

Ministry for Primary Industries
Manatū Ahu Matua



MINISTRY FOR PRIMARY INDUSTRIES STATEMENT OF INTENT 2012–2015

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

Growing and Protecting New Zealand

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FOREWORD

Minister for Primary Industries

New Zealand is a trading nation and primary industries supply the majority of the goods we export. The performance of the primary sector and the value that it generates, are critically important elements of the Government's goal of building a more competitive and productive economy.

Investing in research and innovation and the successful transfer of new skills and knowledge are key contributors to primary sector performance and productivity. The Primary Growth Partnership has been very successful in stimulating innovation with over \$500 million in investment between government and industry committed to date. The challenge, as these and other projects come to fruition, will be the adoption of new technology by producers and processors. Over the next three years, I will be looking at new opportunities to improve technology and skills transfer and uptake within the primary sector.

Fresh water is a key strategic and productive asset for New Zealand. The Government will continue to work with stakeholders to improve the regulatory frameworks that govern water quality, availability, and best value use. Progress has been made in laying the foundation to improve our rural water infrastructure. Implementation of the Irrigation Acceleration Fund will be a key initiative for increased economic gain through better water management and reliable irrigation for primary production.

The fishing and aquaculture sectors make a significant contribution to the New Zealand economy. Aquaculture has considerable potential to enhance its economic contribution, and the industry's aim is to create a billion dollar industry by 2025. The 2011 reform of the aquaculture legislation will help create the right conditions for the industry to meet this goal, and industry will be further enabled through a co-ordinated plan of action across government.

With \$80 billion of exports and imports and 10 million travellers across New Zealand's border each year, ensuring we have a high performing biosecurity system is a top priority. Priority action includes the enactment and implementation of biosecurity legislation, rollout of the National Animal Identification and Tracing (NAIT) programme, completion of the first phase of the Joint Border Management System, and a collaborative review of

border services to see how they can be best delivered across agencies.

Climate change presents opportunities and challenges for the primary sector. Decisions made now will affect the long-term economic and environmental resilience of the sector. It is essential that we retain competitiveness for our exporters while ensuring that the sector contributes to climate change mitigation. The Global Research Alliance and the New Zealand Agricultural Greenhouse Gas Research Centre have positioned us well, and a new contestable international fund to support the Alliance – the New Zealand Fund for Global Partnerships in Livestock Emissions Research – was launched in 2011.

While Māori businesses operating in the primary sector face the same issues as other businesses, they also face some unique challenges. There is increased awareness across government of the need for better co-ordination in support of Māori economic development, and I will be looking to the Ministry for Primary Industries to play a leadership role in this area. Special attention will be paid to working with Māori to help them increase the productivity of their primary sector assets, including the implementation of recent aquaculture reforms.

The renaming of the Ministry – Ministry for Primary Industries – and endorsement by Cabinet (in 2011) of its new strategy has set the foundation for the Ministry's work over the next three years. I expect the Ministry to make a significant contribution to the Government's goals of building a more competitive and productive economy and delivering better public services within tight financial constraints.

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



Hon David Carter
Minister for Primary Industries

FOREWORD

Minister for Food Safety

New Zealand's food industry is crucial to building a more competitive and productive economy. We have earned a strong international reputation as a credible and trusted supplier of safe and suitable food – to both the domestic and international markets. It is important for our export food trade, and the confidence of New Zealanders generally, that this reputation is protected.

Maintaining access to export markets in a challenging economic environment is vital, not just with our traditional markets but in continuing the development of emerging markets in the Indian subcontinent, the Middle East, and the Association of Southeast Asian Nations (ASEAN). I expect the Ministry for Primary Industries to continue to work in partnership with exporters and relevant government agencies to maximise trade opportunities.

A sound domestic regulatory regime is critical for protecting consumers and building the credibility needed to assist New Zealand's market access activities, including increasing collaboration with Australia to develop common standards. Passing the

Food Bill and reviewing the food regulatory regime to support business growth, particularly exports, are priorities over the next three years.

Another key focus will be ensuring that the food regime – regulatory and non-regulatory – supports growth and innovation of higher value processed foods and food-derived products, including foods that improve health. This focus on higher value food and food derived products will assist New Zealand to realise its economic growth ambitions.

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



Hon Kate Wilkinson
Minister for Food Safety

Director-General's

INTRODUCTION

Growing New Zealand's economy depends on the success of the primary sectors. The people and businesses that make up our primary industries, from producers through to processors and exporters, are the engine-room of the economy, producing more than 70 percent of the value of New Zealand's merchandise exports.

The newly formed Ministry for Primary Industries (MPI) will partner with and enable the success of the primary industries. Ultimately, the Ministry – and New Zealand – will be successful when the primary industries are successful.

The Ministry's new name reflects the range of functions of the merged organisation which brings together the responsibilities of the Ministry of Agriculture and Forestry, New Zealand Food Safety Authority and Ministry of Fisheries. The Ministry's work now spans the agriculture, horticulture, aquaculture, fisheries, forestry and food sectors, as well as the protection of our primary industries from biological risk. MPI is the adviser to the Government across all aspects of the primary industries, food production and associated trade issues.

The Ministry's strategy sets out our vision of "growing and protecting New Zealand". Our strategy defines our focus and approach and the nature of the organisation we are building to support the primary industries.

Our Strategy 2030 was agreed by Cabinet in August 2011, and we are now seeking to align our organisation to that direction and approach. We have completed significant restructuring to create a single ministry. Over the next few years we will develop a culture for the Ministry that partners with the primary sectors, enables them to achieve success, and, in turn, grows the economy for the benefit of all New Zealanders.

We are also seeking to ensure that what we do is aligned to the focus areas within *Our Strategy 2030* – our four end-outcomes of maximising export opportunities, improving sector productivity, increasing sustainable resource use and protecting from biological risk. These focus areas, and our approach to delivering them, reinforce each other and build on the integration of MPI and the primary sectors.

Partnering with Māori is an important part of our approach. The Ministry is responsible for ensuring the delivery of a range of obligations to Māori and has a broader responsibility as a representative of the Crown to support the success of the Treaty partnership between Crown and Māori. Māori are continuing to grow their commercial interests across the primary industries, and the Ministry is working collaboratively with Māori and other primary sector participants to enable increased productivity from the sustainable use of Māori primary sector assets.

Our Strategy 2030 provides the framework for our future direction. It will help deliver on the Government's goals of building a more competitive and productive economy and delivering better public services within tight fiscal constraints. We are focused on delivering on the priorities of our Ministers and the Government whom we serve.

The Ministry for Primary Industries has a challenging agenda over the next three years. This Statement of Intent outlines the key issues and details how we intend to address them.



Wayne McNee
Director-General

Ministry for Primary Industries Director-General's

STATEMENT OF RESPONSIBILITY

In signing this statement, I acknowledge that I am responsible for the information contained in the *Statement of Intent* for the Ministry for Primary Industries. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2011/12 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Wayne McNee
Director-General

30 April 2012



Tony Murray
Chief Financial Officer

30 April 2012

Nature and scope of FUNCTIONS

OUR ROLE

The Ministry's work now spans the agriculture, horticulture, aquaculture, fisheries, forestry, and food industries, animal welfare, and the protection of New Zealand's primary industries from biological risk. The Ministry is the single key adviser to the Government across all aspects of the primary industries, food production and related trade issues.

MPI is the principal adviser to the Government in these areas and is New Zealand's single largest regulator. We have a large operational footprint, with fisheries, biosecurity, food, animal welfare, forestry and aquaculture staff throughout New Zealand.

Our responsibilities include the oversight of compliance and verification functions to ensure that requirements for trade and regulations related to these sectors are complied with. MPI is focused on enabling the primary industries to be as successful as possible for the benefit of all New Zealanders.

As part of undertaking its role, the Ministry will:

- support innovation in the primary sectors, and deliver policies and programmes to improve the uptake of more productive and value-added practices by producers;
- ensure recent legislative reforms help to unlock the potential of the aquaculture industry and manage the Crown's aquaculture settlement obligations;
- work with Māori to increase the productivity of their primary sector assets, including through improving the governance and capability of Māori primary sector interests;
- provide advice on legislation to allow Fonterra to change its capital structure;
- support the development of sustainable limits to natural resource use and allocation approaches that better reflect the value of those resources;
- ensure that fisheries and other resources are utilised sustainably through a compliance approach that includes educating and informing the public;
- support irrigation initiatives to improve productivity and sustainable use of water resources;

- continue development of the Joint Border Management System to provide the information systems needed to improve trade and travel across the border while managing risk appropriately;
- provide advice on the Emissions Trading Scheme for forestry and agriculture;
- continue delivering the National Animal Identification and Tracing (NAIT) project to establish traceability of livestock and improve responsiveness to biosecurity events and provide assurances to export markets;
- work with industry to develop Government-Industry Agreements on how to prepare for and respond to harmful pests or diseases;
- support the passage of the Food Bill and implementation of a new food regulatory system;
- develop a strategy that articulates New Zealanders' expectations for the treatment of animals and sets clear expectations for how the animal welfare system will develop over time.

CROWN FORESTRY

MPI manages the Crown's forestry assets, which are run as a commercial operation through Crown Forestry. Crown Forestry's role is also to exit the Crown from the business of commercial forestry on fully commercial terms. It works closely with the Office of Treaty Settlements in preparing Crown forests for offer to iwi.

OUR VOTES AND APPROPRIATIONS

Our work is funded under Vote Primary Industries and Vote Food Safety.

For the 2012/13 financial year, three of the Ministry's previous four Votes (Biosecurity, Fisheries, and Agriculture and Forestry) have been combined under a single Vote Primary Industries. This aligns closely with Ministerial portfolios and provides greater flexibility to the Ministry in managing its finances, while continuing to meet transparency and clarity of accountability requirements.

Further details about our specific appropriations can be found in the Estimates of Appropriation.

Ministry for Primary Industries

STRATEGIC ENVIRONMENT

The Government's goals include responsibly managing the Government's finances, building a more competitive and productive economy and delivering better public services¹. MPI has a role to play in helping the Government to achieve each of these goals.

Improving New Zealand's economic prospects following decades of growth based on debt and consumption requires a re-balancing of the economy towards more productive sources of growth. Now, more than ever, the productivity and export performance of our primary industries is paramount to ensuring the country's long-term prosperity.

The agriculture, food, forestry and fishing industries are major drivers of New Zealand's employment and economy, accounting for 12.3 percent² of gross domestic product (GDP)³ in the year to 30 June 2011. In the same year, these industries also generated around 70 percent of New Zealand's merchandise export earnings, accounting for \$31.5 billion⁴.

Many parts of the primary sectors are highly integrated. Producers and processors often work across several parts of the production value chain. They are now served by a single, integrated agency that seeks to take a consistent approach across sectors and the value chain.

The significant opportunities and challenges for our primary industries over the next three years include:

- **Increased demand** for food, especially for meat, seafood and dairy.
- **Increases in global primary production** that risk impacting on international prices achieved by our food commodities. For instance, increased development of land and improved access to capital allowing for adoption of more productive farming practices in South America and China. Investment in dairy farming is increasing internationally.
- **Greater openness** to the Asia-Pacific region. For example, China is now the largest export destination for our primary industries. Primary

exports to China amount to over \$5.4 billion annually⁵ and are growing at an annual compound growth rate of 36 percent per annum⁶.

- **Increasing access** to foreign markets for our primary exporters through negotiations. As a country, our reputation for safe and trusted food, fibre and other biological products is vital to this success.
- **Fluctuations in cargo volumes** and the number of international travellers entering New Zealand, in part the result of global economic cycles, affect both the demand for MPI's border clearance services and the ability of MPI to efficiently cost recover for services to exporters and importers. At the same time, changes in key trading and tourism relationships will affect the biosecurity risk associated with goods and travellers entering New Zealand.
- **Leveraging off Māori values and culture.** Māori values and cultural capital provide a competitive advantage as points of difference from other market competitors in developing trade links.
- **Advancing Māori agribusiness productivity.** Māori are increasingly significant investors in the primary industries, and this trend is expected to continue with future Treaty of Waitangi settlements. MPI will partner with Māori, and other primary sector participants, to address issues identified as hindering the development of Māori agribusinesses, including lack of governance and technical capability, and availability and accessibility of appropriate services.
- **Climate change** is expected to lead to dryer areas on the east coast of New Zealand, and farming practices will need to adapt to these changes. Changes in climate will also affect the distribution and pathways for pests and diseases, both overseas and domestically.
- **Increased competing demands for fresh water** owing to trends such as climate change, increasing intensification of land use and

1 Prime Minister's speech to the Waitakare Business Club, 26 January 2012.

2 Does not include food service and retail.

3 Source: Statistics New Zealand.

4 Source: Statistics New Zealand.

5 New Zealand exports, domestic to China. Source: Statistics New Zealand data, 2011.

6 New Zealand exports, domestic to China. Source: Statistics New Zealand data, 2008-11.

population growth. New tools for managing and allocating fresh water that can balance economic needs with tikanga and environmental values are required.

- **Increasingly sophisticated non-compliance behaviours** emerging across the range of regulations that MPI is responsible for ensuring compliance against. In response, MPI will need to continuously improve the range of compliance interventions available to it and ensure its ability to monitor voluntary compliance rates.
- **Science, innovation and knowledge/technology adoption.** Innovative science and technology will continue to be critical for the growth of the primary sector, for improvements in sustainable management and for supporting market access and smarter regulation. Maximising the benefit from science and innovation will require prioritisation and co-ordination of effort across primary industries. This needs to be an interactive process where industries are engaging with science and policy across the innovation spectrum, from basic research through to technology adoption.

MINISTERS' PRIORITIES

MINISTER FOR PRIMARY INDUSTRIES

- Rural water management;
- Fisheries management;
- Border sector restructuring;
- Biosecurity;
- Climate change and forestry;
- Technology transfer;
- Māori agribusiness;
- Dairy industry regulatory changes;
- Ministry restructuring.

MINISTER FOR FOOD SAFETY

- Maintaining and enhancing market access for New Zealand businesses;
- Improving the regulatory regime;
- Reducing foodborne illness;
- Enhancing the Australia - New Zealand relationship with respect to food regulation;
- Passage of the Food Bill.

OUR STRATEGY 2030

Our new organisational strategy looks to 2030 with a vision of “growing and protecting New Zealand”. While it has a clear focus on economic opportunities, it also recognises that the natural environment underpins long-term economic growth and our environmental performance impacts on consumer confidence in New Zealand’s products. *Our Strategy 2030* links directly to the Government’s goal of building a more competitive and productive economy.

OUR FOCUS

Through our own work and working with many other organisations, groups and individuals we will:

- maximise export opportunities;
- improve sector productivity;
- increase sustainable resource use;
- protect from biological risk.

We have identified six medium-term outcomes that our work is aimed at achieving, and that, in turn, contribute to our long-term outcomes:

- Export success is enhanced by the integrity of primary sector products and increasing the awareness of New Zealand’s unique culture and brand.
- Exporters have improved access to fast-growing and high-value markets, and benefit from new export opportunities.
- Improved generation of new ideas and their adoption and adaptation by the primary industries, including Māori, is supported by government actions.
- The primary industries, including Māori, have greater access to capital, and have the skills needed to grow and innovate.
- The primary sector, including Māori, maximises the use and productivity of natural resources within environmentally sustainable limits and is resilient to adverse climatic and biosecurity events.
- The primary sector is protected from biological risks through the effective operation of the biosecurity and food safety systems.

Within this framework we will further define our focus through prioritisation. For instance, our efforts to increase market access will be aimed at the fastest growing and highest value markets for our sectors. We will also focus on working with those primary sectors that we believe have the greatest potential for sustainable growth.

Our operating intentions, how we will demonstrate success, and links between appropriations and outputs are set out on pages 14-25.

OUR APPROACH

A key part of our new approach is to develop stronger partnerships with the primary sectors, including Māori, and enable them to maximise the benefits from the sustainable use of their primary sector assets. This approach requires us to, amongst other actions:

- engage with the primary industries to deepen understanding of the importance of the primary sectors to New Zealand’s economic prosperity and to increase economic returns from their assets;
- work with the primary industries to improve resilience and the timely management of risks;
- understand and draw upon Māori values to protect and enhance the well-being and potential benefits from the use of New Zealand’s natural resources;
- provide the primary sectors with a gateway to the whole-of-government, partnering with the natural resources and economic agencies;
- produce information and analysis that supports a whole-of-government focus on primary sector growth;
- help connect primary sectors with one another; and
- deliver on our obligations to Māori.

MPI also works in collaboration with several departments across a range of issues. These challenges are long-term in nature and involve interactions between natural, economic and social systems that are difficult to account for and require smart policy responses that draw from the most robust and complete evidence available. Areas

where MPI works closely with other agencies include:

- economic growth;
- border management as a member and Chair of the Border Sector Governance Group;
- management of natural resources as a member of the Natural Resources Sector;
- sustainable use of New Zealand's living marine resources;
- international trade negotiations;
- international and domestic climate change action.

OUR ORGANISATION

In order to deliver on *Our Strategy 2030*, MPI will continue to develop its capabilities as an organisation. Our efficiency and effectiveness as an organisation is given added emphasis in the current operating environment by the Government's fiscal position.

The key aspects of our organisation that will be important for ensuring our ability to deliver for the primary industries are:

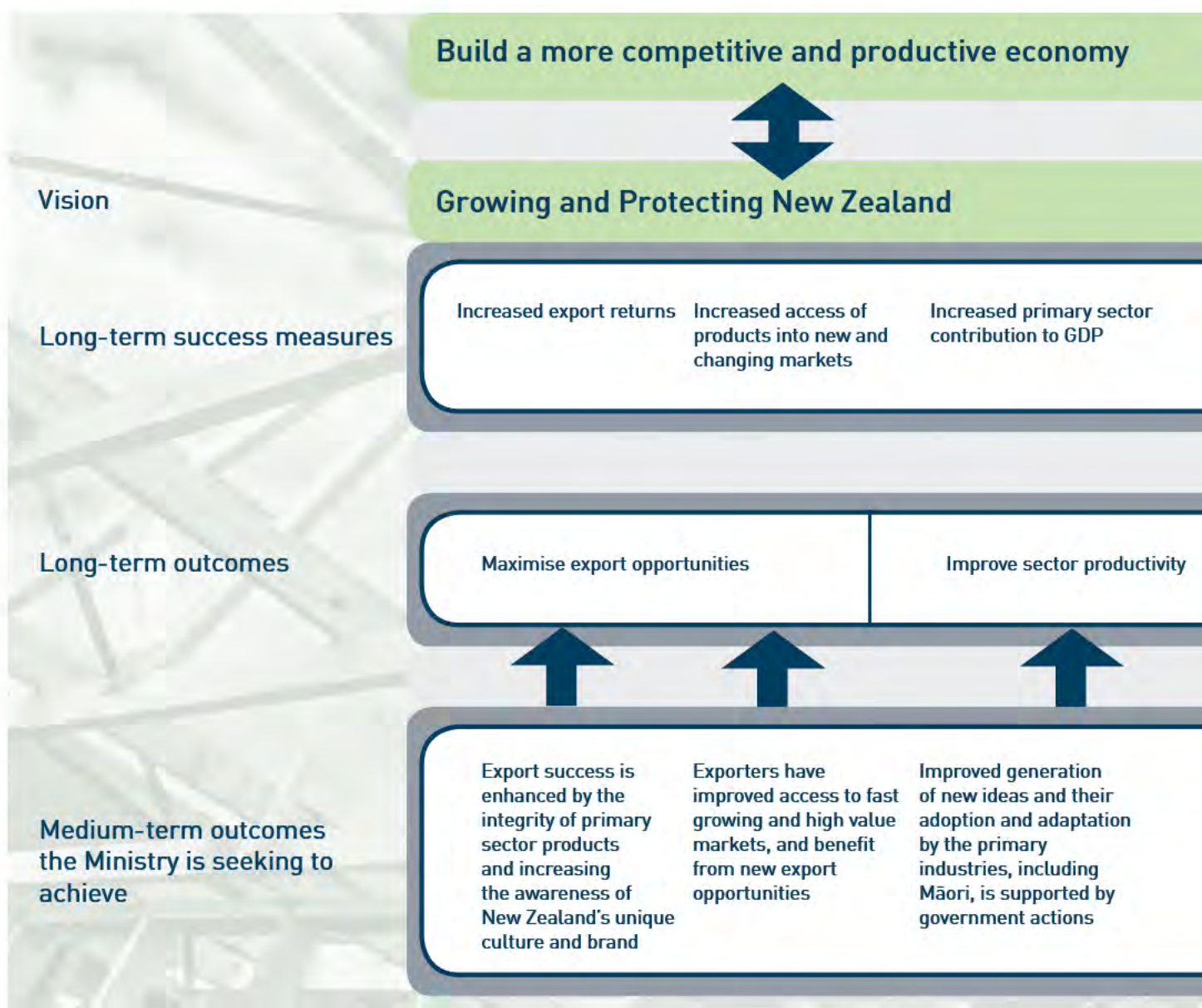
- an increased focus on relationships, in order to support our approach of enabling and partnering;
- continuing to develop our people and taking responsibility for our own performance to ensure we have the right capabilities within the Ministry;
- ensuring we are making informed and timely decisions, through collecting and analysing the information available to us and, where necessary, commissioning research;
- increasing our own levels of innovation so that we find new and more effective ways of working and are future-focused.

Ministry for Primary Industries

OUTCOMES FRAMEWORK

Our outcomes framework reflects our priorities and demonstrates the linkage between our key deliverables, our outcomes, and the Government's priorities. The work programmes that support our long-term outcomes are a mix of actions to deliver immediate improvement and longer-term programmes that provide a foundation for improved sustainable economic growth over time.

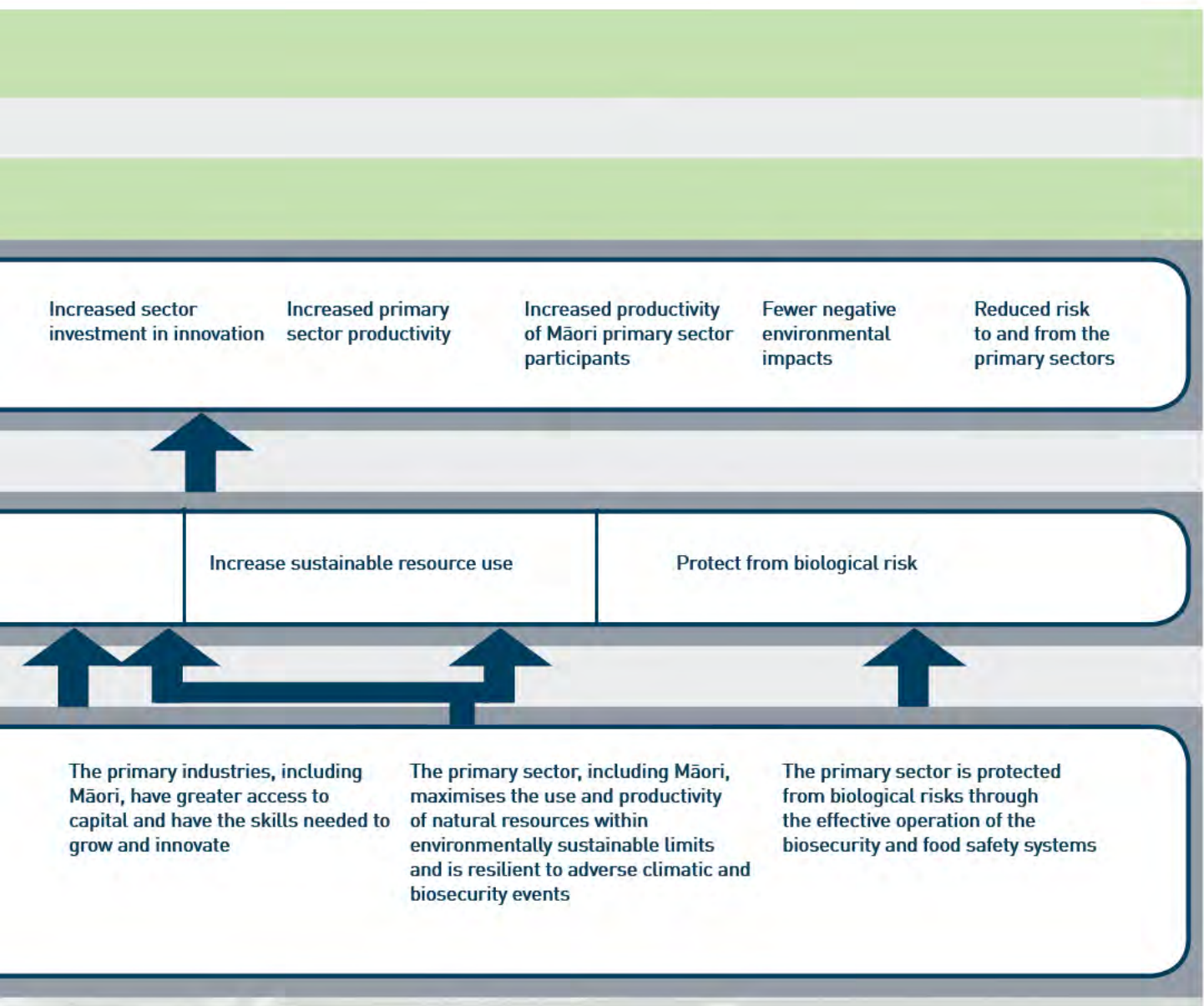
As many other factors influence outcomes, to suggest that our activities alone will result in a particular outcome would be incorrect and would not reflect the work of other individuals and organisations. Also, many of our deliverables contribute across a number of our long-term and medium-term outcomes.



Another key to our approach is supporting the primary sector, including Māori, to maximise the benefits from the sustainable use of their primary sector assets. It also means we must deliver on our obligations to Māori under the Treaty of Waitangi and further our understanding of Māori values to protect and enhance the well-being and potential benefits

from the use of New Zealand's natural resources.

Much of New Zealand's prosperity now, and in the future, depends on the Ministry and the primary industries working together towards achieving these long-term outcomes.



Our

OPERATING INTENTIONS

Our contribution to our medium-term outcomes is directed through our operating intentions. The following table presents our operating intentions and defines what we are looking for in each part of the framework. The operating intentions do not provide a comprehensive list of what we do; the operating intentions focus on the key deliverables that will lead to the changes in the medium and long-term outcomes.

Long-term outcome:

MAXIMISE EXPORT OPPORTUNITIES

What we are seeking to achieve

Medium-term outcome 1

Export success is enhanced by the integrity of primary sector products and increasing the awareness of New Zealand's unique culture and brand

Why are we going to do this?

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

Relevant Ministerial priorities include: Passage of the Food Bill; Biosecurity; Ministry restructuring.

What impacts will the Ministry have to support this outcome?

- Reputation of New Zealand products, and the systems they rely on, is enhanced.
- Exporters have more access to knowledge, systems, and technology, to produce and supply products more exactly to market specifications and participate in integrated value chains.
- Exporters have increased awareness of the potential benefits from the use of the New Zealand story, including Māori values and culture, in primary industry exports.

What are the key deliverables⁸ for the Ministry that will help to achieve these impacts?

- Work with industry, including Māori, and government agencies on a more active approach to promoting the New Zealand story.
- Work with industry to identify and capture opportunities to develop new kinds of assurances that support economic growth and open up new markets.
- Review the food regulatory regime to support business growth, particularly exports.
- Update our animal welfare policy settings and legislation to ensure New Zealand standards meet the expectations of overseas retailers and consumers.
- Support industry to find least cost and flexible solutions to emerging trade access issues by influencing international forums.
- Support the growth and innovation of higher value processed foods and food-derived products, particularly exports, through new science and an enabling regulatory environment.
- Implement the National Animal Identification and Tracing (NAIT) scheme for cattle and deer.

⁷ The Anholt-GfK Roper Nation Brands IndexSM measures the image of 50 nations. Each year, approximately 20,000 adults aged 18 and up are interviewed in 20 core panel countries.

⁸ A comprehensive list of the outputs the Ministry produces, and related service performance measures, is included in the Information Supporting the Estimates.

How we will measure this

The Ministry's medium-term outcome measures are:

- New Zealand's ranking on the Nations Brand Index⁷ for the exports index question "Feel good about buying products from [this] country". New Zealand's current ranking is 16 out of 50 countries. Over the next three-to-five years we are seeking an improved ranking, indicating an increasingly positive perception of New Zealand exports overseas.
- Our export assurances are trusted by trading partners, measured by 95 percent or more of the export certificates we issue meeting importing country requirements.

The Ministry's impact measures are:

- There are no market closures as a result of export assurance systems failures.
- Primary industry attendees at market access road shows report an increase in satisfaction related to advice provided on overseas market access requirements.
- During the 2012/13 year, we will be developing a measure of increased awareness amongst exporters of the potential benefits from the use of the New Zealand story, including Māori values and culture. The measure will be related to our key deliverable of developing a more active approach to promoting the New Zealand story.

Long-term outcome:

MAXIMISE EXPORT OPPORTUNITIES

What we are seeking to achieve

Medium-term outcome 2

Exporters have improved access to fast growing and high value markets, and benefit from new export opportunities

Why are we going to do this?

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

New Zealand has comparative advantages in the primary sector. Counter to that, however, are complex challenges such as distance and size, and trade barriers to some of our most desirable markets.

New Zealand is not only exporting goods, it is also utilising its primary sector capability to supply goods and services from investments in overseas markets.

Relevant Ministerial priorities include: Maintaining and enhancing market access; Enhancing the Australia-New Zealand relationship with respect to food regulation.

What impacts will the Ministry have to support this outcome?

- Market access for our primary sector products, including food, is maintained or improved.
- Bilateral and multilateral frameworks and standards ensure more markets are available and costs imposed by overseas authorities are reduced.
- Moving towards a Single Economic Market with Australia by removing regulatory barriers.

What are the key deliverables for the Ministry that will help to achieve these impacts?

- In partnership with primary sector stakeholders, agree market access strategies and market access priorities for the next one-to-five years.
- Implement our international agreements with key trading partners to ensure that New Zealand exporters benefit from market access arrangements.
- Support the Ministry of Foreign Affairs and Trade to deliver Free Trade Agreements with Transpacific Partners, and with India, the Republic of Korea, Russia, Belarus, and Kazakhstan.
- Influence international standards and policy development on sustainable use of natural resources to protect New Zealand's production methods and market access.
- Reduce the requirement for certification and inspection of products imported and exported across the Tasman under mutual recognition arrangements.

How we will measure this

The Ministry's medium-term outcome measures are:

- In order to understand whether primary industry exporters are benefiting from new market access opportunities, we will look at the change in New Zealand's primary industry exports to each country that New Zealand has signed a free trade agreement with in the last five years. If benefits are being realised we would expect to see increases in exporting activity to that country over a two-to-five year period following the agreement coming into effect.
- The proportion of agriculture, forestry, fishing, and associated manufacturing businesses reporting that they are entering new export markets remains constant or improves relative to 2011 levels.⁹

The Ministry's impact measures are:

- A decline over the next three years in the percentage of primary industry businesses that generate overseas income that report overseas government regulation or tariffs as a barrier to generating overseas income.¹⁰ In 2011 21 percent of primary industry businesses¹¹ reported this barrier.
- A decline over the next three years in the percentage of primary industry businesses not generating overseas income that report overseas government regulation or tariffs as a barrier to generating overseas income.¹² In 2011, 12 percent of primary industry businesses¹³ reported this barrier.
- Five new free trade agreements with agricultural provisions to be completed over the next three years.
- A reduction in the certification and inspection of food products exported across the Tasman.

⁹ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses entering new export markets for agriculture, forestry and fishing and the manufacturing sectors related to primary product processing.

¹⁰ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses currently generating overseas income for agriculture, forestry and fishing and the manufacturing sectors related to primary product processing.

¹¹ Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

¹² Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses not currently generating overseas income for agriculture, forestry and fishing and the manufacturing sectors related to primary product processing.

¹³ Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

Long-term outcome:

IMPROVE SECTOR PRODUCTIVITY

What we are seeking to achieve

Medium-term outcome 3

Improved generation of new ideas and their adoption and adaptation by the primary industries, including Māori, is supported by government actions.

Why are we going to do this?

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

Relevant Ministerial priorities include: Technology transfer, improving the regulatory regime (food safety).

What impacts will the Ministry have to support this outcome?

- Increased investment in innovation and uptake of new practices and technologies by the primary industries, including Māori.
- Improved quality of regulation, including reduced compliance costs, encourages New Zealand primary industries to be more competitive and innovative.

What are the key deliverables for the Ministry that will help to achieve these impacts?

- Partner with industry to demonstrate new technologies at an on-farm level on a wider and more frequent basis.
- Develop a food regime – regulatory and non-regulatory – that supports innovation and the growth of higher value processed foods and food derived products, including foods that improve health.
- Partner with industry groups to progress regulatory reforms that target cost-effectiveness and demonstrate equivalence of alternative processing technologies.
- Encourage and co-invest in industry (including Māori) innovation and adoption – for example, through the Primary Growth Partnership and Sustainable Farming Fund.
- Identify opportunities to address capability issues in the primary sector limiting the development and application of new tools and technologies.

How we will measure this

The Ministry's medium-term outcome measures are:

- The percentage of primary industry businesses that developed or introduced goods, services, processes, or methods in the last year trends up over the next three-to-five years.¹⁴ In 2011 29 percent of primary industry businesses¹⁵ reported introducing goods, services, processes or methods.
- The percentage of primary industry businesses that report government regulation as hampering innovation to a high degree remains constant or decreases over the next three-to-five years.¹⁶ In 2011, 7 percent of all primary industry businesses¹⁷, but 21 percent of commercial fishing businesses, reported government regulation as hampering innovation to a high degree.

The Ministry's impact measures are:

- The benefits (as set out in business cases) for productivity improvement from programmes supported under MPI funds are realised.¹⁸

The quality of the regulatory advice that MPI provides will help to determine the quality of the regulation in the sector, and in turn whether an unnecessary regulatory burden is imposed.

- Fifty percent of MPI's Regulatory Impact Statements (RISs) are assessed internally as meeting or partially meeting the Regulatory Impact Analysis requirements in 2012, increasing to 75 percent in 2013, and 90 percent from 2014 onwards.
- Independent external review of selected RISs assesses the RISs as having the same or a higher rating as the internally assessed rating in at least 50 percent of cases in 2012, and 75 percent of cases from 2013 onwards.

¹⁴ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses entering new export markets for agriculture, forestry and fishing and the manufacturing sectors related to primary product processing.

¹⁵ Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

¹⁶ Measure to be taken from the Statistics New Zealand Business Operations Survey, Businesses entering new export markets for agriculture, forestry and fishing and the manufacturing sectors related to primary product processing.

¹⁷ Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors

¹⁸ Based on evaluations of individual programmes undertaken.

Long-term outcome:

IMPROVE SECTOR PRODUCTIVITY

What we are seeking to achieve

Medium-term outcome 4

The primary industries, including Māori, have greater access to capital, and have the skills needed to grow and innovate.

Why are we going to do this?

To enhance productivity growth, resources must be able to flow to their highest value use. In the case of investment, this applies to the flow of capital across the economy. Increased skills can enhance the returns to capital investment and increase firms' ability to adapt to new markets and competitive challenges. For the primary industries, the ability to develop and utilise their workforces' skills is critical for increasing productivity growth.

All of the Ministry's medium-term outcomes are over a three-to-five year horizon; however our planned work in relation to this medium-term outcome reflects that this is an area the Ministry has begun to consider relatively recently and is exploring its role in.

Relevant Ministerial priorities include: Māori agribusiness; Dairy industry regulatory changes.

What impacts will the Ministry have to support this outcome?

- Improve availability of information on primary industry labour markets
- Improve the performance of Māori agribusinesses through improved awareness of capability development opportunities that are tailored to their needs
- A regulatory environment that supports improved access to capital for the primary sectors.

What are the key deliverables for the Ministry that will help to achieve these impacts?

- Partner with Māori and other agencies to develop and deliver skill development opportunities tailored to Māori agribusiness potentially including governance, business management, innovation and on-farm skills.
- Identify opportunities to address capability issues limiting the application of new tools and technologies.
- Implement changes to the Dairy Industry Restructuring Act 2001 to ensure the long-term growth and dynamic efficiency of New Zealand's dairy industry.
- Implement the recent aquaculture law reforms to ensure that the industry is able to achieve its growth aspirations, including industry investment.

How we will measure this

The Ministry's medium-term outcome measures are:

- The percentage of businesses in the primary industries reporting a lack of management resource or personnel as a barrier to innovation.¹⁹ In 2011 15 percent of primary industry businesses²⁰ reported this problem. A target for this area will be developed as we further explore our role in relation to access to skills for the primary industries.
- The percentage of businesses in the primary industries reporting the cost to develop or introduce an innovation as a barrier to innovation.²¹ In 2011 21 percent of primary industry businesses²² reported this problem. A target for this area will be developed as we further explore our role in relation to access to capital for the primary industries.

The Ministry's impact measures are:

- MPI publishes research into primary industry labour market trends and issues. This is a process measure in 2012/13 as we establish a better evidence base for further intervention, if warranted.
- During 2012/13 we will develop a measure of Māori agribusiness awareness of capability development opportunities tailored to their needs
- The supportiveness of the regulatory environment will be measured through the introduction of surveying of large primary industry firms and key financiers in the primary industry.

¹⁹ Measure to be taken from the Statistics New Zealand Business Operations Survey, Barriers that hampered innovation to a high degree, for agriculture, forestry and fishing and the manufacturing sectors related to primary product processing.

²⁰ Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

²¹ Measure to be taken from the Statistics New Zealand Business Operations Survey, Barriers that hampered innovation to a high degree, for agriculture, forestry and fishing and the manufacturing sectors related to primary product processing.

²² Based on agriculture, forestry and fishing businesses, and manufacturing business in the food, beverage and tobacco and wood and paper product sectors.

Long-term outcomes:

IMPROVE SECTOR PRODUCTIVITY and INCREASE SUSTAINABLE RESOURCE USE

What we are seeking to achieve

Medium-term outcome 5

The primary sector, including Māori, maximises the use and productivity of natural resources within environmentally sustainable limits and is resilient to adverse climatic and biosecurity events

Why are we going to do this?

Sustainable growth in resource use underpins consumer confidence in New Zealand made products and in turn supports maximisation of export opportunities. The primary industries must increase resource use in a productive and sustainable manner, including the use of compliance and education in ensuring sustainable practices.

To maintain productivity over time, our primary industries must also be resilient to change, including changing climate and biosecurity events.

MPI has legal obligations to support the Treaty partnership between Crown and Māori.

Relevant Ministerial priorities include: Rural water management, fisheries management, climate change and forestry.

What impacts will the Ministry have to support this outcome?

- Freshwater available to the primary sector is utilised most effectively and water quality is maintained or improved.
- The sea column available to the primary sector is used more effectively.
- The primary sector is more responsive to the challenges and economic opportunities associated with climate change.
- Sustainable use of natural resources through collaborative management of compliance risks with industry, and increased voluntary and assisted compliance.
- The Crown's obligations to Māori in relation to use and management of natural resources are met.

What are the key deliverables for the Ministry that will help to achieve these impacts?

- Implement and promote the Irrigation Acceleration Fund as a means to support the development of irrigation infrastructure proposals to the 'investment-ready' stage, and provide advice to government on approaches to co-funding.
- Develop more effective tools for managing freshwater allocation, quality and use (and ensure Māori are appropriately involved)
- Implement the recommendations of the Dairying and Clean Streams Accord review.
- In partnership with industry, implement the recent aquaculture law reforms to help industry unlock its economic growth potential.
- Implement the Government's response to the Ministerial Inquiry into Foreign Charter Vessels.
- Implement the objectives-based fisheries plan model, and develop alternative models for catch limit setting to support better regulatory interventions.
- Continue to deliver on Crown Treaty of Waitangi obligations, including completing negotiations with Māori relating to aquaculture settlements and identifying the scope of Crown obligations to Māori in the primary sector and the options for delivering on these.
- Develop and implement policy settings for the ongoing evolution of the Emissions Trading Scheme (ETS) that are appropriate domestically and internationally.
- Work with the primary industries and local government to develop tools to help the sector to adapt to the potential impacts of climate change and to build resilience.
- Implement and administer the New Zealand Fund for Global Partnerships and in Livestock Emissions Research.

How we will measure this

The Ministry's medium-term outcome measures are:

- Increase real GDP from land-based production, while maintaining or improving water quality over the long term. Limited supplies and competing demands for fresh water risk the health and productivity of fresh water systems. However, change in water quality is a long-term outcome as many waterways have substantial lags between changing nutrient inputs and water quality outcomes being achieved. The types of measures of water quality to be considered would include the following:
 - Outcome measures of changes in water quality –for instance from analysis of the National River Water Quality data.²³
 - Shorter term proxy measures for achievement of outcomes, such as movement to a limits based framework for water quality on a catchment-by-catchment basis, and adoption of management practices to work within those limits.
- Quota Management System fish stocks are sustainably managed to provide benefits from current and future use. Changes in fish stocks often occur over long periods and fluctuations can occur in response to a range of factors. In considering whether fish stocks are being sustainably managed, for those fish stocks that are currently below the soft and hard limits, we will look at measures such as the number of fish stocks that have a rebuild strategy in place.

The Ministry's impact measures are:

- An increase in the number of hectares under irrigation over the next three years. In 2007 there was an estimated 620,000 hectares under irrigation²⁴ baseline information will be updated in 2012.
- An increase in the number of farms actively using nutrient management plans over the next three years.
- An increase in the number of hectares in aquaculture production over the next four years.
- An increase in the number of hectares of forestry under the post 1989 Emissions Trading Scheme. The post 1989 Emissions Trading Scheme is an opportunity to derive economic returns from carbon sequestering. Participation with exotic or indigenous post-1989 forest land is voluntary. Participants receive New Zealand units that can then be traded.
- Government-Industry Agreements for Biosecurity are introduced, with 11 memorandums of understanding and eight deeds agreed in the next three years.
- The number of recreational fishers who reoffended after they had previously received a warning is stable or decreasing. The 2010/11 baseline measure was 291 fishers who reoffended.
- MPI's fisheries and aquaculture obligations to Māori are delivered.

²³ Proposed that subject to data availability the National River Water Quality Data would be used as the source for assessing changes in water quality. Refer, National Institute of Water and Atmospheric Research (2010), Analysis of national river quality data for the period 1998-2007, December 2010.

²⁴ Derived from the Agricultural Production Census produced by Statistics New Zealand.

Long-term outcome:

PROTECT FROM BIOLOGICAL RISK

What we are seeking to achieve

Medium-term outcome 6

The primary sector is protected from biological risks through the effective operation of the biosecurity and food safety systems

Why are we going to do this?

New Zealand has a unique comparative advantage in primary sector production that relates in part to our relative pest free status. Biosecurity incursions risk undermining that comparative advantage and having significant impacts on the economy.

New Zealand's food safety system provides confidence to both New Zealanders and our international trading partners that our products are safe and suitable, including those foods imported into New Zealand that are consumed here or become part of the export food chain.

Relevant Ministerial priorities include: Border sector restructuring; Biosecurity; Reducing foodborne illness.

What impacts will the Ministry have to support this outcome?

- Improved risk identification, surveillance targeting, and coordination at the border.
- New Zealand is better prepared to respond to pest and disease incursions.
- Biosecurity risks are managed by those best able to manage the risk, and increase voluntary and assisted compliance.
- Responses to pest and disease incursions better reflect the priorities of the primary industries.
- Improved safety and suitability of food, including imported food.

What are the key deliverables for the Ministry that will help to achieve these impacts?

- Deliver the Future Directions for the Border Sector programme to provide more effective and better co-ordinated border services by improving clearance processes, better use of technology, and improving risk targeting.
- Implement the Joint Border Management System underpinning a shift to a more risk-based and targeted system for clearing goods, craft and people across the New Zealand border.
- Transition from an inspection to a verification regime for managing biosecurity and food safety risks.
- Implement the Government-Industry Agreement for biosecurity readiness and response, including joint decision-making about harmful organisms of concern to industry.
- Use scientific research, data and new technology to ensure the Ministry's systems continue to improve for management of risk within the biosecurity and food safety systems.
- Provide effective responses to new foodborne threats to human health through targeted interventions and consumer awareness.
- The implementation of the Food Bill delivers a flexible, risk-based approach to the production of safe food which will be simpler and less costly for many businesses.
- Use the lessons from "Exercise Taurus" (whole-of-government foot and mouth disease response exercise) to improve our response capability.
- Deliver a comprehensive programme of exercises across all aspects of biosecurity.

How we will measure this

The Ministry's medium-term outcome measures are:

- No new incursions of notifiable pests and diseases through pathways that can be managed
- Reduce, and maintain reductions in, the incidence of foodborne illness. As an indicator of success, we are seeking to reduce the incidence of specific food borne illnesses to the following target rates in 2012/13, and then to maintain or further reduce incidence rates in future years. The target population rates for notified cases of illness acquired through foodborne vectors are²⁵:
 - Campylobacteriosis, below 80 cases per 100,000
 - Listeriosis, below 0.47 cases per 100,000

The Ministry's impact measures are:

- Implement decisions resulting from the Border Future Directions joint work programme with Customs and Department of Labour, which is due to report to Ministers in 2012.
- Increase in the proportion of agencies and industry groups that are signed up to the capability network for pests and disease incursions.²⁶
- Government Industry Agreements (GIA) for Biosecurity are introduced, with 11 memorandums of understanding and eight deeds agreed in the next three years. GIA will provide an opportunity for industry groups to identify the biosecurity risks of greatest concern to them, and to jointly invest with government to better manage those risks through readiness and response activities.
- A reduction in the proportion of consignments that are non-compliant against import health standard requirements for imported goods.
- A reduction in food borne salmonellosis, as a result of targeted intervention strategies being undertaken in 2012/13.

²⁵ Details of measurement are set out in the *Annual Report concerning Foodborne Disease in New Zealand 2010*, Environmental Science and Research; the measurement details acknowledge annual fluctuations and data uncertainties

²⁶ Agencies and industry groups potentially able to be signed up will be measured based on those listed in relevant advice to Cabinet.

CAPABILITY and COST-EFFECTIVENESS

The merger of the Ministry of Agriculture and Forestry with the Ministry of Fisheries in 2011 provided the opportunity to create a new organisation with the characteristics and capabilities needed to deliver on *Our Strategy 2030*.

While MPI's end and medium term outcomes will be relatively constant, the specific actions that MPI will need to take to achieve those outcomes will change over time as our operating environment changes²⁷.

We are continuing to develop an integrated planning, performance and prioritisation system to support us in continuously reassessing what is required to deliver on our strategy and shift resources. Maintaining our strategic focus, and prioritising our work programme to reflect it, will help to ensure we are using our resources effectively.

STRENGTHENING CAPABILITY

We are creating an environment at the Ministry that enables us to successfully grow and protect New Zealand. The 2011 focus on the organisation's design and on creating a common operating environment has moved to a focus in 2012/13 on improving our organisation's capability through a programme of future-oriented initiatives. These include:

- developing a People Capability Strategy (including leadership programmes), Information Systems Strategic Plan, a Finance Strategic Framework and a Property Strategy;
- working with other agencies to provide integrated solutions and more efficient delivery of services;
- implementing new service aggregation arrangements for outsourced information communication technology services;
- developing new information systems for human resource management, financial management, records management and time recording;
- developing an organisational culture that supports the Ministry in successfully partnering with and enabling the primary sectors;
- reviewing existing strategies, systems, processes and frameworks to ensure alignment to *Our Strategy 2030*.

DEPARTMENTAL CAPITAL AND ASSET MANAGEMENT INTENTIONS

MPI will put in place a new capital asset management plan in 2012. This plan will ensure that the Ministry is in a position to manage the capital-spending profile over the medium-to-long term.

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

- developing the National Animal Identification Tracing system to support the implementation of the scheme;
- implementing the Joint Border Management System in collaboration with the New Zealand Customs Service ;
- rationalising information communications technology infrastructure and associated maintenance costs.

The Ministry's capital intentions over the five years from 2012 to 2016 cover the routine replacement of motor vehicles and the replacement of vessels for fisheries compliance duties. Also provided for are leasehold improvements, new and replacement information systems (including upgrades and associated hardware), and replacement of minor plant and equipment necessary to maintain our operating environment. We will continue to assess the requirements for our PC3 laboratory, and review our ability to fund this within our balance sheet.

IMPROVING COST-EFFECTIVENESS

Improving organisational performance and cost-effectiveness is a priority for MPI to ensure it has the structures, systems, and resources to deliver its strategy. The priority areas for our organisation for 2012/13 are:

- deliver merger savings, and better align our cost recovered activities. In 2012/13 it is estimated that the merger will achieve savings to the Crown of over \$19 million, and a further \$2.5 to \$3 million in third party costs, through reducing and removing duplication that existed across the two agencies,

²⁷ This information is outlined in the Strategic Environment section page 8

MAF's capital programme:

	Estimated Actual 2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	Forecast 2014/15 \$(000)	2015/16 \$(000)
Land and buildings	258	675	675	675	675
Leasehold improvements	1 200	2 000	2 000	2 000	2 000
Plant and equipment	2 450	5 850	5,850	5 850	5 850
Motor vehicles and vessels	1 900	1,900	1 900	1 900	1 900
Computer software	13 000	7 350	7 350	7 350	7 350
	18 808	17 775	17 775	17 775	17 775

- as well as aligning the organisation to our new strategy;
- continue to find additional efficiencies that will realise savings in the future to allow for cost growth and investment in the strategy;
- maintain a continual improvement programme to support ongoing innovation and efficiency gains;
- remove duplicated and redundant systems to reduce costs and free up capital for improvements and reinvestment;
- develop better business partnerships that will deliver improved tools, increase communal knowledge and reduce overhead development costs;
- improve information systems (including the Human Resource Information System, Financial Management Information System, Electronic Data and Records Management System and Time-Recording) to improve productivity, and support better decision making and the effective leadership and management of the MPI workforce.
- continued work with the Treasury to maintain the Better Administration and Support Services (BASS) measurement of cost-effective services, and deliver efficiencies through opportunities that are identified;
- ensuring that appropriate processes and procedures are in place to provide assurance that our procurement activity is within policy and best practice.

EQUAL EMPLOYMENT OPPORTUNITIES

Equal employment opportunities and diversity strategies are sound human resources practices that enable us to recruit the best people from our diverse population, strengthen employee engagement and improve productivity. Our work-life initiatives play a role in enabling our people to perform to their best while recognising their commitments outside of work.

In accordance with the Pay and Employment Equity Review Response Plan, our human resources policies and procedures are reviewed regularly to ensure that they preclude any gender bias in their operation.

During 2012/13 and beyond we will also focus on the following priority areas:

- the Better Public Services programme, to connect and streamline those services across the public sector that engage directly with business;

ENVIRONMENT SCAN

In developing the new organisational strategy in 2011 a significant environmental scan was undertaken involving one-on-one interviews and workshops with external stakeholders, staff workshops, and a review of relevant environmental scanning literature. We have drawn on this work to inform the development of the *Statement of Intent*.

The scan involved a three fold approach including

- issues and trends 2008-11;
- new and emerging trends;
- pestle analysis: political, economic, social, technological, legal, and environmental.

MINISTRY FOR PRIMARY INDUSTRIES' RISK MANAGEMENT FRAMEWORK

Like the public sector as a whole, MPI is undergoing a period of significant change against the backdrop of a challenging economic climate. This brings with it both opportunities and risks.

As well as undergoing a large merger-related change programme, we also continue to work on major industry-related programmes including the Joint Border Management System, National Animal Identification and Tracing, and Government Industry Agreements. These programmes are innovative and complex, with high potential return but also high levels of risk. Understanding and effectively managing these risks is integral to delivering *Our Strategy 2030*.

A revised risk management framework for MPI will be in place in 2012. It will continue to focus on risk identification and reporting to ensure risks to achieving priorities are effectively managed. This will include building appropriate risk identification and reporting processes into organisational processes such as:

- strategic planning;
- business planning;
- business performance reporting;
- project management.

APPENDIX 1:

Additional information

HOW WILL WE MONITOR OUR ORGANISATION'S HEALTH AND CAPABILITY

We are committed to ensuring we have the capability to perform our functions effectively and efficiently, and to deliver value for money. The following table sets out some of the indicators we will use to help us monitor organisational capability and health.

ORGANISATIONAL HEALTH INDICATORS

Indicator	2011 baseline	2015 measure
Financial		
Auditor General's ratings:		
Management control environment	Good	Rating is improved or maintained
Financial information systems and controls	Good	Rating is improved or maintained
Service performance information and associated systems and controls	Needs improvement	Rating is improved
Forecasting and expenditure	Forecast outturn accuracy within 10 percent of full year budget	Improve year on year by 1 percent until 2015
Information systems		
Availability of the top five systems applications	Delivery matches contracted service levels	Delivery matches contracted service levels

OUR STRATEGY 2030

Growing and protecting New Zealand

Ministry for Primary Industries

WHY THIS STRATEGY?

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

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

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

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

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

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

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

OUR FOCUS

MAXIMISE EXPORT OPPORTUNITIES AND IMPROVE SECTOR PRODUCTIVITY

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

WE WILL ACHIEVE THIS BY:

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

INCREASE SUSTAINABLE RESOURCE USE, AND PROTECT FROM BIOLOGICAL RISK

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

WE WILL ACHIEVE THIS BY:

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

OUR APPROACH

ENABLING

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

WE WILL ACHIEVE THIS BY:

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

PARTNERING

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

WE WILL ACHIEVE THIS BY:

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

OUR ORGANISATION

FOCUS ON RELATIONSHIPS

WE WILL ACHIEVE THIS BY:

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

DEVELOP OUR PEOPLE

WE WILL ACHIEVE THIS BY:

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

MAKE INFORMED DECISIONS

WE WILL ACHIEVE THIS BY:

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

BE INNOVATIVE

WE WILL ACHIEVE THIS BY:

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

OUR CULTURE

CONNECTED

FOCUSED ON RESULTS

DELIVERING ON OUR OBLIGATIONS TO MĀORI

LEAN AND AGILE

TAKING INFORMED RISKS

SUCCESS

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

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

AND WHEN THE MINISTRY ACHIEVES:

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