

AM14-437

Ministry for Primary Industries
Manatū Ahu Matua



Aide-memoire:

From: Scott Gallacher
Deputy Director-General, Regulation and Assurance
for Director-General

9(2)(a)

Contact: Scott Gallacher [REDACTED]

To: The Prime Minister and joint Operation Concord Ministers

Date: 13 March 2015

Operation Concord – Update on Government response activities

Purpose

1. This note summarises MPI's leadership of the cross-agency and industry response for Operation Concord and is intended to facilitate discussions at the meeting the Prime Minister and Ministers will have at 1300 on Monday 16 March.
2. This includes an overview of the processes and strategies to manage consumer confidence and trade relations [REDACTED] An A3 (attached) outlines the communication approach to deal with different scenarios from now to the end of the month.
3. We continue to monitor developments and review the response strategy and approach on a daily basis. This includes recognising that there is inherent uncertainty and that various scenarios are possible as the operation progresses.

6(c),
6(a)

Trade and market access

4. [REDACTED]
5. [REDACTED]
6. [REDACTED]

6(a)
9(2)(d)

7.



6(a)

8. Officials are actively engaging with trading partners, monitoring the situation, and developing contingency plans for different scenarios.

Response management

9. MPI is leading this response, with cross-agency teams established in the operations, communications and trade functions. Agency representation includes Police, MFAT, NZTE, MoH, MfE, DoC and EPA. Customs and MBIE have also been assisting with communications and personnel staffing.
10. A daily operational rhythm is in place to ensure the effective coordination of operational activities, distribution of information and stakeholder engagement.

Cross-agency coordination

11. A cross-agency operations update occurs daily at 0900 at which the previous day's activities and overnight information are summarised and key activities for the day ahead are briefed.
12. Information flows are also supported by twice daily trade updates, a daily situation report around 1700, and aide memoires for Ministers.

Global suppliers and manufacturers

13. Collective meetings are occurring with manufacturers, global suppliers and representatives from key industry groups.
14. Daily teleconference meetings are held with manufacturers and global suppliers between 1400 and 1500. This covers communications, technical issues, trade updates and operational issues.
15. The mood is generally positive and they are generally pleased with how the response has progressed.

Retailers

16. Daily teleconference meetings are held with retailers between 1530 and 1630. This covers communications, operational issues and consumer reaction updates.
17. Retailers report that consumer reaction in retail stores has been measured. There has been no panic buying or the opposite scenario, i.e. sales stopping.

Security Level – Restricted

- 18. Flyers for consumers and advice for retailers have been provided to major retailers via email. Over the last few days, they have received a total of one million flyers. Police are assisting in the distribution of flyers to dairies, petrol stations and smaller retailers and the Ministry of Health is using the pharmacy guild to distribute flyers to pharmacies.

Testing – Overview

- 19. Daily sampling and testing of raw milk and formulated milk products continues as part of MPI's regulatory and dairy companies' commercial testing procedures.
- 20. As at the end of Thursday 12 March, a total of 50,279 samples have been tested, with no positive results for 1080 contamination.

- 21. [REDACTED] trading partners have been given assurances of testing and other measures New Zealand has put in place. 6(a)

- 22. [REDACTED] 6(a), 6(c)

- 23. [REDACTED]

Testing – Domestic

- 24. [REDACTED] 6(c)

- 25. [REDACTED]

- 26. [REDACTED]

- 27. [REDACTED]

Security Level – Restricted

28. MPI, Police, Health [REDACTED] have agreed on the procedures to notify, inspect, test and report on suspect infant formula reported to agencies or handed to Police. 6(c)

Communication approach for potential scenarios

29. Appendix 1 sets out the latest thinking on what the communication approach will be in the context of a number of scenarios. It should be noted that if the status quo continues and none of the attached scenarios play out (ie media attention continues to track downwards), that our intention is to continue to provide updates, but on a decreasing basis, and we would look to adjust communications on an ongoing basis to ensure the most appropriate messages are conveyed to emphasise the safety and integrity of product.

Conclusion

30. MPI are taking a lead role in managing both the daily operational requirements of the response, as well as planning for contingencies and mitigation strategies [REDACTED] While a significant amount of planning and strategic analysis has underpinned our response so far, it should be noted that our thinking continues to evolve depending on developments and issues as they arise. We will continue to respond to any such developments and look to adjust our thinking and planning accordingly. 6(c)

Minister / Minister's Office

Seen / Referred

/ /2015

Appendix 1 is withheld under 9(2)(g)(i), 9(2)(c)

AM14-439

Ministry for Primary Industries
Manatū Ahu Matua



Aide-memoire:

From: Scott Gallacher
Deputy Director-General, Regulation and Assurance
for Director-General

Contact: Scott Gallacher [REDACTED]

9(2)(a)

To: Minister for Primary Industries

Cc: Minister for Food Safety

Date: 14 March 2015

Operation Concord – Update and talking points for Q&A appearance on Sunday

Purpose

1. This aide memoire provides you with an update of the last day's activities and information on the response to the Operation Concord threat. Talking points are provided (appendix 1) for your appearance on Q&A Sunday morning 15 March. A trade update as of 1700hrs 14 March 2015 is also attached (appendix 2).

Overview

2. Media interest in the threat continues to diminish in New Zealand and overseas.
3. New Zealand customers continue to buy infant formula from their usual stores. The range of additional security measures put in place across the full supply chain is assisting the maintenance of consumer confidence in the safety of the product.

4. [REDACTED]

9(2)(d),
6(a)

5. [REDACTED]

6. [REDACTED]

9(2)
(d),
6(a)

[REDACTED]

[REDACTED]

7.

[REDACTED]

8.

[REDACTED]

9.

[REDACTED]

10.

[REDACTED]

[REDACTED]

11.

[REDACTED]

12.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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9(2)(d), 6(a)

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Retailer actions and customer responses

13. Daily teleconferences with retailers continue to report that customers are continuing to buy infant formula from stores.

14. [REDACTED]

6(c)

15. One million pamphlets with information for customers of infant formula are currently being distributed to major retailers. The Police are also delivering similar pamphlets to dairies, pharmacies and service stations.

Testing

Overview

16. Daily sampling and testing of raw milk and formulated milk products continues as part of MPI's regulatory and dairy companies' commercial testing procedures.

17. As at the end of Thursday 12 March, a total of 50,279 samples have been tested, with no positive results for 1080 contamination. [REDACTED]

[REDACTED]

6(a), 6(c)

18. [REDACTED]

Security Level – Restricted

[Redacted]

19.

[Redacted]

20.

[Redacted]

21.

[Redacted]

Domestic – Overview

22. MPI, Police, Health [Redacted] have agreed on the procedures to notify, inspect, test and report on suspect infant formula reported to agencies or handed to Police. 6(c)

23. In addition to testing of infant formula, the Ministry of Health is working with medical and other laboratories to ensure there is capability to undertake 1080 tests of any human samples if required.

Domestic – Infant formula testing for 1080

24.

[Redacted] 6(c)

25.

[Redacted]

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Security Level – Restricted

Information on recall statistics

26. The number of consumer level recalls for the past three years and the reasons for those recall are summarised in the following table.

YEAR	2014	2013	2012
Total consumer level recalls	25	13	20
Reasons for recall			
Microbiological contamination	4	4	6
Foreign matter (glass)	5	1	2
Foreign matter (plastic)	5	1	1
Foreign matter (other e.g. metal)	0	1	2
Undeclared allergen	5	6	6
Processing fault	5	0	2
Labelling error	1	0	0
Compositional non-compliance	0	0	1

27. MPI publishes all consumer level recalls on the Government's foodsmart website: <http://www.foodsmart.govt.nz/food-safety/recalls/latest-recalls/>
28. This website provides the public with up-to-date information on the latest recalls by subscribing and receiving email updates or via twitter feeds. The website also provides search engine.

Communications preparedness

29. We will continue to monitor mainstream and social media and engage promptly to correct inaccuracies and provide up to date messages and information.

Forward planning

30. The extensive planning undertaken before the public announcement enabled a swift roll out of consumer and health information, communications messages and operational actions, when the announcement was made a week earlier than planned.
31. Officials have begun to look forward and plan for the different scenarios which may play out over the next weeks, [REDACTED] 6(c)
32. Yesterday's aide-memoir (Ref: AM14-437) provides an overview (A3) of the processes and strategies to manage consumer confidence [REDACTED] 6(c), 6(a)

Security Level – Restricted

33. However, while a large number of scenarios can be envisioned, the important operational question will be: *What changes, or additional actions, do we need to undertake to be prepared to respond to different scenarios?*

34. [REDACTED]

6(c)

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/ /2015

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Appendix 1 – Talking points

- The reaction of parents and caregivers and our trading partners to this criminal blackmail threat continues to be very calm and measured.
- The Government continues to work positively and constructively with our trading partners to ensure ongoing market access.
- Feedback so far has been appreciative of the Government's approach, which is focused on the implementation of additional measures to protect consumers both in New Zealand and overseas.
-  6(a)
- To date, no actions have been taken which would prevent trade as a result of the 1080 threat – but we are continuing to work with our trading partners to ensure that remains the case and to respond to any questions they might have.
- The full range of measures we have in place across the manufacturing, retail and wider supply chains give us the confidence to be able to tell parents and caregivers around the world that New Zealand infant and other formula product is as safe now as it was prior to this threat and that will continue to be the case.
- As always, people using formula products should check packaging for signs of tampering and if product appears to have been tampered with, for example seals broken or punctured, then it should not be consumed.
- Extensive planning undertaken before the public announcement has enabled a swift roll out of consumer and health information, communications messages and operational actions.
- Daily sampling and testing of raw milk and formulated milk products continues as part of MPI's regulatory and dairy companies' commercial testing procedures.
- As at the end of Thursday 12 March, a total of 50,279 samples have been tested, with no positive results for 1080 contamination.

Security Level – Restricted

- Consumer information about this and other aspects of the issue is available on www.foodprotection.govt.nz.
- Government is applying significant resource to respond to this threat. Anybody that might have any information relevant to this criminal investigation should contact the Police (0800 723 665 or opconcord@police.govt.nz) or Crimestoppers (0800 555 111).

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Appendix 2 is withheld under 6(a)

AM14-441

Ministry for Primary Industries
Manatū Ahu Matua



Aide-memoire:

From: Scott Gallacher
Deputy Director-General, Regulation and Assurance
for Director-General

Contact: Scott Gallacher [REDACTED]

9(2)(d)

To: Hon Nathan Guy
Minister for Primary Industries
Hon Jo Goodhew
Minister for Food Safety

Date: 16 March 2015

Operation Concord – Response update for Ministers

Overview

1. Media interest in the threat and the government response has been minimal over the weekend in New Zealand and overseas media.
2. Retailers report that New Zealand customers continue to buy infant formula from their usual stores.
3. [REDACTED]

6(a), 6(c),
9(2)(d)

Media coverage

New Zealand media

4. Domestic media interest in the threat and the government response continues to reduce and MPI received no media inquiries over the weekend. Because of the low level of interest, there was no Police, MPI and MOH press conference today. No more are currently planned for this week, and MPI will respond to media requests directly.
5. Social media comment on the threat has also dropped to low levels. Mainstream and social media discussion is generally moving to topics around 1080 and its use, rather than the threat.

15.

[REDACTED]

6(a)

[REDACTED]

16.

[REDACTED]

[REDACTED]

17.

[REDACTED]

[REDACTED]

18.

[REDACTED]

19.

[REDACTED]

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Security Level – Restricted

[REDACTED]

Ongoing communications with manufacturers, global suppliers and retailers

- 20. MPI held a teleconference with manufacturers today and will speak with retailers tomorrow.
- 21. Note that except for the initial period when only Fonterra knew about the threat, MPI has involved **all** New Zealand infant formula manufacturers in discussions about security of supply chains and other actions to protect product from contamination. Small and large companies all attend the regular teleconferences.

Next steps

[REDACTED]

6(a)

Communications preparedness

- 23. We will continue to monitor mainstream and social media and engage promptly to correct inaccuracies and provide up to date messages and information.

Forward planning

- 24. Officials have begun to look forward and plan for the different scenarios which may play out over the next weeks, [REDACTED]

6(c)

- 25. [REDACTED]

Next update for Ministers

- 26. The next planned update for Ministers is planned for Thursday 19 March. If significant issues arise before then, Ministers will be advised directly.

Security Level – Restricted

Minister / Minister's Office

Seen / Referred

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20 March 2015

RPT 15/044

Minister of Customs

OPERATION CONCORD

Purpose

- 1 This report is to provide you with an aide memoire from MPI regarding Operation Concord.

Key points

- 2 Customs has been closely involved in Operation Concord since late last year. Customs is normally represented at all ODESC meetings by me or one of the Deputy Controllers and at Watch Group meetings by a manager from the intelligence area.
- 3 Customs has provided data to MPI and other involved agencies on companies that export milk formula products and this has assisted in ensuring all relevant firms were contacted during the preparatory work to improve security in the production and export supply chain before the threat became public.

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6(c)

6 Customs has agreed to provide investigators to assist MPI if needed however latest advice is MPI are managing well without calling on such assistance.

7 Arrangements have been made for agencies including Customs to forward all OIA requests to MPI where a pre- agreed standard response is being finalised to avoid inconsistencies in the way responses are managed. [REDACTED]

9(2)(g)(i)

8 Consideration is being given to capturing information on the time/cost spent by Customs and other agencies in supporting Operation Concord. To date this would not be particularly significant in the case of Customs but will likely be substantial for MPI and Police. [REDACTED]

6(c)

Recommendations

9 I recommend that you **note** the contents of this report and attached aide memoire from MPI regarding Operation Concord.

Noted/Please Discuss



Carolyn Tremain
Comptroller of Customs

Minister of Customs
Date

Media contact: [REDACTED]	Manager External [REDACTED]
Relations	[REDACTED]

9(2)(a)



OPERATION CONCORD MEDIA QUESTIONS AND ANSWERS

[Current as at 10 March 2015]

THE THREAT

How long have you known about the threat?

- The threat was received in late November. Police were advised that day as were a range of other government agencies.

How was the threat made?

- Anonymous letters were received by Fonterra and Federated Farmers.
- These letters were accompanied by packages of powder which later tested positive for traces of 1080 mixed with milk powder.
- There was also a threat to carry out a publicity campaign promoting the actions of the threat maker.
- The threat was reported to the Police immediately and a major investigation was launched as well as a significant response by multiple other government agencies.

• [REDACTED]

6(c)

What is the significance of the end of March deadline?

- The Police have not identified the significance of the date, but we have not allowed that to affect our response, which has been underway since the day the blackmail threat was received.
- Regardless of the deadline or whether the blackmailer can possibly carry it out, we have acted as though the threat were immediate.

Has a formal threat assessment been carried out?

- Yes. Based on Police advice, the view is that the likelihood of the blackmailer contaminating infant and other formula is low, and our view is that the ability to contaminate the supply chain is very low.
- However, given the nature of the blackmail threat we are taking it very seriously. Every reasonable precaution is being taken to protect the security, health and wellbeing of consumers.

Could this be a hoax?

- This could be a hoax, but because of the seriousness of the threat, we are taking all possible precautions.

Is the threat specific to New Zealand only?

- The text of the threat letter is not being released for investigative reasons, however, all the elements necessary to ensure the safety and wellbeing of consumers have been released.

Should consumers be concerned about imported infant formula?

- No. People should feel equally confident about using imported infant formula, as they are with using New Zealand infant formula.
- Imported infant formula must also meet New Zealand's strict food safety requirements and is equally secure in the retail chain.

Have you advised overseas authorities of the threat? If so, who?

- Yes. We have advised them that the risk of the threat being carried out is low, and we have reinforced the very strong security measures in place in the production of infant and other formula. As such, we have advised them that we have every confidence that New Zealand manufactured infant and other formula is safe and free from 1080 at the time it is manufactured and exported.
- We will continue to provide them with information about the criminal threat and our response to it.

Have you advised other manufacturers?

- Yes. We have advised manufacturers of product that could be related to the threat.
- We have also advised global infant formula companies, grocery distribution companies and retailers (including supermarkets).
- We have advised all of them so that they could put in place additional measures, including extra security, which they are doing.

What have you done since being made aware of the threat?

- Police immediately launched a criminal investigation and MPI, with the support of multiple government agencies and the manufacturing and retail industry, has been focused on assessing the criminal blackmail threat, supporting the Police investigation and putting additional measures in place to protect consumers.
- MPI has analysed the supply chain in detail and has identified the points at which the threat could be carried out and what additional measures could be taken to mitigate it.
- New Zealand manufacturers maintain high levels of security as a normal routine and there has been no evidence found to date that normal supply chain assurances or factory security has been compromised.

- Since the threat was made, Government and industry have increased vigilance and security across the supply chain including through:
 - strengthened security measures in retail stores
 - enhanced milk and milk product testing, including a new 1080 testing programme
 - increased vigilance by all relevant players in the supply chain
 - extra physical security at manufacturing premises
 - an audit programme to confirm dairy processing facilities continue to maintain the highest level of security and vigilance.
- We need to remember that this is a threat and in reality it's simply not practical to carry it out.

What government agencies are working on this?

- The New Zealand Police, Department of Prime Minister and Cabinet, MPI, MFAT, Ministry of Health, Ministry for the Environment, the Environmental Protection Agency and the Department of Conservation are most closely involved.

FOR PARENTS AND CAREGIVERS

What advice do you give to consumers in New Zealand? Should parents keep using infant and other formula?

- Yes. We are confident that New Zealand infant and other formula is as safe today as it was before this threat was made. People should keep using it as they always have.
- Our advice to consumers has always been to check packaging for signs of tampering. We are reinforcing that advice as a result of this blackmail threat. (Go to www.mpi.govt.nz for more information).
- If you have any questions about feeding your baby please call PlunketLine 0800 933 922 or visit the Plunket website. If you have concerns that your baby is not feeding well, or is vomiting or constipated call HealthLine (0800 611 1116) or your general practice for advice.

What advice do you give to overseas consumers?

- We are confident that New Zealand infant and other formula is as safe today as it was before this threat was made. People should keep using it as they always have.
- We have advised all relevant trading partners of the threat, and that our assessment that the likelihood of the threat being carried out is low. We have also advised them of the security measures we have as a matter of routine, and the additional measures put in place to respond to this threat so they can have confidence in the security and safety of our infant and other formula.
- They have responded constructively and will put in place whatever mitigations they feel are necessary in their markets.

What should parents do if they have any questions about feeding their babies?

- If you have any questions about feeding your baby please call PlunketLine 0800 933 922 or visit the Plunket website. If you have concerns that your baby is not feeding well, or is vomiting or constipated call HealthLine (0800 611 1116) or your general practice for advice.
- Overseas consumers should seek appropriate medical advice.
- Our advice to consumers has always been to check packaging for signs of tampering. We are reinforcing that advice as a result of this blackmail threat. (Go to www.mpi.govt.nz for more information).

THE INFANT FORMULA SUPPLY CHAIN

How secure is the infant formula supply chain?

- The manufacturing and distribution chain for infant and other formula is extremely secure, and we are confident that New Zealand infant and other formula is as safe today as it was before this threat was made. People should keep using it as they always have.
- Since the threat was made, the Ministry for Primary Industries, with the support of multiple government agencies, and industry, has been focused on putting additional measures in place to further protect the safety of consumers everywhere.
- Since the threat was made, government and industry have increased vigilance and security across the supply chain including through:
 - strengthened security measures in retail stores
 - enhanced milk and milk product testing, including a new 1080 testing programme
 - increased vigilance by all relevant players in the supply chain
 - extra physical security at manufacturing premises
 - an audit programme to confirm dairy processing facilities continue to maintain the highest level of security and vigilance.
- The assessment is that the likelihood of the blackmailers contaminating infant and other formula is low, and our view is that their ability to contaminate the supply chain is very low.
- We need to remember that this is a threat and in reality it's simply not practical to carry it out.
- Our manufacturing processes are highly sophisticated and secure, and we are confident that New Zealand infant and other formula is as safe today as it was before this threat was made.
- New Zealand manufacturers and distributors maintain high levels of security as a matter of normal routine. Security and vigilance has been significantly increased since this threat was received.
- As a matter of routine, supermarkets have processes in place to take special care of certain types of product. As a result of this threat, they have put in place additional security measures around infant and other formula.
- These measures include but are not limited to:
 - securing the product throughout the transport and delivery chain
 - increased CCTV security in distribution centres
 - increased physical security, CCTV and visibility in-store.
- Our manufacturing processes are highly sophisticated and secure, and we are confident that New Zealand infant and other formula is as safe today as it was before this threat was made.
- It is important to note this is an appalling criminal threat designed to cause fear in order to generate a political outcome. It is using food as a vehicle but does not represent a failure in the security of New Zealand's world-class food safety system or of any infant and other formula manufacturer.

EXPORT MARKET

What is the size of New Zealand's infant formula export market?

- New Zealand exports retail ready infant formula to around 75 countries.
- Over the last three years average exports of retail ready infant formula to the world were valued at \$440 million per year, representing around 3 percent of total dairy exports.
- The threat may have a short term trade impact on specific product lines, however export volumes are likely to recover in subsequent months. This is consistent with what we observed following the Whey Protein Concentrate incident in August 2013.
- New Zealand continues to operate a world-class food safety system and is still the world's largest supplier of dairy products.
- We are forecasting to export around \$13.8 billion of dairy product in during the current year, and around \$14.6 billion in the 2015/16 year.

TESTING

Do you test for 1080 in New Zealand milk?

- Yes. However, it should be noted that there was no specific reference to milk in the threat.
- We are confident that infant and other formula is as safe today as it was before this threat was made. People should keep using it as they always have.
- Our testing covers raw milk from cows, sheep and goats and the finished infant and other formula products it goes into.
- MPI and manufacturers have worked together to develop a new testing programme to ensure there is no 1080 in infant and other formula.
- This programme is in addition to the already strong security measures in place in the infant and other formula manufacturing chain.
- We are testing raw milk and infant and other formula and, as an extra precaution, we are testing a wider range of products than covered by the specific threat as a precaution. The combined MPI and industry testing programmes give us utmost confidence there is no 1080 in infant and other formula
- We are testing every batch and have tested just over 40,000 samples and climbing – and we have had no 1080 detections.
- The testing can detect 1080 in minute quantities – as small as one part per billion.

Do you test for 1080 in infant formula?

- MPI tests raw milk and infant and other formula products for 1080 as an expansion of the National Chemicals Containment Programme to provide assurance that the food safety system is operating effectively.

- This includes a new 1080 testing programme, as an additional level of security, which makes us confident that the products covered by the threat do not contain 1080 and are safe to consume.
- MPI has tested samples of raw milk and product dating back to August 2014 to ensure that product on shelves now was safe when it was made.
- We have also tested infant and other formula product samples from production over the last year.
- Manufacturers are testing an extensive range of raw milk and infant and other formula products.
- We are testing every batch and have tested just over 40,000 tests and climbing – and we have had no 1080 detections.
- Testing of raw milk and product samples will continue into the future.
- This testing contributes to our ability to say that we have a high degree of confidence that New Zealand infant and other formula is safe. It is important to note that even without this threat, the infant and other formula supply chain has a high degree of security around it and the ability to deliberately contaminate with any material is very low.
- We need to remember that this is a threat and in reality it's simply not practical to carry it out.
- Our manufacturing processes are highly sophisticated and secure, and we are confident that New Zealand infant and other formula is as safe today as it was before this threat was made.

What products are you testing?

- We are testing raw milk and infant and other formula and, as an extra precaution, we are testing a wider range of products than covered by the specific threat as a precaution.

ABOUT 1080

What is 1080?

- The pesticide 1080 is a manufactured chemical called sodium fluoroacetate, chemical formula FCH_2COONa . It is also known as sodium monofluoroacetate.
- Fluoroacetate occurs naturally in some plants, particularly in Western Australia and South Africa, and seems to protect them against browsing animals. It kills by interfering with energy metabolism, leading to energy depletion, breathing problems and death by heart and central nervous system failure. It is lethal to many animals if they eat enough of it. Animals that consume a non-lethal dose generally recover within a short period of time.
- 1080 used in New Zealand pest control operations is manufactured in Alabama in the United States.
- 1080 products in New Zealand are manufactured by a Crown-owned company, Animal Control Products, based in Whanganui.

Why do we use 1080?

- 1080 is a critical tool for pest control and protecting our natural environment and the plants and animals in it. They are some of the things which help give New Zealand its special character. 1080 also helps us to control bovine tuberculosis and as such is very important to our agricultural industries.
- Because New Zealand has no native mammals apart from bats, 1080 is used to control introduced mammalian predators like rats, stoats and possums that impact adversely on native wildlife and their habitats.
- Without 1080, several native bird species – including our national icon, the kiwi - would be closer to extinction. Many forest ecosystems would have collapsed and species composition of priority forests would radically alter to their detriment.
- Use of 1080 is supported by many wildlife advocacy groups.
- Possums in New Zealand carry bovine tuberculosis (TB) and spread the disease to farmed cattle and deer.
- If left uncontrolled, bovine TB infection in our cattle and deer herds could seriously affect New Zealand's pastoral production, export market access and economy. 1080 is necessary to eradicate the disease in wild animal populations and protect New Zealand's \$14 billion dairy, beef and deer industries.
- The Parliamentary Commissioner for the Environment released an independent report in 2011 which evaluated the use of 1080 in New Zealand. The Commissioner concluded that 1080 is both a safe and highly effective weapon in the battle to save New Zealand's threatened native birds and forests from introduced pests and that 1080 operations pose very little risk to humans or the environment.

What does it look like?

- Sodium fluoroacetate is a white, tasteless and odourless fine powder that can look like icing sugar or fine salt.
- For pest control, it is processed into cereal bait pellets made by mixing 1080 with bran, kibbled grain and sugar. The baits are dyed green and flavoured with cinnamon to make them less attractive to birds.

How could someone get their hands on 1080? What are the control measures?

- 1080's use in New Zealand is subject to strict regulations, controls and consent conditions by a range of agencies.
- Under the Hazardous Substance and New Organism Act 1996, 1080 must be tracked, only handled by persons who have the training and competency, and be securely locked up when not in use.
- We are not prepared to speculate on how somebody could get their hands on 1080 or contaminate infant and other formula while there is a criminal investigation under way.



Operation Concord Communications Plan and announcement runsheet Version as at 10 March 2015

Introduction

This communications plan governs the provision of advice to local and international consumers of New Zealand dairy products, and key stakeholders in the New Zealand dairy industry, following the receipt of a threat to deliberately contaminate infant and other formulas with 1080 poison.

It is based on a proactive release scenario but also works for an uncontrolled release – with condensed timeframes.

Ideally, information about this threat will be made available to key stakeholders and the public at a time determined by the New Zealand Government. However, cross-agency planning is in place for if this information becomes public before that time.

Separate detailed plans exist for digital and social media and international media management.

Goals

- Enable better informed media, thereby helping to shape media commentary and sentiment.
- Instill and maintain public confidence in the New Zealand government's ability to respond to and manage the threat.
- Contribute to the minimisation of public panic and fear through the provision of accurate, rapid, consistent, and comprehensive information.
- Address rumors, inaccuracies, and misperceptions as quickly as possible.

Principles

The principles for all communications are:

1. Consumer safety is our first priority.
2. Maintaining consumer and stakeholder trust and confidence in the integrity of New Zealand's food safety system is key.
3. Once information about the threat or the Government's response to the threat is public, then full transparency is the best method of maintaining trust and confidence – provided it does not compromise the police investigation.
4. Consumers and the media will be given all the information they need to hold informed views about the practical reality of this threat.
5. Consumers will be given all the information they need to make informed decisions about the New Zealand milk formula products their families consume.
6. Consumers will be given all the information they need to act responsibly when they buy New Zealand milk formula products.
7. Stakeholders will be given all the information they need to make the decisions that are critical to their business and interests.
8. Rumour and misinformation will be swiftly corrected.

Cross-agency communications planning

The Ministry for Primary Industries is the Government's response- and communications-planning lead, and is responsible for generating all top-line messaging about the threat and the response.

MPI is also responsible for specific messaging about the dairy supply chain, the testing regime implemented in response to the threat and for creating a website that will act as the 'one source of the truth' for information for the duration of the Programme (once it is public).

Other agencies are responsible for some specific messaging and planning, including:

- NZ Police – information about the criminal investigation.
- Ministry of Foreign Affairs and Trade – planning for, and liaison with, international media; [REDACTED]
- Ministry for the Environment, the Environmental Protection Agency and Department of Conservation – information about 1080.
- Ministry of Health – public health information.

6(a)

COMMUNICATIONS RUN SHEET – ANNOUNCEMENT

MPI is operating under a Coordinated Incident Management System (CIMS) structure. Under this structure, the Public Information Management (PIM) function is responsible for:

- developing and delivering messages to the public.
- media liaison and monitoring.
- briefing and preparing spokespeople.
- coordinating with other agencies' PIM personnel to ensure consistency.

Activity prior to day of announcement						
Engagement	Owner	Mechanism	Objective	Inputs	Time	
0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		9(2)(g)(i)
1a	Key public health agencies call centres (Plunket, Healthline)	PIM (call centre)	Phone	Preparation Information sharing Cooperation and alignment of messaging.	Key messages Fact sheets for them to provide to their frontline medical and call centre staff (to be developed by PIM) Content for social	D – 48 hours

Security Level – Restricted

					channels e.g. Plunket Facebook (to be adapted from PIM fact sheets)	
1b	Advise manufacturers and retailers communication liaison of go-live	PIM	Email / Phone	Preparation		D – 48 hours
2	Briefing to key Ministers Press Secretaries	PMO	Face-to-face – Prime Minister's Chief Press Secretary	Preparation	Key messages and QAs to be provided to Prime Minister's Chief Press Sec	D – 48 hours
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
6	Load factsheets to new website	PIM (web)	PIM to sign off Web admin to load (to UAT)	Preparation	Signed off Factsheets: - 1080 - Health - Manufacturing (eng) / [REDACTED] - Tamper evident (eng) / [REDACTED]	As avail

6(a)

6(a)

Day of announcement (date TBC)

Engagement	Owner	Mechanism	Objective	Inputs	Time
7 Announcement of joint Police / MPI media conference at NZ Police HQ, 180 Molesworth St, Wellington See actions under mechanism.	NZ Police MPI Public Information Management (PIM) workstream	Media advisory referring to developing situation. Send to prepared media list (NZ Police) Conference logistics (PIM): Call and mobilise E2 [tech] Clear room. Chairs and desks in. Govt banners up. Media packs in. Reception staff briefed. Identified escorts in place. Spokespeople mobilised.	Transparency Openness Show control and awareness Manage public concerns	Media advisory	D – 1.5 hrs
8 Web preparation - MPI website incident banner prepared - New website launch process begins	PIM (Web/Social media)	MPI web admins		Banner copy (eng) New site <u>Launch plan</u>	D – 1.5 hrs
9 [redacted] stood up and arrangements made for live streaming	PIM (social media)		Accessibility for chosen media unable to make the conference		D – 1.5 hrs 9(2)(b)(ii)

Security Level – Restricted

10	Load videos to YouTube and website (as private)	PIM (social media / web) MFAT	Social media to load to YouTube Web admins to embed in new site [REDACTED]	Preparation	Signed off videos: - manufacturing (eng) [REDACTED] - tamper evident (eng) [REDACTED]	D – 1.5 hrs 6(a)
11	Final pre-media conference briefing session at NZ Police. Spokespeople briefing and preparation	NZ Police MPI PIM	Face-to-face	Preparation	Q&A Live rehearsal questions	D – 60 mins
12	Media lock up (30 mins duration) – information embargoed	MPI and Police		Better prepared media	Media pack (Situation briefing, Police and MPI media releases, supply chain, tampering, public health and 1080 fact sheets, videos)	D – 30 mins
13	Concord Twitter account goes live 'Follows' made	PIM (Social media)	PIM Response team	Accessibility Transparency Voice of authority	- Guidance document <u>Social media guidance for supporting agencies</u> - <u>Social media influencers</u> - Monitoring tools (see digital plan) - Concord twitter resources (bio and images – see digital plan)	D – 30 mins
14	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED] 9(2)(g)(i)
15	Search engine updated	PIM (web / social media)	Call to Google	Accessibility	Contact info	D – 30 mins

Security Level – Restricted

16	Search Engine Marketing activated	PIM (social media)	[REDACTED] 9(2)(a)	Accessibility	SEM copy and target words [REDACTED] 6(a)	T – 30 mins
17	Media Conference 1 (30 minute duration) NZ Police HQ, 180 Molesworth St, Wellington Spokespeople: Deputy Police Commissioner and MPI Deputy Director-General – supported by appropriate senior staff	NZ Police MPI PIM	Media conference Website goes live Social media monitoring stood up (NZTA / MFAT) and push links to website	Transparency Openness Advice Reassurance	Formal verbal statement Web & social media content	D
18	Live streaming of media conference 1 http://live1.r2.co.nz/20150203/index2.htm	PIM (Social media /Media planning)	[REDACTED] PIM (media) to provide invites	Accessibility Transparency	[REDACTED] Invite list and information – held by PIM media	D 9(2)(a)
19	Social media engagement (once social media reaction begins)	PIM (Social Media)			<u>Social media initial messaging</u>	D
20	New website goes live MPI web banner goes live MPI other site changes made Videos made 'public'	PIM (web)	MPI web admins	Reassurance Accessibility Transparency Advice	Website Videos	D
21	MPI intranet articles posted MPI CEO message to employees is sent	PIM (internal)	Intranets/internal email	Staff support	Internal messages/articles videos	D
22	Internal messages are shared across government agencies	PIM (internal)	Govt Comms leads	Cross govt situational awareness	Internal messages videos	D

Security Level – Restricted

23	Announcement of Ministerial media conference	Lead Minister's office	Media Advisory	Preparation	Media advisory	D + 30 mins
24	Media Conference 2 Ministers	Minister's TBC	Media conference Web Social media	Transparency Openness Advice Reassurance	Media release Web & social media content	D + 1.5 hrs
25	Live streaming of media conference 2 http://live1.r2.co.nz/20150203/index2.htm	PIM (Social media /Media planning)	9(2)(a) PIM (media) to provide invites	Accessibility Transparency	set up Invite list and information – held by PIM media	D + 1.5 hrs 9(2)(b)(ii)
26	Youtube video (of media conference 1) uploaded	PIM (Social media)	Videos from conference filming	Accessibility Transparency	Youtube logins	D + 1.5 hrs
27	Youtube video (of media conference 2) uploaded	PIM (Social media)	Videos from conference filming	Accessibility Transparency	Youtube logins - VTT files for translation	D + 2.5 hrs
28	Experts panel media briefing (Health and MPI)	PIM MoH MPI	Media conference	Advice Reassurance	Formal verbal statements	D + 3 hrs
29	On standby: Plunket Facebook chat (depending on public reaction): Plunket Clinical Advisor, MoH (Dr Pat Tuohy) and MPI (Scott Gallacher / [redacted])	Plunket MoH MPI	Facebook	Accessibility Advice Reassurance	Subject matter experts	2000-2100 hrs
<p>On-going communications plan activated (note – separate plan being developed considering a range of matters including public health messaging, frequency of daily media briefings, stakeholder updates etc. This will also consider managing various issues that are likely to develop post announcement – [redacted])</p>						

9(2)(a)

9(2)(g)(i)