing biosecurity capability, systems and processes across passenger, sea cargo and mail pathways by:

- increasing our biosecurity presence at transitional facilities across New Zealand through risk-based screening, new reporting requirements, increased audit capacity, and an updated container reporting tool.
- working with Customs and NZ Post to implement Real Time Tomography (RTT) 3-D screening technology for biosecurity risk at the new Auckland Processing Centre (APC) scheduled for completion in 2023.

We will invest in core biosecurity infrastructure to enable growth of New Zealand's horticulture industry by:

- delivering a detailed business case for the new Plant Health and Environment Laboratory.

Enhance New Zealand's international reputation as an ethical food producer by strengthening animal welfare practices

We will ensure animal welfare regulations are responsive, adaptable, incentivise good practice, and protect New Zealand's reputation by:

- strengthening the animal welfare codes for sheep and beef, pigs, dairy cattle, rodeos, and deer; communicating new standards; and building the capability of people in charge of animals. 💰

We will strengthen compliance with animal welfare regulations, recruit an additional 27 staff across the country, and adapt our compliance systems so they remain fit for purpose.

We will strengthen the preservation of the welfare of animals during adverse events by:

- implementing the National Action Plan for animal welfare response, readiness, and recovery by enabling, empowering, and supporting individuals, organisations, and communities to preserve and protect animals in emergencies.



= This initiative contributes to Fit for a Better World




Visible Leadership Ngā Manukura

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

Lead across government to deliver greater value

We will bring the food and fibre sector and government agencies together and take a collaborative approach to solving major challenges by:

- supporting the Food and Fibre Partnerships Group to co-ordinate efforts across the food and fibre sector to help accelerate transformation initiatives.
- providing thought leadership, strategic insights and advice on sector transformation and long-term success through Te Puna Whakaaronui, the food and fibre sector think tank, releasing four reports in 2022 and undertaking targeted engagement with the sector. 
- supporting the interagency Oceans Secretariat to address key cross agency work in the marine space.
- exploring the drivers and possible solutions to domestic food affordability and security through the cross-government sustainable food systems project.
- delivering a comprehensive programme through the Government Health and Safety Lead that supports public service agencies to be positive and safe workplaces.
- participating on the Border Executive Board to deliver a safe, smarter and more coherent border.
- participating on the Climate Change Interagency Executive Board to support high-level oversight, direction, accountability and innovation across the Emissions Reduction Plan and National Adaptation Plan.

Strengthen our partnerships with Māori

We will implement initiatives to deepen our connections with Māori and strengthen our partnerships by:

- ensuring MPI better identifies, understands and responds to Māori specific needs, interests and aspirations in the sector through Ngā Pouwhiro Taimatua and engagement with Māori.
- implementing the priority actions and capability action plans developed across the organisation to lift capability in Te Tiriti and te ao Māori and strengthen partnerships to support the Māori-Crown relationship.

We will grow our capability to be an effective and meaningful Treaty partner through increased Māori cultural competency and te reo Māori capability and understanding by:

- implementing Te Ara Ahurea Mātau, our Māori Cultural Competency Pathway, to lift our Māori cultural competence through phased development of the capabilities of our leadership, individuals and the organisation.
- increasing representation of Māori within MPI's workforce to ensure Māori perspectives are well considered and embedded in our work and how we operate.

Improve the resilience of rural communities


We will build the capacity and capability of rural communities and increase resilience by:

- developing a drought prediction tool, and funding business advice and farm debt mediations. 
- supporting rural communities to thrive through 14 regional resilience plans that address key challenges (community hubs, adverse events readiness and drought). 
- supporting the "First Mate" programme to improve the wellbeing of those working in the seafood sector.
- working with industry sector leads to build resilience and support for rural mental health.

We will ensure government policy addresses issues relating to rural communities by:

- identifying and providing advice, through the Office of Rural Communities, on the implications for rural communities of key policy work of other government departments, such as the Three Waters Reform Programme, digital connectivity, health reform and mental health and wellbeing, and transport changes on decarbonisation, road safety and driver licensing.

We will deliver services to help with responses and recovery from adverse events by:

- investing in Rural Support Trusts to ensure they are sustainable and can respond to adverse events. 



= This initiative contributes to Fit for a Better World



Strengthening our organisation to deliver

To deliver on our outcomes, our services are backed up by great people, systems and processes

Ensure MPI's processes and systems are optimised to support the delivery of high-value services

We will continually improve our systems and processes by:

- developing a 4-year Financial, Funding and Financing Strategy that ensures MPI has the resources necessary to deliver on government priorities and supports the shared outcomes of the Natural Resources cluster.
- designing MPI's Digital Strategy and Digital Investment Plan, supporting organisational priorities through digital strategies and solutions over the next 3–5 years.
- implementing our 10-year MPI Property Strategy to ensure we have the property and facilities we need to support the delivery of our services.
- enhancing our HR service delivery model to deliver an efficient customer-centric service, with easy-to-follow consistent HR processes.
- reviewing the operating model of MPI's corporate centre to optimise the support provided to our business units.

Grow our people and capability

We will identify and grow the capabilities we need for the future so our people can deliver effectively to the sector and New Zealand by:

- developing and delivering Te Hau Mātia, our workforce strategy, to support our people and their changing workforce needs.
- identifying key workforce segments and implementing a plan to sustainably grow, maintain and foster required capabilities.
- implementing our Leadership Development Plan and Emerging Senior Leaders Programme to grow the capability of our people leaders across MPI.

We will provide the conditions we need to grow our workforce of the future and maintain MPI as a desirable place to work and develop a career by:

- implementing the public sector-wide Positive and Safe Workplaces Programme within MPI to improve our employment offering.
- ensuring we are able to operate a workplace that is flexible by design, delivering value for all.
- implementing MPI's Diversity, Equity and Inclusion action plan, providing guidance and support for our people and employee network groups.

Reduce MPI's organisational carbon emissions

We will measure our operational carbon emissions every year and have the results independently verified.

We will develop MPI's Emission Reduction Plan to support the all-of-Government carbon neutrality goals by:

- reducing our levels of domestic and international travel.
- transitioning our fleet to low emission vehicles.

Our people and our working styles

Tā mātou te āhua o ā mātou mahi

Key to achieving our vision are the highly skilled and committed people who work for MPI.

Our people have always been passionate about service to the food and fibre sector.

COVID-19 has thrown up many challenges for our people. They have had to work in different ways and be flexible in situations that have been fluid and where the next steps have not always been clear.

Our working styles – open, agile, engaging, and proactive – enable us to build trust, confidence, and the respect of our Ministers, stakeholders, Treaty partners, and the public. This is critical to our success.

We approach our work through the lens of our four working styles. Adopting these styles in everything we do means we are working in the best way possible to achieve our strategic outcomes.

- **Open | Puātaata:** We are receptive to the ideas of others having merit, that there may be more than one way to get things done, and we will work in this way even when we're under pressure.
- **Agile | Koi:** We are prepared to change tack and remain flexible in everything we do.
- **Engaging | Tuītuituia:** Building and maintaining trust in MPI starts with engaging with our colleagues, stakeholders, partners, and customers. To be engaging with others means being warm and empathetic, taking off the expert mantle and genuinely listening to understand the situations of others.

- **Proactive | Tiro Whakamua:** We look ahead to anticipate challenges and opportunities and move towards them, engage with them, and effectively manage and make the most of them.

Our working styles enable us to build and maintain the public's trust, confidence, and respect and to achieve our vision that New Zealand is the world's most sustainable provider of high-value food and primary products.

We will be more ambitious and push harder to achieve our goals. As a large and diverse organisation, we will connect with each other as we work towards our shared vision.

We also share in the values of the Public Service Act 2020 – impartial, accountable, trustworthy, respectful, and responsive. These will serve as a reminder that we are part of a unified public service that acts as one, with a spirit of service to the community leading to more joined-up, connected, and effective services, and improved wellbeing outcomes for all New Zealanders.



Open



Agile



Engaging



Proactive

Ministry for Primary Industries
Manatū Ahu Matua

