



BORDER EXECUTIVE BOARD

Briefing

Briefing to Incoming Minister: Border Executive Board

Date due to MO:	17 June 2022	Action required by:	n/a
Security level:	IN CONFIDENCE	BEB Report:	RPT 22-031
To:	Hon Dr Ayesha Verrall, Minister for COVID-19 Response		

Contact for telephone discussion

Name	Position	Telephone
Ray Smith	Acting Chair, Border Executive Board	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 Withdrawn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:

Briefing to Incoming Minister: Border Executive Board

Security level: IN CONFIDENCE

Date: 17 June 2022

To: Hon Dr Ayesha Verrall, Minister for COVID-19 Response

Purpose of report

This report provides you with an overview of:

- the Border Executive Board, including background on its establishment, make-up, purpose, accountabilities and administrative arrangements
- engagement with you
- key areas for your attention, and
- the Board's priorities for the next six months.

Summary

Points of engagement with you in the short-term, outlined in this report, are:

- s 9(2)(f)(iv) OIA
- s9(2)(f)(iv) OIA
- You will have oversight of Reconnecting New Zealanders Step 4 on 4 July 2022, and Step 5 on 31 July 2022, noting the programme is complete with delivery of Step 5.
- On 1 July we will seek your approval to change the COVID-19 Public Health Response (Maritime Border) Order (No 2) 2020 to reopen the maritime border.
- s 9(2)(f)(iv) OIA

Recommendations

We recommend you:

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

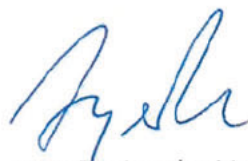
Noted



Ray Smith

Acting Chair, Border Executive Board

Date: 17 June 2022



Hon Dr Ayesha Verrall

Minister for COVID-19 Response

Date:

19/6/22

Briefing to Incoming Minister: Border Executive Board

Welcome from the Acting Chair

1. On behalf of the Border Executive Board chief executives, I would like to welcome you as our responsible Minister. I am the acting Chair until 3 July 2022 while Christine Stevenson is travelling for work. I welcome the opportunity to meet with you about the Border Executive Board and extend an invitation for you to meet all six chief executives at your convenience.
2. The Border Executive Board is an important Ministerial responsibility. New Zealand's border is a grouping of individual agency systems within an overarching national system. Effective border management is critical to New Zealand's wellbeing and future prosperity. One of the fundamental components of a functioning state is effectively exercising its right to control the movement of people, goods, and craft into, or out of, its territory, and collecting revenue. It is also where we facilitate New Zealand's connectivity with the world through trade, travel, and tourism, and protect New Zealand's economy, society, and biodiversity. Effective control and facilitation can occur at the traditionally conceived 'physical' border but can also extend off-shore. Inter-agency collaboration provides for more control, easier flows, and greater efficiency at the border and beyond.
3. The Board meets regularly to ensure border agency activity is coherent and integrated. Our focus since establishment has been on the border agencies' contribution to the COVID-19 response while progressing strategic border improvements where we can. As managing COVID-19 becomes a part of how we now do business, we are developing our strategy for the border sector, revising our work programme, and reinvigorating momentum on our border system improvement initiatives.
4. This briefing is intended to give you an overview of the Border Executive Board. Further and more detailed information can be provided to you, as requested.

Background

Border Executive Board establishment and accountabilities

5. As the Minister for COVID-19 Response, you are the responsible Minister for the Border Executive Board. Board members are jointly responsible to you for the operation of the Border Executive Board. Chief Executives retain accountability for how they deliver services and specific functions of their respective agencies and to their respective Ministers.
6. The Border Executive Board was the first interdepartmental executive board established under the Public Service Act 2020. The purposes of an interdepartmental executive board are to:
 - align and co-ordinate strategic policy, planning, and budgeting activities for two or more departments with responsibilities in a subject matter area
 - support those departments to undertake priority work in the subject matter area, and
 - support cross-department initiatives in the subject matter area

7. The Border Executive Board started on 11 January 2021 to strengthen the existing collaboration of border agencies and to ensure an enduring safe and smart border. It comprises the chief executives from six agencies with border responsibilities:
 - Christine Stevenson, New Zealand Customs Service (also the Chair)
 - Carolyn Tremain, Ministry of Business, Employment, and Innovation
 - Dr Ashley Bloomfield, Dr Diana Sarfati acting from 30 July 2022, Ministry of Health
 - Chris Seed, Ministry of Foreign Affairs and Trade
 - Ray Smith, Ministry for Primary Industries, and
 - Bryn Gandy (Acting), Ministry of Transport.
8. Cabinet established the Board's accountabilities as [CBC-20-MIN-0099]:
 - ensuring there are no gaps in the end-to-end border processes to integrate health risk management, particularly for a robust COVID-19 response while preparing to reopen our borders
 - ensuring any gaps or future risks from people, goods and craft arriving at the border will be addressed, where the risks are not already being managed by an existing agency
 - 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, and
 - managing the significant and pressing fiscal challenges that the sector is facing as a result of decreased revenues from cost-recovery activities through the COVID-19 pandemic.

Administrative arrangements

9. You are the responsible Minister for two Vote Customs appropriations, administered by the New Zealand Customs Service (Customs):
 - Border System Performance which funds the Border Executive Board Secretariat. The appropriation is for \$1.716 million and is club funded by border agencies.
 - Traveller Declaration System Development which funds the New Zealand Traveller Declaration. The appropriation is for \$42.3 million and ends 30 June 2025.
10. Customs is the servicing department for the Border Executive Board. This enables the Board Secretariat to receive corporate and administrative support from Customs.
11. The Border Executive Board meets regularly and is supported by a small secretariat team to provide continuity of service and support. Currently, two Deputy Chief Executive Groups support the Border Executive Board with governance and delivery related to Covid-19 and systems improvements and stewardship, respectively.
12. The Border Executive Board Terms of Reference and Operating Protocols are attached.

Engagement with the Border Executive Board

13. The Chair previously met regularly with the responsible Minister and would welcome the opportunity to continue regular engagement with you. An invitation is also extended for you to meet the whole Board at your convenience.
14. The Border Executive Board will provide you with weekly updates via a combined COVID-19 agency report. Regular topics include:
 - items discussed at the Board meeting that week
 - Reconnecting New Zealanders air border programme and implementation
 - maritime border programme and the reopening of the maritime pathway
 - relevant updates from Customs such as compliance statistics, operational maritime border, New Zealand Traveller Declaration, and
 - any risk or opportunity you need to be aware of.

Border Executive Board work programme

15. The Border Executive Board work programme as at January 2022, is attached for your information. There are three pillars of work: COVID-19; Stewardship; and Systems Improvements. This grouping reflected the focus of the Border Executive Board at the time of its establishment. As COVID-19 moves to being managed via business as usual, the work programme structure and activity is under review.
16. The Systems Improvements pillar continues to be relevant to the border and the enduring purpose of the Border Executive Board. This includes continuing work highlighted when the Board was established around data sharing and privacy, integrated targeting, and sustainable investment.

Areas for your attention

17. Below are key areas for your attention in the short-term.

s 9(2)(f)(iv) OIA


18. On 17 June, the Border Executive Board recommended that you approve applications for s 9(2)(f)(iv) OIA

Reconnecting New Zealanders – oversight of the programme and delivery of Steps 4 and 5

19. The Border Executive Board has recently assumed responsibility for governance and coordination of the Reconnecting New Zealanders Programme from the Department of the Prime Minister and Cabinet (DPMC).
20. Although most steps in Reconnecting New Zealanders are complete, there are two agreed changes to implement:

- Step 4 – accredited employer work visas and work visas from 4 July 2022
 - Step 5 – visitor/education visas from 31 July 2022.
21. Agencies retain responsibility for completing any policy work required for Steps 4 and 5 and DPMC retains responsibility for public communications. We will update you on the Reconnecting New Zealanders Programme via the combined agency weekly report.
22. Cabinet has recently directed Chief Executives to keep their COVID-19 variant preparedness under review to ensure they are fit for purpose across variant scenarios. The Border Executive Board will have a role in ensuring that border agency preparedness is joined up.


COVID-19 transition arrangements

23. s 9(2)(f)(iv) OIA
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Maritime border reopening and operational readiness

24. The Border Executive Board is coordinating a programme of work to safely reopen the maritime border and develop enduring settings for the maritime border.
25. On 11 May 2022, the government announced that the maritime border will reopen to passengers on 31 July 2022 and that the ban on foreign-flagged vessels will be revoked.

s 9(2)(f)(iv) OIA



26. The Ministry of Transport and Maritime New Zealand are leading cross-agency work on ensuring operational readiness for the reopening of the maritime border. Agencies are making good progress with their own operational readiness, and working together to address cross-cutting issues as they arise. A key component of this work is engagement with industry, communities and iwi to ensure they are prepared for the return of foreign-flagged vessels, especially cruises.
27. On 2 June 2022, in your capacity as Acting Minister for COVID-19 Response, you agreed to the drafting of amendments to the COVID-19 Public Health Response (Maritime Border) Order (No 2) 2020 to implement these decisions (to be gazetted by 5 July 2022).
28. On 1 July you will receive a briefing seeking your approval to the changes to the Maritime Border Order.

Border Sector Strategy and review of four areas of accountability

- 29. Cabinet made the Border Executive Board specifically accountable for developing a border sector strategy. Work has begun on a strategy to be agreed by the Board by 30 June 2023 (timeframe agreed by the previous Minister). We are, however, working to complete the Strategy earlier.
- 30. Part of the strategy development includes a review of the four accountabilities (refer paragraph 8) as these framed the initial focus of the Border Executive Board. As we move to managing COVID-19 as part of what we do, we will engage with you on revised accountabilities that reflect this evolution of focus. We envisage that you would then seek Cabinet approval for any change in accountabilities and to share the border sector strategy. The timeframe for this engagement has not been determined.

New Zealand Traveller Declaration

- 31. Customs is leading the development and delivery of the New Zealand Traveller Declaration (NZTD) which has been operational since 25 March 2022. It is a significant piece of new technology supporting the re-opening of our borders under Reconnecting New Zealanders. Air travellers are required to submit a COVID-19 health and travel declaration via the system and upload applicable documentation such as vaccination certificates. The system assesses an individual’s COVID-19 health risk and applies the appropriate controls for their travel and entry into the country. In general, over 90 percent of travellers successfully submit a declaration to the digital platform.
- 32. Customs is continuing to work with other border agencies to further enhance the system.

s 9(2)(f)(iv) OIA

As part of continued development of the NZTD system, border agencies are planning to deliver a fully digital arrival card

s 9(2)(f)(iv) OIA
- 33. As COVID-19 related legislation provides the current legislative authority for the NZTD, officials are preparing a Cabinet paper for the Minister of Customs seeking amendments to the Customs and Excise Act 2018 for an enduring legislative basis for operation of the NZTD. The paper is scheduled for the Social Wellbeing Committee on 29 June 2022 with amendments proposed to be enacted from March 2023.

Accountability

- 34. The Border Executive Board has accountability responsibilities like a department. Upcoming activity includes:
 - Estimates Select Committee – performance for the two appropriations administered by Customs and considered as part of Vote Customs Estimates Select Committee questions. The hearing is not expected to cover Border Executive Board performance. Your predecessor has approved the responses relating to the Border Executive Board. There may be post hearing questions.

- Vote performance measures – both appropriations have performance measures that will be reported as part of the Customs 2022 Annual Report. Advice will be provided to you on the year-end results post 30 June 2022.
- Border Executive Board Annual Report – the annual performance story is published within the Customs Annual Report each year, as part of the servicing department arrangements. The Annual Report 2021 is attached.
- Annual Review Select Committee – the Border Executive Board contributes to Vote Customs responses for activity related to the appropriations. It also responded to the Finance and Expenditure Committee on questions limited to the performance of the Border Executive Board. These questions occur post the Annual Report being presented to Parliament around October.

Priorities for the next six months

35. Key areas of focus for the Border Executive Board in the next six months include:

- Developing the Border Sector Strategy that will include seeking agreement from Cabinet to update the areas of accountability as COVID-19 becomes managed as business as usual. The timeframe for this will be confirmed with you when the strategy is completed.
- Delivering the remaining elements of the border's contribution to the COVID-19 response and transition to a new business as usual that maintains the air and maritime pathway. This includes:
 - implementing the last two Reconnecting New Zealanders steps, with Step 5 at 31 July 2022
 - successfully reopening the maritime pathway from 31 July 2022 to foreign cruise and recreational vessels, with cruise vessels returning from October 2022, and
 - ensuring border agencies are joined up in relation to COVID-19 variant preparedness capacity.
- Understanding the role of Health New Zealand and the Ministry of Health in relation to the border. This will include considering the involvement of Health New Zealand at Board meetings, as we similarly involve agencies such as Maritime New Zealand when appropriate.
- Supporting the development of the Future Border Health Strategy, led by the Ministry of Health, and continuing work to strengthen coordination between health activities and the border.
- Maintaining oversight of the financial sustainability of border activity with particular attention to the third-party revenue collected, informed by border scenarios of traveller and cargo demand.
- Revising the Border Executive Board work programme reflecting the change in COVID-19 response and ensuring the systems improvements programme has momentum.

Attachments

- [Terms of reference](#) and [operating protocols](#)
- Work programme January 2022
- [Annual Report 2021](#)

ENDS.

Proactively Released



BORDER EXECUTIVE BOARD TERMS OF REFERENCE

Purpose and Objectives

1. The Border Executive Board (the Board), was established on 11 January 2021, under the Public Service Act 2020.
2. The overall objective of the Board is the effective governance of the end-to-end border system. This will include directing and driving performance of a safe, smarter, and more coherent border. An effective border system will protect New Zealand from current, specifically COVID-19, and future risks associated with incoming and outgoing people, goods, and craft.

Background

3. Border agencies have a long history of successfully collaborating on operational arrangements and issues relating to the border. The Border Sector Governance Group (BSGG) was first established in 2007 and was updated in June 2020 in response to COVID-19. This update gave the BSGG a stronger mandate to provide governance on work across the border system.
4. Working together has resulted in a modern border that is increasingly integrated for both passengers and traders. However, the BSGG model that relied on a lead agency for an initiative, struggled at times to retain the input and support of partner agencies for system benefits realised elsewhere. A smart and safe border needs to be supported by a dedicated forum with a systems approach to its operations and a mechanism for stronger and more enduring commitments to implement joint initiatives.
5. In recognition of this, in December 2020, Cabinet agreed to the establishment of an interdepartmental executive board – the Border Executive Board [CBC-20-MIN-0099 refers].

Accountabilities

6. Section 25 of the Public Service Act 2020 defines the purposes of an interdepartmental executive board:
 - to align and co-ordinate strategic, policy, planning and budgeting activities for two or more departments with responsibilities in a subject matter area
 - to support those departments to undertake priority work in the subject matter area
 - to support cross-department initiatives in the subject matter area.
7. Cabinet has agreed [CBC-20-Min0099 refers] that the members of the Board are jointly accountable for:
 - 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
 - ensuring there are no gaps in the end-to-end border processes to integrate health risk management, particularly for a robust COVID-19 response while preparing to reopen the borders
 - ensuring any gaps or future risks from people, goods, and craft arriving at the border will be addressed, where the risks are not already being managed by an existing agency or another government process

- managing the significant and pressing fiscal challenges that the sector is facing as a result of decreased revenues from cost-recovery activities through the COVID-19 pandemic.
8. Individual border agencies will retain sole accountability for how they deliver services and specific functions of their respective agencies. For example, the New Zealand Customs Service will continue to take the lead on preventing drugs from entering the country, Immigration New Zealand for screening non-New Zealanders for visa and identity fraud, and the Ministry for Primary Industries for biosecurity risks.
 9. Individual agencies will also continue to be responsible for the fiscal management and financial sustainability of their agency. However, the Board will have regard to how the system as a whole can be efficiently and sustainably funded.
 10. The Board will not be responsible for setting regulatory standards, such as COVID-19 Public Health Response Border Orders.
 11. The Board also has accountabilities as a departmental chief executive that include, but are not limited to:
 - stewardship and strategic direction
 - resources
 - performance of the Board and secretariat
 - legislative compliance.

Ministerial Responsibilities and Reporting Relationships

12. The Minister responsible for the Board is the Minister for COVID-19 Response (as designated by the Prime Minister).
13. Members of the Board are jointly responsible for the operation and performance of the Board and the reporting of progress to the responsible Minister (Section 28 of the Public Service Act 2020).

Membership

14. Under Section 29 of the Public Sector Act 2020, a board will comprise chief executives from the departments that are included in the board's remit who will be jointly responsible for the delivery of the outcomes sought by Cabinet. The board members and Chair are determined by the Public Service Commissioner.
15. The Commissioner has selected all of the chief executives of the agencies included in the Border Executive Board's remit as members the Board:
 - New Zealand Customs Service
 - Ministry of Business, Innovation, and Employment
 - Ministry for Primary Industries
 - Ministry of Transport
 - Ministry of Health
 - Ministry of Foreign Affairs and Trade.
16. The Chair of the Board is the Comptroller, New Zealand Customs Service.
17. Under Section 29 of the Public Service Act 2020, the Public Service Commissioner may also appoint one or more independent advisers (who are not chief executives of the departments) to the board.

Funding

18. Cabinet agreed to establish an appropriation titled 'Border System Performance', originally to be administered by the Board. The appropriation is limited to policy and investment advice and the design and coordination of joint initiatives relating to the border system as a whole. The Border

System Performance appropriation will run until the end of the 2021/22 fiscal year, at which point a new funding model will be implemented.

19. In March 2021, joint Ministers (Finance, COVID-19 Response, and Customs) agreed to the New Zealand Customs Service being the Vote Administrator and include the appropriation in Vote Customs to relieve the administrative burden on the Board. This provides the Comptroller of Customs with the authority to administer money within the scope of the appropriation.

Review

20. The Terms of Reference can be amended at any time, with the agreement of the Board and in consultation with the responsible Minister.

Approved: 13 October 2021

Proactively Released



OPERATING PROTOCOLS

Authority to Act

1. The Board Executive Board (the Board) will grant authority to act to other parties as needed to enable the pragmatic, effective, and efficient operation of the Board. These are summarised below.

Authority to Act		Who	Intent
Chair of the Border Executive Board	Lead the Board Day-to-day administration and management of Border Executive Board activity	Comptroller New Zealand Customs Service	Enable the Border Executive Board to focus on governance activity and enable timely management of day-to-day activity
Servicing Department	Administrative tasks and corporate support	New Zealand Customs Service	Remove the administrative burden from the Board and small secretariat team
Vote Administrator	Administration of the Border System Performance appropriation	Comptroller New Zealand Customs Service	Enable pragmatic administration of the appropriation and relieve administrative burden from the Board and small secretariat team
Employment of secretariat staff	Appoints secretariat staff on behalf of the Board and manages staff on behalf of the Comptroller of Customs and the Board	Executive Director of the Border Executive Board	Efficient and pragmatic day-to-day people management with oversight retained by the Board

2. Members of the Board remain jointly responsible for the operation and performance of the Board.

Board Meetings

3. The Chair is responsible for ensuring the Board meets at the required frequency with appropriate content.

Approach to meetings

4. An annual meeting schedule will be provided for each calendar year. However, the Board can meet as required, or when the Chair deems it necessary.
5. The Chair may invite non-members to attend a Board meeting. In those circumstances, the invited party may participate in discussions at the discretion of the Chair, but is not a member of the Board, does not form part of the quorum, and has no decision making authority.
6. Meetings are intended to be held in person. If this is not possible, meetings may be held using audio visual or electronic communication.

Quorum

7. A meeting of the Board may be held by a quorum of its members assembled at the appointed time and place of the meeting. No decisions or direction can be made if there is no quorum. The Board may meet for information sharing purposes.
8. A quorum for a meeting of the Board is three of the six chief executive members. This may include a person acting with formal chief executive delegations.
9. The Chair of the Board, or a substitute Chair, must be in attendance for a meeting to be held. A substitute member may Chair the meeting, with the agreement of the other members, if the substantive Chair is absent.

Delegates

10. Members are expected to attend all meetings of the Board. However, they may send a delegate in their place if they cannot attend a meeting. This delegate is expected to fully participate and contribute to decision making on behalf of their respective agency. The delegate will only form part of the Board's quorum if they are acting with formal chief executive delegations.

Meeting agenda and minutes

11. The Chair, supported by the secretariat, establishes the agenda for each Board meeting and forward work programme.
12. Minutes and supporting material will be prepared by the Board secretariat.
13. The minutes will be approved by the Board at the next meeting.

Board decisions

14. The Board may make decisions from its governance and/or assurance perspective including, but not limited to initiatives relating to the border system, the design and integrity of the border, infrastructure investment that involves more than one agency and the health and safety of border staff.
15. Decisions on the day-to-day matters relating to the border will continue to be managed by each border agency.
16. Consensus will have to be achieved for a decision of the Board to be carried.
17. In the event of a conflict because of a breakdown of relationships within the Board, the Public Service Commissioner will assist in the resolution of the conflict.

Resources**Secretariat**

18. Cabinet agreed that a small secretariat team be established to support the Board.
19. The secretariat is led by an Executive Director, who is not a member of the Board. The secretariat sits within the servicing department and benefits from the servicing department's administrative help. The Executive Director and any staff are employed by Customs and assigned to the secretariat. The Executive Director reports to the Chair and the Board. The Executive Director may hire staff. The secretariat staff follow Customs policies and procedures.
20. Working with the Chair, the Secretariat plans the forward agendas and provides minutes and meeting logistics to each Board member ahead of meetings of the Board. The Secretariat supports the Board and any senior officials group to effectively carry out its responsibilities of improving the overall performance of the border system.
21. It does this by facilitating between border agencies to support the delivery of joint outcomes, and by servicing the Minister for COVID-19 Response in providing reporting on the work of the Board,

drafting responses for Parliamentary Questions, Official Information Act requests, Ministerial correspondence, and Select Committee Processes.

22. The Secretariat will also:
- develop and monitor the delivery of the border sector strategy and work programme
 - monitor and report on system measures and performance (including COVID-19) with effective sector coordination
 - develop and manage a risk and assurance framework, and provide advice on issues and risks across the system
 - write papers to Ministers and Cabinet as required by the Board
 - regularly report on the Board's financial and non-financial performance.

Senior Officials Group/s

23. Senior officials' will be convened as needed to support the Board.
24. The group/s will support and facilitate the progression of the Board's work programme. This activity may include:
- developing a work programme
 - providing progress updates of the work programme and addressing any emerging barriers on the work programme
 - overseeing planned assurance and audit work for the border sector for agreement by the Board, and supporting the implementation of recommendations from the assurance programme
 - supporting the implementation of the Board and secretariat functions.

New Zealand Customs Service

25. The New Zealand Customs Service will provide administrative and corporate support to the secretariat team as the servicing department. It will also administer the appropriation Border System Performance as Vote Administrator.

Border Member Agencies

26. The departments of the six chief executives will inform and deliver the Board's work programme within the scope of their respective authority.

Review

27. The Operating Protocols can be amended at any time, with the agreement of the Board.

Supporting Documents

- Proactive release paper and Cabinet minute establishing Border Executive Board: COVID-19 Response Paper 4 – Overview of institutional and governance arrangements and funding for our ongoing COVID-19 response (CAB-20-SUB-0099) and CAB-20-MIN_0099.

Approved: 13 October 2021



A safe and smart border

COVID-19



RECONNECTING NEW ZEALAND

- Border implementation [NZCS]
- NZ Traveller Declaration [NZCS]
- Pacific Extension [MFAT]



MANAGED ISOLATION AND QUARANTINE

- Short term capacity [MBIE]
- Future of MIQ [MBIE]



MARITIME BORDER

- Commercial – cargo and fishing [NZCS]
- Passengers – cruise and recreational [MNZ]
- Workforce wellbeing [MNZ]
- Strategy [BEB]
- Regulatory framework [NZCS]



BORDER WORKFORCE

- Border worker testing [MoH]
- Border worker boosters vaccination [MoH]



ASSURANCE

- Aviation and maritime border [BEB]
- Managed isolation and quarantine [MBIE]
- Border workforce [BEB, MoH]



RESPONDING TO SIGNIFICANT ISSUES

- Leadership of emerging issues [ALL]

STEWARDSHIP



GOVERNANCE

- Board governance [BEB]
- Monitoring performance of the border system and Border Executive Board [BEB]
- Providing accountability to Parliament and the public [BEB]



STRATEGIC DIRECTION

- Border strategy [BEB]
- Border system workforce [BEB]
- Communications and engagement [BEB]



RISK AND ASSURANCE

- Risk and assurance frameworks [BEB]
- Annual assurance programme [BEB]



AHUMONI HOAHOA (FINANCE)

[NZCS]

- Sustainability of the Border Executive Board
- Financial sustainability for the border sector
- Collective investments
- Cost recovery of border charges

SYSTEMS IMPROVEMENTS



DATA AND PRIVACY

[NZCS, MBIE]

- Policy and legislative settings for border information sharing
- Future mechanisms to support information sharing
- Information sharing for priority projects



DIGITAL BORDER

[MPI, MBIE, NZCS]

- Digital declaration platform
- Technology and algorithms for RTT x-ray scanners
- Options for smart exit gates



INTEGRATED TARGETING

[NZCS, MBIE]

- Enhanced ITOC governance structure
- Targeting service to support 24/7 operations
- Enhance ITOC's border operational coordination role
- Investigation of viability of a joint venture model



HEALTH AT THE BORDER

[MoH]

- Integrating health intelligence and risk assessment
- Regular function of health at the border
- Established ability to escalate health measures
- Integration with Maritime New Zealand



INFRASTRUCTURE AT AIRPORTS

[MOT, NZCS]

- Agency guidance for the development of Auckland International Airport
- Enforceable Regulatory Undertakings

RESPONDING TO EMERGING ISSUES | SYSTEM COORDINATION AND LEADERSHIP | COORDINATION OF JOINT INITIATIVES [BEB]