

# Briefing

## Briefing to Incoming Minister: Border Executive Board

Date due to MO:	n/a	Action required by:	n/a
Security level:	IN CONFIDENCE	BEB Report:	23/025
To:	Hon Casey Costello, Minister of Customs		

### Contact for telephone discussion

Name	Position	Telephone
Christine Stevenson	Chair, Border Executive Board	s 9(2)(a) OIA
Fiona McKissock	Executive Director, Border Executive Board Secretariat	s 9(2)(a) OIA

### Minister's office to complete:

- Approved
  Decline
  Noted  
 Needs change
  Seen
  Overtaken by events  
 See Minister's Notes
  Withdrawn

Comment: Further discussion requested re BEB powers, ad functions  
Please note the coalition requirement to communicate primarily in English eg Ahumanā! hoahoa

# Briefing to Incoming Minister: Border Executive Board

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**Security level:** IN CONFIDENCE      **Date:** 27 November 2023

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**To:** Hon Casey Costello, Minister of Customs

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## Purpose of report

This report provides you with an overview of:

- the Border Executive Board, including its role and accountabilities
- the border environment
- 2023/24 priorities for the border in line with the Border Sector Strategy
- key areas for your attention in the next six months.

## Summary

Points of engagement with you in the next six months include updating you on:

- Auckland Airport congestion and plans to improve airport performance
- Trans-Tasman seamless travel commitments
- progress on the implementation of a digital Arrival Card through the New Zealand Traveller Declaration
- development of strategic intentions for the Border Executive Board

## Recommendations

It is recommended that you:

- a) **note** the contents of this briefing.

Noted

s 9(2)(a) OIA

Christine Stevenson  
**Chair, Border Executive Board**

Date: 27/11/23

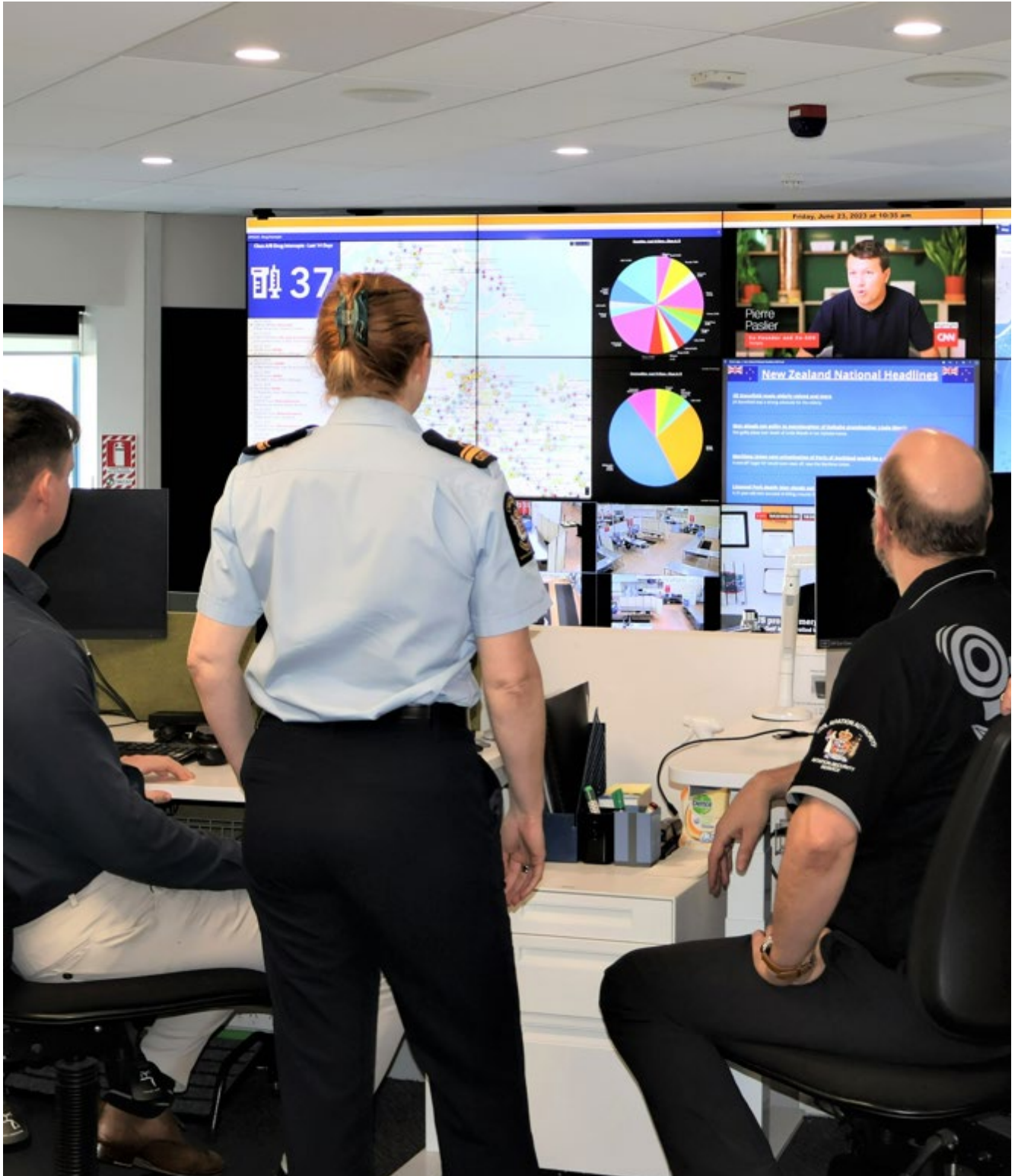
s 9(2)(a) OIA

Hon Casey Costello  
**Minister of Customs**

Date:



# BRIEFING TO THE INCOMING MINISTER November 2023



## Welcome from the Chair

1. On behalf of the six chief executives in the Border Executive Board (BEB), I would like to congratulate you and welcome you as our responsible Minister. I look forward to establishing regular meetings with you and for you meeting the Board chief executives at your convenience. We propose providing you with a regular written update, usually fortnightly.
2. This initial briefing gives an overview of the BEB and its work. Further information can be provided to you on request. The appendices include:
  - Membership and agency chief executives (Appendix 1)
  - Border Sector Strategy (Appendix 2)
  - 2023/24 Border Executive Board Work Programme (Appendix 3).
3. Effective border management is critical to New Zealand's wellbeing and prosperity. It is where the New Zealand government controls the movement of people, goods and craft; and collects revenue. Our border operations connect New Zealand with the world through trade, travel, and tourism, and must also protect New Zealand's economy, society, and biodiversity from a range of threats.
4. Many organisations operate at the border, including multiple government agencies. The BEB oversees collaboration and alignment between the government agencies and provides a single point of contact for raising issues and opportunities that can only be progressed by working together across more than one portfolio.
5. The BEB is an important Ministerial responsibility. It is a way of working that improves collaboration, provides for more visibility, better information, avoiding gaps, opportunities for efficiency, and an improved customer experience at the border and beyond. It also provides the private sector with a single joint government entity to engage with.
6. This briefing is intended to give you an overview of the BEB. Further and more detailed information can be provided to you.

## The Border Executive Board and its role

*Six member departments with participation by three Crown entities*

7. The BEB is an interdepartmental executive board established under the Public Service Act 2020, to coordinate government activity at New Zealand's border. It is made up of six member agencies and the governance board comprises the six chief executives who are jointly responsible to you for the operation of the BEB (see Appendix 1):
  - Christine Stevenson, New Zealand Customs Service (Chair)
  - Ray Smith, Ministry for Primary Industries (Biosecurity New Zealand)
  - Chris Seed, Ministry of Foreign Affairs and Trade
  - Carolyn Tremain, Ministry of Business, Innovation and Employment (Immigration New Zealand)
  - Dr Diana Sarfati, Ministry of Health Manatū Hauora
  - Audrey Sonerson, Ministry of Transport Te Manatū Waka.

8. Crown entities operating at the border (Civil Aviation Authority, Maritime New Zealand and Health New Zealand Te Whatu Ora) are not members of the BEB but are involved for items of shared interest.
9. Cabinet has set the accountabilities of the BEB to be:
  - Strategic border system improvements, including developing a Border Sector Strategy, monitoring performance and user experiences across the system, advising on investment decisions for the border system, and delivering joint initiatives to build a safer and smarter border.
  - No gaps in end-to-end border processes, with health risk management integrated and the border ready to respond to significant events.
  - Risks from people, goods, and craft arriving and departing the border will be addressed and opportunities maximised, where these are not already being managed by an existing agency or other government processes.
  - The border system is financially sustainable through the use of cost recovery and oversight of significant fiscal challenges such as inflation.
  - Provide leadership to facilitate business and a positive user experience with the border system.
10. The BEB meets regularly to ensure border agency activity is coherent and integrated. We have updated our strategy for the border sector, revised our work programme, and are progressing our border system improvement initiatives.

## Your responsibilities as Minister

*The BEB is a stewardship-focused, accountable entity*

11. Members of the Board are jointly responsible to you, as the responsible Minister, for the operation of the BEB. Chief executives retain accountability for delivering services and functions of their respective agencies and to their respective Ministers.
12. On 15 May 2023, Cabinet agreed a Border Sector Strategy (Appendix 2). It also agreed that the responsible Minister will set the strategic direction and updates to the Border Sector Strategy, in consultation with the BEB.
13. As Minister, you have several responsibilities as a result of the BEB being its own entity:
  - You are the Minister responsible for the Border System Performance appropriation within Vote Customs. The Appropriation funds the BEB secretariat and activity to support the BEB. The Border System Performance appropriation (\$1.7m in 2023/24) is contained within Vote Customs and is included in the New Zealand Customs Service's consolidated financial statements. From 1 July 2022, the appropriation was funded by contributions from the six border agencies.
  - You will be asked to endorse the BEB continuing to have a waiver from the Minister of Finance to produce its own financial statements. This recognises that the preparation of separate financial statement is not justified regarding the functions, operations, and materiality of the assets, liabilities, expenditure, and revenue of the BEB. As noted above, the appropriation supporting the BEB is \$1.7m in 2023/24 and it does not have assets.



- Vote performance measures are reported as part of the New Zealand Customs Service Annual Report, as the vote administrator.
- You will attend the Estimates Select Committee for Vote Customs that includes the Border System Performance appropriation – the BEB contributes to the Vote Customs estimates review.
- We will ask about your satisfaction with the provision of co-ordination, information and advice every six months, as part of reporting against the Border System Performance appropriation.
- You will be responsible for tabling the BEB’s annual report in Parliament, as the Minister responsible for the BEB’s servicing department. The annual report is included in the New Zealand Customs Service annual report as the servicing department and vote administrator. The 2022/23 annual report has been published.
- You will be responsible for responding to Parliamentary Questions – the BEB secretariat will provide information to respond to any Parliamentary Questions received. However, the majority of Parliamentary Questions fall to the New Zealand Customs Service for response as the employer of staff, appropriation administrator, or servicing department.

## The border environment

*A strong and efficient border is important for enabling sovereignty, the economy and wellbeing*

14. Border controls are a core part of exercising a state’s sovereignty and asserting the right to control the movement of people, goods and craft into, and out of, its territory. Making decisions on the people and types of goods that can enter, the collection of revenue or type of biosecurity screening, is no longer limited to the traditional notions of a “physical” border. Improving data driven systems and use of digital solutions for border flows, can both reduce risk to New Zealand as well as improve customer experience of border activity.
15. Effective border security is about safeguarding New Zealand and our people from threats, including transnational criminals, people and wildlife smugglers, human traffickers, espionage agents, illicit drug and firearm smugglers, terrorists and violent extremists. Global impacts and implications of climate change include increasing migration and displacement within and between borders globally. Climate change is also transforming the kinds of pests and disease organisms that can establish in New Zealand and heightens risks from a biosecurity perspective.
16. A strong and efficient border supports a growing economy and the wellbeing of New Zealanders. The facilitation of tourism and trade, including the collection of Crown revenue, make an important economic contribution. With New Zealand’s economic reliance on primary production and its natural environment, we must remain vigilant at the border for major risks such as foot and mouth disease. The pandemic demonstrated the need to identify and manage health risks from a border system perspective and integrate health into border operations.

*An effective border system is reliant on many government and non-government entities*

17. In order to work efficiently and effectively, the border system is reliant on a number of organisations: airport and port companies, transport operators, exporters and importers and government border agencies. While there is always a need for continuous improvement, today's border system is generally working well.
18. There are also industry association groups, international regulatory or best practice forums, joint government and non government committees and forums that can play critical roles in aspects of how the border system operates. Making changes to the border system is therefore complex and requires careful development and stakeholder consultation.
19. The border continues to change and evolve in response to technology advances and changing trends across maritime and aviation. The border focus and functions from a border agency perspective remain largely unaltered but how they are delivered can change over time. The border functions of the six agencies that are members of the BEB are outlined in the following diagram.

### Border functions within member agencies



*Adding value to the performance of New Zealand border system*

20. The BEB is charged with making sure there are no gaps in end-to-end border processes and ensuring that system level, border related risks are being appropriately managed.

There is value in taking a whole of border system view because of the complex nature of border operations, which includes many government and private sector players performing many different processes. A smart and safe border is reliant on effective regulation and operational collaboration; fit for purpose infrastructure; well trained and competent people and well managed relationships with private sector organisations operating at the border.

21. Some examples of where the BEB has applied a system level view to successfully drive change include:
  - Expanding the joint agency participation and collaboration in the Integrated Targeted Operations Centre (ITOC) in Auckland has resulted in improved operational understanding between agencies, continuous improvement and identification of joint border targeting opportunities. A good example of joint agency collaboration was Op Toro, a 12 month operation to respond to the Indonesian foot and mouth disease outbreak by identifying passengers from Indonesia arriving in New Zealand.
  - Delivering COVID-19 border requirements such as the traveller health pass and the reopening of the Maritime border to cruise and recreational vessels.
  - Integrating health into the border system, supported by a newly established dedicated border health team within the Protection Directorate of Health New Zealand Te Whatu Ora and the Ministry of Health's 10 year Strategic Approach to Health at the Border.
  - The New Zealand Traveller Declaration (NZTD) development and implementation (detailed below). The BEB is actively focused on the successful delivery of this work and leveraging its capability for a future digital border.
  - Facilitating a better understanding of the border system so that policy, operational and legislative changes that impact the border (eg the Aotearoa New Zealand Freight and Supply Chain strategy or Transnational Organised Crime strategy) may be understood and managed.
  - Development of a strategy and work programme for the BEB so that agencies are clear on priorities and commit resources to a shared programme.
22. The BEB is able to govern and provide direction to border agencies in a way that supports innovation and a digital future for the border. An emerging area that the BEB is applying a system level view to, is the growth in the number of Regional Airports wanting to receive international flights and what that means for limited border resources. Border agencies are currently exploring ways of improving the end-to-end process for multiple regulatory approvals required by airports.
23. In the medium term, we anticipate that Ministry of Transport-led work to establish an Aviation Council will provide a forum that can inform policy development on New Zealand's future aviation system. The development of a vision, goals and policy statement would inform what a system of airports in New Zealand could look like in the future. In the context of working towards a net zero transport system by 2050, this work would consider infrastructure needs, new aviation technology, and the need to balance risk and facilitation.



*A strong history of border agency collaboration*

24. Prior to COVID-19, collaboration between border sector agencies had achieved some success resulting in a modern border designed to be integrated and facilitative for both passengers and traders. During COVID-19 a Border Sector Governance Group, followed by the BEB (from January 2021), enabled a level of responsive decision-making that was necessary during the pandemic.
25. The post COVID-19 world presents different challenges, such as system wide constraints in re-establishing border services, as well as a need to maintain readiness to respond to events. However, the border continues to generally work well, but risks must always be actively managed to protect New Zealand's interests.
26. Being an interdepartmental executive board ensures that the border system remains a priority for chief executives and agencies. The BEB has now formalised and increased the collaboration between border agencies (and with private sector organisations) through joint accountabilities, cross agency work programme and a dedicated secretariat. The benefit of the BEB is that it takes a longer-term view as well as being able to respond to emerging issues, including those raised by external stakeholders. It has identified opportunities to achieve more benefits through joint accountability for border performance and better alignment of border system and agency priorities.

## **Border priorities for 2023/24**

27. The Border Sector Strategy (Appendix 2) identifies the areas of shared interest between agencies and a set of principles by which the BEB will provide collective leadership and accountability for the performance of the border. The strategy is supported by a work programme which is reviewed every six months. The four border priorities for 2023/24 are to implement the digital Arrival Card; progress trans-Tasman seamless travel; respond to the resumption of demand for air travel; and coordinate maritime activity.

*Priority 1 - Implement the digital Arrival Card*

28. The development and implementation of the digital Arrival Card through the NZTD has been a major improvement initiative for the border. NZTD has been designed to let travellers complete and submit a digital declaration comprising customs, immigration, and biosecurity information (and health risk assessments if necessary) before arrival.
29. The NZTD went live in July 2023 for Queenstown, Christchurch and Wellington airports and in August 2023 at Auckland airport. The NZTD for maritime arrivals is scheduled to launch for cruise ship passengers (and crew) from early next year in a phased approach. While the work has been led by New Zealand Customs Service, all border agencies have been part of the development team, with the BEB maintaining a strong interest at a governance level.
30. The advantage of travellers being able to complete parts of their digital declaration prior to arrival is that it allows agencies to better manage risk, streamline operational processes, and facilitate the passenger experience at the New Zealand border.

*Priority 2 - Progress trans-Tasman seamless travel*

31. Streamlining travel and trade between New Zealand and Australia has been an ongoing activity due to the highly integrated economies and high volume of business and personal interactions between the two countries. Consideration has been given in the past to streamlining the traveller experience with some limited improvements achieved but balanced against the need to maintain strong border security and the availability of technology. New Zealand border agencies are well placed to reconsider some previous suggestions given the development of technology such as the NZTD, use of e-gates, and development of smarter x-ray capabilities.
32. On 26 July 2023, as part of the 40th year anniversary of Closer Economic Relations Trade Agreement, the Prime Ministers of Australia and New Zealand announced a joint working group to scope initiatives to move closer towards seamless travel across the Tasman. There is an opportunity, while industry and government agencies resume their travel related border activities, to consider what improvements could be made to improve the trans-Tasman traveller experience.
33. New Zealand and Australia have different border requirements that reflect the unique nature of each country but both countries also face shared risks that are managed internationally. Border services in each country are also carried out using different technology and regulatory settings.
34. A Terms of Reference for the New Zealand Working Group has been agreed. The joint working group has been directed to report back on options to consider by 30 June 2024. BEB will be a lead co-ordination point for this work and we will be able to provide you with updates as the work progresses.

*Priority 3 - Respond to the resumption of demand for air travel*

35. This priority area is comprised of a number of initiatives that aim to have a positive impact on the efficiency and effectiveness at the border, particularly Auckland Airport. The BEB works hard to support the airport system and traveller experience with the resumption of travel at all New Zealand international airports. A quicker than expected return towards pre-COVID-19 passenger volumes for air travel means that there is renewed pressure on the system. Auckland International Airport (AIAL), where the majority of international passengers arrive and depart, has been particularly impacted by the demand for air travel and there is a flow-on effect for domestic and international connections. There is significant media and public attention on the issue.
36. The number, nature and interdependencies of factors affecting airport performance is highly complex. The border agencies only make up certain parts of the passenger arrival system at an airport and have limited influence over the overall flow of arriving travellers. Issues include off schedule arrival of aircraft, staffing levels, baggage handling and floor space capacity constraints in the baggage hall which all have a role in the overall flow.
37. Recent enhancements have included the introduction of dedicated biosecurity exit lanes for New Zealand and Australian passport holders. E-gates are working smoothly for the

travellers and approximately 80% are currently eligible to use e-gates<sup>1</sup>. Progress is also underway on developing better metrics of performance at Auckland Airport and NZTD data will assist with this.

38. The BEB is taking an active role in ensuring each border agency is doing its utmost to support a positive passenger experience, while not compromising border security for risks including smuggling of drugs and weapons, unlawful migration or departure of people, and the risk of a biosecurity incursion. Border agencies and AIAL have participated in a multi Sprint project, led by AIAL, to improve passenger flow in the airport and the customer experience. To date border agencies have also:
- Changed biosecurity processes, queue management and added a dedicated Australia/New Zealand passport holder lane for those passengers with nothing to declare;
  - Provided extra staff for biosecurity processing of mishandled bags to meet increased volumes and have led trials of new ways to manage biosecurity risk assessment (MPI initiative);
  - Increased BEB, senior leadership and operational management connectivity to support more responsive management of issues; work closely with external stakeholders; and highlight the range of levers that impact the efficiency of the airport system;
  - Used the existing cross-border Joint Border Analytics Group to work with AIAL to improve data analytics in order to understand what influences peak congestion times and how to make better informed operational decisions;
  - Developed operational readiness plans within agencies for the summer peak, including reviewing and increasing staffing levels and redeployment options, including from other Customs and MPI work areas if necessary.
39. The BEB is engaged with Auckland International Airport on the major upgrade to the international terminal. ~~§ 9(2)(g)(i) OIA~~  
~~\_\_\_\_\_~~ The terminal upgrade, due for completion in 2028/29, will combine the domestic jet and international terminals and create a new transport hub. Engagement with Auckland International Airport includes ensuring the space and facilities to enable the delivery of regulatory border services and that agencies understand, and plan for, the expected level of disruption during construction.

*Priority 4 - Coordinate maritime activity*

40. This priority expects a whole-of-border approach when working with maritime partners. The maritime environment is dynamic and the BEB works with agencies to understand likely forecasts and scenarios for shared planning purposes. For example, passenger volumes (cruise ships) for the 2023/2024 season are projected to reach 95% of 2019 volumes and there is also an increase in the numbers of small craft anticipated over the summer period. Sea cargo is forecast to have no growth due to changing importing patterns. Shipping capacity and global supply chain issues are still of concern and border

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<sup>1</sup> 80% eligibility is estimated based on having an ePassport from one of the eligible countries and being over 12 years of age. Approximately 60% of all passengers are currently being processed through an e-gate successfully.

agencies will have an interest in the implementation of the Aotearoa New Zealand Freight and Supply Chain strategy.

- 41. The development of a Vessel Management Framework guided the re-opening of the maritime border in relation to health risks. A particular focus for this priority is to ensure collective leadership and direction for border processing of people travelling to, or from, New Zealand by sea through the Maritime Border Oversight Strategy for People. Where practical, the alignment of aviation and maritime risk screening takes place.
- 42. Work is underway to understand minimum infrastructure requirements at maritime ports, particularly where there are large volumes of passengers. A monthly Maritime Officials Group is used to ensure connection across agencies on maritime activities.

*Border work programme*

- 43. The BEB work programme is delivered through member agencies, with support from the secretariat, and is attached as Appendix 3. The BEB also has an interest in other workstreams which are progressed and managed according to available agency resources. An important area of work to note is Ahumoni Hoahoa (border finance) which seeks to maintain a collective view of border cost recovery, investment and performance. The loss of cost-recovery revenue due to COVID-19 had a significant impact on border agencies and highlighted the need to take a single border system view in relation to financial sustainability. The Ahumoni Hoahoa workstream is focused on the financial settings needed to support effective future border sustainability and investment.
- 44. Each Chief Executive member is leading their respective agency in delivering on the Government's intention to implement savings in the public service and reduce the use of contractors and consultants. The Chair and the Executive Director BEB Secretariat will review the secretariat team, making reductions in the use of contractors and consultants, and review the Border System Performance Appropriation for cost savings.

**Key areas for Ministerial attention in the next six months**

*Auckland airport congestion*

- 45. Border agencies are working closely with AIAL to be able to cope with the summer peak as there are high anticipated passenger numbers. The system has been under significant pressure with September/October school holiday demand.
- 46. As outlined as part of Priority 3 above, border agencies committed to a Sprint project and operational enhancements were made to improve airport system performance. Trials of a new process for nothing to declare low-risk travellers (so that no baggage hall risk assessment queuing is required) is yielding promising results.
- 47. s 9(2)(g)(i) OIA  
[Redacted text]

48. The BEB has been examining the legislative levers available to influence border system performance such as:
- engagement on Auckland Airport's Regulatory Airport Spatial Undertakings (RASU), required by 5 December 2025, which needs to be informed by border agency space requirements;
  - working with Auckland Airport on border agency capacity limits and requirements as part of airport slot capacity planning levels for seasonal flight scheduling;
  - s 9(2)(g)(i) OIA [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
49. We will update you on Auckland Airport border system performance and readiness for the summer peak.

*Trans-Tasman seamless travel*

50. BEB will be a lead co-ordination point for the trans-Tasman seamless travel work and we will also be working closely with the Ministry of Foreign Affairs and Trade. We will work with the Ministry to support information required about the trans-Tasman seamless travel work for any upcoming bilateral engagement with Australia as needed.
51. We will be able to provide you with interim updates as the work progresses.

*Awareness of progress on the digital Arrival Card using the NZTD*

52. As the Minister for Customs, you will be briefed on the NZTD which has created a digital process for the Arrival Card through a web form or mobile app. The implementation started in July 2023 has been staged for different air and maritime cohorts. The NZTD will change how agencies process arriving passengers and provide a platform for digital risk management in the future.
53. A joint agency programme steering group governs the NZTD programme, with the BEB maintaining a strong interest given its joint accountability for the border. The New Zealand Customs Service will be the accountable agency for the NZTD after the project finishes. Part of the transfer to business as usual will involve confirming the future role of the BEB in monitoring performance and setting the future use of the NZTD.

*Consideration of BEB strategic intentions*

54. The BEB has a three-year waiver from the Minister of Finance, under section 41(3A) of the Public Finance Act 1989, to provide information on its strategic intentions, as the functions and operations of the BEB are covered by the strategic intentions of the relevant departments. The BEB waiver cannot be extended. This presents an opportunity to demonstrate how the BEB's strategic objectives will be achieved over a four year period and how they contribute to the government's outcomes and specific priorities.
55. The BEB will develop strategic intentions in line with its mandate, size and activity. The Board will discuss the strategic direction with you with the aim to finalise before 30 June 2024.



## Attachments

- Appendix 1: Membership and agency chief executives
- Appendix 2: Border sector strategy
- Appendix 3: 2023/24 work programme

## Appendix 1: The Board as at 30 June 2023



**Christine Stevenson**

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Chair  
Comptroller of Customs

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Inaugural member



**Ray Smith**

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Director-General  
of Primary Industries

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Inaugural member



**Carolyn Tremain**

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Secretary for Business,  
Innovation and Employment  
and Chief Executive

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Inaugural member



**Chris Seed**

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Secretary of Foreign Affairs and  
Trade

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Inaugural member



**Dr Diana Sarfati**

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Director General of Health

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Joined August 2022 as Acting  
Director-General  
Appointed from 1 December  
2022



**Audrey Sonerson**

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Secretary for Transport

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Appointed from 12  
December 2022

## Appendix 2: Border sector strategy 2023

### Border Sector Strategy 2023

**The Border Executive Board is here to**  
provide collective leadership and accountability for New Zealand's border

**we aspire to**  
enable the prosperity and security of New Zealand through a smart and safe border

**we aim to achieve**

<b>Smarter</b>	<b>Safer</b>	<b>Facilitation</b>	<b>Stewardship</b>
Improvements to the border system	Protect from harm and effectively manage risk onshore and offshore	Efficient movement of compliant people, goods, and craft	New Zealand's border system meets the needs of today and the future

#### Our areas of shared interest are

<ul style="list-style-type: none"> <li>● <b>Connecting New Zealand</b> Maintain the air and maritime pathway in a new operating environment</li> <li>● <b>Readiness for the next event</b> Ensure the border is ready for the next significant event, learning from the COVID-19 response</li> <li>● <b>Commitments to the Pacific</b> Facilitate movement of people, goods, and craft for Pacific nations</li> <li>● <b>Health response</b> Be ready for another COVID-19 variant of concern or next health event</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Digital solutions</b> Use technology to reduce risk to New Zealand and improve customer experience of border activity</li> <li>● <b>Flow and use of data</b> Data can be used appropriately and legally to manage risk and opportunities, and improve the customer experience</li> <li>● <b>Integrated insights and surveillance</b> Enhance the multi-agency approach to managing information and risk</li> <li>● <b>Mitigate illicit activity</b> Mitigate the risk of transnational crime at air and sea ports working with the Security Intelligence Board</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Economic strength</b> Support the flow of goods by considering opportunities or removing barriers to the supply chain</li> <li>● <b>Infrastructure</b> Infrastructure and regulations enable effective and efficient air and sea ports</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Financial sustainability for the border sector</b> Enable sustainable revenue streams to maintain fit for purpose services and infrastructure</li> <li>● <b>Alignment of investment</b> Coordinate planning and investment to maximise value and utilisation of resources</li> <li>● <b>Effective governance</b> Maintain governance and assurance of the border system</li> </ul>

#### Our principles

One view of the border through system leadership	Integrated and coherent investment, delivery, and customer experience	Resources are targeted to activity of greatest value to the border system	Partnership	Future focussed through the use of technology	Risks are managed as early as practicable and offshore where possible
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As at 25 January 2023

















# Appendix 3: Border work programme 2023/24

## Border Priorities 2023/24

Implement the digital Arrival Card	Progress trans-Tasman seamless travel	Respond to the resumption of demand for air travel	Coordinate maritime activity
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## Work Programme 2023/24

BORDER STEWARDSHIP – leading the border		Agencies involved
	<b>Governance</b> <ul style="list-style-type: none"> <li>Board performance</li> <li>Operating frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Assurance</li> <li>Accountability to Parliament and public</li> </ul>
	<b>Strategy and performance</b> <ul style="list-style-type: none"> <li>Border Sector Strategy</li> <li>Risk management</li> </ul>	<ul style="list-style-type: none"> <li>Border scenarios and forecasts</li> <li>Performance metrics and monitoring</li> </ul>
<b>BORDER COORDINATION – taking an integrated approach</b>		<b>Agencies involved</b>
	<b>Aviation</b> <ul style="list-style-type: none"> <li>Support the airport system and traveller experience with the resumption of travel at all New Zealand international airports</li> </ul>	Lead: NZCS, MPI, BEB Secretariat With: MoT, MBIE, MFAT
	<b>Maritime</b> <ul style="list-style-type: none"> <li>Maintain the Maritime Border Oversight Strategy for People. Progress collective engagement with ports including documenting and communicating infrastructure for border services</li> </ul>	Lead: BEB Secretariat With: NZCS, MPI, MoT, MBIE
	<b>Integrated Targeting</b> <ul style="list-style-type: none"> <li>Whole of border approach to risk management through the Integrated Targeting and Operations Centre including developing a risk targeting vision</li> </ul>	Lead: NZCS, MBIE, MPI With: MoH, MoT
	<b>Ahumoni Hoahoa</b> <ul style="list-style-type: none"> <li>Maintain a collective view of cost recovery, investment, and performance</li> </ul>	Lead: Customs With: all agencies
	<b>Airport Infrastructure</b> <ul style="list-style-type: none"> <li>Collective engagement with tier 1 airports for infrastructure</li> </ul>	Lead: MoT, NZCS With: MPI, MBIE, MoH
	<b>Readiness</b> <ul style="list-style-type: none"> <li>Contribute to the Royal Commission of Inquiry COVID-19 Lessons</li> <li>Seasonal readiness – cruise/small craft, summer, and winter seasons</li> </ul>	All agencies
	<b>Strategic and operational groups</b> <ul style="list-style-type: none"> <li>Support the border to be connected and manage current and emerging risks and opportunities</li> </ul>	Lead: BEB Secretariat With: All agencies
<b>BORDER IMPROVEMENTS – delivering joint initiatives with the six border agencies</b>		<b>Agencies involved</b>
	<b>Digital Arrival Card</b> <ul style="list-style-type: none"> <li>Implement the digital arrival card in aviation and maritime using the New Zealand Traveller Declaration</li> <li>Implement agency ownership of the New Zealand Traveller Declaration</li> </ul>	Lead: NZCS, MBIE, MPI With: MoH
	<b>Trans-Tasman Seamless Travel</b> <ul style="list-style-type: none"> <li>Establish working group and terms of reference</li> <li>Identify ways to reduce barriers at the border, while not compromising security</li> </ul>	All agencies
	<b>Digital Border</b> <ul style="list-style-type: none"> <li>Rescope digital border vision and governance</li> <li>Create a roadmap to include the potential of the digital declaration</li> </ul>	Lead: MPI, NZCS With: MBIE, MoH, MoT
	<b>Strategic Approach to Health at the Border Phase 2</b> <ul style="list-style-type: none"> <li>Develop an enduring presence at the aviation and maritime border</li> <li>Use surveillance for preparedness, early warning, and rapid response</li> <li>Review legislation to support health at the border</li> <li>Review IT requirements and feed into BEB digital activity</li> </ul>	Lead: MoH With: NZCS, MPI, MBIE, MoT
	<b>Data sharing and privacy</b> <ul style="list-style-type: none"> <li>Data sharing support for priority projects</li> <li>Improve tools to support engagement with the Office of the Privacy Commissioner</li> <li>Establish and share guidance with agencies</li> </ul>	Lead: MBIE With: NZCS

Approved 2 August 2023