



BORDER EXECUTIVE BOARD

Proactive Release

The following Cabinet paper and Cabinet minute have been proactively released by the Border Executive Board on behalf of the Minister for COVID-19 Response, Hon Chris Hipkins:

Title of Cabinet paper: *Collective Responsibility for an Integrated Border System and COVID-19 Border Defences: Report Back*

Title of Cabinet minute: *Collective Responsibility for an Integrated Border System and COVID-19 Border Defences: Report Back (SWC-22-MIN-0007)*

Some parts of the Cabinet paper have been redacted referring to section 6(c) of the Official Information Act 1982.

~~In Confidence~~

Office of the Minister for COVID-19 Response
Chair, Cabinet Social Wellbeing Committee

Collective Responsibility for an Integrated Border System and COVID-19 Border Defences Report Back

Proposal

- 1 This paper reports back on the areas in which the Border Executive Board will improve the performance of the border sector [CBC-20-MIN-0099 refers] including:
 - appropriate systems for collecting, sharing, and protecting private data at the border;
 - improving/enhancing other agencies' ability to participate in ITOC – the Integrated Targeting and Operations Centre – possibly through a joint venture owned by the Board;
 - investment in new technologies for the sector, including integrated information technology assets and scanning technologies.
- 2 No action from Cabinet is required.

Relation to government priorities

- 3 This paper relates to the Government's response to keeping New Zealanders safe from COVID-19, supporting the economy, and reopening our borders through *Reconnecting New Zealanders to the World*¹.

Executive Summary

- 4 The Border Executive Board started on 11 January 2021 as the first interdepartmental executive board under the Public Service Act 2020, bringing six border related agency chief executives² together to work with joint accountability on a particular subject area, in this case the border. The Board's purpose is to provide effective governance of the New Zealand border by ensuring there are no gaps in the end-to-end border processes for people, goods, and craft.
- 5 When Cabinet established the Border Executive Board in December 2020, it requested a report back in 2021 on areas in which the Board will improve the performance of the border sector including use of data, enhancing agency participation in ITOC, and sector investment in new technology. Cabinet reprioritised the report back to early 2022 [CAB-21-MIN-0551 refers].

¹ Reconnecting New Zealanders to the World is the Government's plan to safely re-open borders and develop new ways for people to travel to and from New Zealand.

² The remit and board members of the Border Executive Board are the chief executives of the New Zealand Customs Service, Ministry for Primary Industries, Ministry of Health, Ministry of Foreign Affairs and Trade, Ministry of Business, Innovation and Employment, and Ministry of Transport.

- 6 Since its establishment, the Border Executive Board has worked at significant pace. It has responded to the demands on the border from COVID-19 to keep New Zealanders safe and to support the economy, and has started work on initiatives that will make a difference to New Zealand's border now and beyond COVID-19.
- 7 Decisions have been made to prioritise support for *Reconnecting New Zealanders* by directing resources to the New Zealand Traveller Declaration, Future Borders, and Border Implementation workstream. This recognises the significant challenges due to competing demands on resources across a constrained workforce. The reprioritisation will see some aspects of the Border Executive Board work programme accelerated, and others slowed or paused. However, the nature of all initiatives being focused on the border means what is learnt now will inform the wider work programme and future actions. Progress has been made towards the three areas of interest to Cabinet.
- *Data and privacy* – limited specialist resources have been refocussed to the New Zealand Traveller Declaration resulting in three of the four actions being put on hold. Current work will inform thinking about future border data sharing and privacy activities. The future direction will be reassessed following a review, planned for completion in February 2022.
 - *ITOC* – progress has been made to increase and enhance agency participation with Immigration New Zealand adding ^{s 6(c)} new staff and the Aviation Security Service to trial ^{s 6(c)} staff from late 2021. The Ministry of Health has recruited ^{s 6(c)} staff; ^{s 6(c)} started on 24 January 2022 and ^{s 6(c)} due to start 1 April 2022. ^{s 6(c)} due to be advertised in February 2022. These positions strengthen health's input into border intelligence and targeting activities.
 - *Investment in new technology* – collective border investment is focussed on the New Zealand Traveller Declaration that will include a digital arrival option. Work is progressing on new Real Time Tomography (RTT) scanners for cargo and passenger baggage that include algorithms to improve detecting biosecurity risks and prohibited goods.
- 8 There has also been a significant amount of other work across the border system in response to COVID-19, led by border agencies.
- 9 Overall, the actions of the Border Executive Board operating with joint accountability has kept the border system connected, identified gaps at the border, provided leadership where there was no clear owner, and ensured activity and advice to Government had a border sector view.

Background

- 10 Our border is important because it is both New Zealand's gateway to the world and equally our protection from the world. In response to the new demands on the border from COVID-19, the Border Sector Governance Group³ (BSGG) recommended that the governance of the border sector be enhanced through an interdepartmental executive board.

³ The Border Sector Governance Group was established in 2007 by chief executives of border agencies (Customs, MPI, MBIE and MoT) who saw the value of collaboration at the border. Membership expanded to include MoH and MFAT in June 2020.

- 11 On 2 December 2020, the Cabinet Business Committee agreed to establish the Border Executive Board as an interdepartmental executive board with key accountabilities over the border system, and be supported by a small secretariat [CBC-20-MIN-0099 refers]. The members of the Border Executive Board are jointly responsible to me, as Minister for COVID-19 Response.
- 12 The Border Executive Board started on 11 January 2021 with four accountabilities:
- **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, supporting a robust COVID-19 response while preparing to reopen the borders;
 - ensuring any gaps or **future risks** from people, goods and craft at the borders 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.
- 13 The remit and board membership are the chief executives of the New Zealand Customs Service (Customs), Ministry for Primary Industries (MPI), the Ministry of Business, Innovation and Employment (MBIE), the Ministry of Transport (MoT), the Ministry of Foreign Affairs and Trade (MFAT), and the Ministry of Health (MoH). The Department of the Prime Minister and Cabinet has been invited to attend all board meetings to ensure the Border Executive Board remains connected with the Government's COVID-19 response.
- 14 The Cabinet Business Committee directed the Border Executive Board to report back in 2021 on areas in which the Board will improve the performance of the sector including use of data, enhancing agency participation in ITOC, and sector investment in new technology [CBC-20-MIN-0099 refers]. Cabinet reprioritised the report back to early 2022 [CAB-21-MIN-0551 refers].

The Border Executive Board is operating effectively

- 15 The Border Executive Board has worked at significant pace responding to the demands on the border from COVID-19 to keep New Zealanders safe and to support the economy, establishing a border system work programme, and starting work on initiatives that will make a difference to New Zealand's border beyond COVID-19. The Border Executive Board has published its first Annual Report for the period 11 January 2021 to 30 June 2021 that outlines the progress it has made.
- 16 The actions of the Border Executive Board have built on the collaboration of the BSGG to create a shared whole-of-system view of the border. Joint accountability across all the chief executives has enabled agencies to be clear about their contribution to the border and prioritise their border and non-border work.

- 17 The Border Executive Board have kept the border system connected, provided leadership where there was no clear owner, and ensured activity and advice to Government had a border system view. The dedicated secretariat function has provided consistent co-ordination of activity to support the Border Executive Board and enable border agencies to deliver the work programme.

Providing direction and structure to drive a safe and connected border

- 18 The work programme is based on 3 pillars: stewardship, COVID-19, and Systems Improvements (Appendix 1). The activities are governed by the Border Executive Board and delivered by the border agencies in partnership with public and private sector organisations.

Stewardship

- 19 Since January 2021, the Border Executive Board chief executives have met most weeks to set direction, progress the work programme, manage risks and opportunities, and to ensure there are no gaps at the border through joint accountability for the whole-of-border system. The frequency of meeting reflects the dynamic and challenging nature of the impacts of COVID-19 on the border.
- 20 The Border Executive Board takes a whole-of-system view to setting and governing its work programme. Where necessary, decisions are made on competing priorities to ensure New Zealand maintains a safe and smart border. The initiatives governed are complex and have multiple interdependencies. While this is a challenge, it also provides an opportunity to share what is learnt and developed across initiatives. The enduring nature of the Border Executive Board having a border system view will help retain knowledge.
- 21 Assurance has been sought from the border agencies that the sector is operating as it should, there is continuous learning and improvement, and effective activity continues. Assurance included the rapid review of quarantine-free travel implementation with Australia, particularly around pauses, and the review into the August 2021 Rio De La Plata Mariner case. External assurance has been conducted on the COVID-19 border measures for air and maritime, and border worker testing and vaccination.

COVID-19

- 22 A significant amount of attention, time, and resources has gone into the response to COVID-19 to keep New Zealanders safe and to maintain supply chains. The Border Executive Board has driven collaboration to ensure a joint end-to-end border process. Formalising health leadership at the border has strengthened management of health risks. Further enhancements are expected to be delivered through the Border Executive Board initiative Health at the Board and broader work supporting the Government's response to COVID-19.
- 23 The Border Executive Board has provided sector leadership to a wide range of new and at times challenging activity including, but not limited to:
- the Air and Maritime Border Orders, and Isolation and Quarantine Order;
 - quarantine-free travel with Australia and the Pacific Islands;
 - border worker vaccination and testing;
 - very high-risk countries;

- assurance reviews;
 - maintaining oversight and connection with Managed Isolation and Quarantine provided by MBIE, supporting the relentless demand and continual learning;
 - providing advice to Cabinet papers.
- 24 More recently, the Border Executive Board has prioritised the border's contribution to *Reconnecting New Zealanders*. Activity and resources have been redirected to support:
- the New Zealand Traveller Declaration⁴;
 - Future Borders⁵;
 - Border Implementation workstream to support the phased reopening of the border
 - reintroducing Australia and other groups into MIQ in response to the COVID-19 variant Omicron;
 - the border's general response to COVID-19.

Systems Improvements

- 25 The Border Executive Board has established six initiatives to support a safe and smart border now and into the future. The initiatives are allocated across individual agencies to be delivered through existing resources. Three of these initiatives⁶ were tasked with forming their work programmes consistent with direction from Cabinet, focussing on data sharing and privacy, enhancing agency participation in ITOC, and investment in new technology [CAB-20-MIN-0099 refers].
- 26 The focus on COVID-19 has enabled aspects of the Border Executive Board work programme to be prioritised for faster delivery. It is also, however, presenting significant challenges due to competing demands on resources across a constrained workforce. As a result, the Border Executive Board agreed in September 2021 to prioritise resources to the COVID-19 response and *Reconnecting New Zealanders* activity. This has impacted the pace at which initiatives under the Systems Improvements pillar progress, including the areas of interest to Cabinet (Appendix 2).

Progress update on matters requested by Cabinet

Appropriate systems for collecting, sharing and protecting private data at the border

- 27 The Border Executive Board was directed by Cabinet to report back on appropriate systems for collecting, sharing and protecting private data at the border [CBC-20-MIN-0099 refers].

⁴ The New Zealand Traveller Declaration will enable all passengers to make a health declaration and be individually risk assessed prior to travel. The project was initially called the Traveller Health Declaration System.

⁵ Future Borders is a co-design sprint project undertaken by aviation industry and government agencies to develop possible options to support *Reconnecting New Zealanders*.

⁶ The three initiatives on the Systems Improvements programme are: Data Sharing and Privacy; Integrated Targeting; and Ahumoni Hoahoa (Finance).

- 28 A cross-agency work programme was agreed by the Border Executive Board in June 2021, establishing the Data Sharing and Privacy initiative, to focus on the policy and legal settings needed to support effective future border information sharing, including addressing related privacy issues.
- 29 A phased approach was adopted to address the complex issues, with phase one encompassing four sets of actions:
- map data sharing activities across the border system and establish the adequacy of existing legal powers;
 - support priority projects - specifically *Reconnecting New Zealanders* (including the New Zealand Traveller Declaration), ITOC and Joint Border Analytics⁷;
 - identify opportunities for addressing non-policy/legal barriers to information sharing;
 - establish appropriate cross-agency groups to provide ongoing strategic oversight of border data sharing and privacy.

Progress and next steps

- 30 In September 2021, the Border Executive Board agreed that agencies' privacy resources would be redirected to support the New Zealand Traveller Declaration. As a result, all remaining Data Sharing and Privacy actions have been placed on hold until more resources are available across agencies. This reflects the workforce capacity challenges of specialists with the required policy or legal skills. Supporting the New Zealand Traveller Declaration is expected to inform thinking about future border data sharing and privacy activities.
- 31 Options are being explored to restart the remaining actions, including identifying how appropriate resources can be secured. It is anticipated that agencies will have greater capacity to contribute from early 2022, as foundational work on the New Zealand Traveller Declaration is completed.

Improving / enhancing other agencies' ability to participate in the Integrated Targeting and Operations Centre (ITOC)

- 32 The Border Executive Board was directed by Cabinet to report back on improving/enhancing other agencies' ability to participate in ITOC, possibly through a joint venture model owned by the Board [CAB-20-MIN-0099 refers].
- 33 Located within the Auckland Customhouse, ITOC is a multi-agency border sector headquarters. It brings together agencies and data to provide national coordination of operational border activities relating to people, goods, and craft. As at 26 January 2022, six agencies have staff in ITOC: over [REDACTED] staff from Customs, [REDACTED] from MPI, [REDACTED] from Immigration New Zealand (INZ), [REDACTED] from New Zealand Police, [REDACTED] from Ministry of Health and [REDACTED] from Aviation Security Service.
- 34 A cross-agency work programme was agreed by the Border Executive Board in June 2021, establishing the Integrated Targeting initiative to enhance the management of border risks by expanding the capability of ITOC. The direction of the Integrated

⁷ Joint border analytics is where multiple agencies work together to share data science expertise, tools, and methodology to help identify border risk and target interventions. The Joint Border Analytics team was established in April 2017 and involves Customs, MPI, and MBIE (Immigration New Zealand).

Targeting initiative echoes the findings of the 2016 Simon Murdoch Review of ITOC that identified the need for greater engagement from all agencies. Through agency collaboration, a set of actions have been agreed to expand participation and improve the impact of bringing multiple agencies together into ITOC.

Progress and next steps

35 The following actions are being implemented.

- *Development of a new governance model* – multi-agency representation to strengthen leadership, strategic direction, and operations. Following Border Executive Board approval in November 2021, a new ITOC Steering Group has been implemented to embed a ‘sector mission’ culture and behaviours across all agencies in ITOC. The group held its inaugural meeting on 27 January 2022.
- *Enhancement of culture* – a new two-year, fixed term position has been established to focus on leading a culture of collaboration towards a shared sector mission and to drive day-to-day integration within ITOC. Recruitment for the role is expected to conclude by the end of February 2022.
- *Providing a health presence at the border* – MoH has recruited ^{s 6(c)} full-time staff to establish a presence in ITOC and is due to advertise for ^{s 6(c)} in February 2022. These staff will be responsible for leading and supporting the development and implementation of health risk management and targeting into the national systems. These staff will also assess and advise on the further capability and capacity required to ensure ITOC receives appropriate health advice and support. Funding has been provided until December 2022, with an ongoing funding model yet to be confirmed.
- *Expanding agency representation* – Civil Aviation Authority (Aviation Security Service function) will commit ^{s 6(c)} full-time employees for a 12 month trial period. This trial has commenced with the initial placement working remotely with ITOC due to the change to red in the COVID-19 Protection Framework on the 24 January 2022. Recruitment of ^{s 6(c)} commenced early February 2022.

Further work is underway, via the Health at the Border initiative, to assess the capability and capacity required to maintain an appropriate health presence at international points of entry in the short, medium and long term. This health presence would support responses to ill travellers but also other health threats entering and exiting New Zealand such as exotic pests (eg mosquitoes of public health significance), chemical hazards (including pharmaceuticals and illicit drugs), physical risks (eg counterfeit medical devices), other biological risks (eg human remains) and radiological risks.

Increasing existing agency staffing – MBIE has added ^{s 6(c)} additional full time employees from August 2021, and now has ^{s 6(c)} Border Officers able to work a 24/7 roster at ITOC.

- *Exploration of a joint venture model* – the potential of a joint venture model will be considered in the first half of 2022 once the impact of the new ITOC Steering Group is known. Any decisions to establish a joint venture will be taken to Cabinet.

36 Future improvements to data integration will be impacted by the prioritisation of resources into *Reconnecting New Zealanders*, as improvements are dependent on the advances in data sharing and other system integration improvements.

Investment in new technologies for the sector, including integrated information technology assets and scanning technologies

- 37 Border agencies were directed to report back on investment in new technologies for the sector, including integrated information technology assets and scanning technologies [CAB-20-MIN-0099 refers].
- 38 A cross-agency work programme was agreed by the Border Executive Board in July 2021, establishing the Ahumoni Hoahoa initiative to focus on the financial settings needed to support effective future border sustainability and investment. The medium to long term objectives of Ahumoni Hoahoa are:
- sustainability of the Border Executive Board;
 - create a view of financial sustainability for the border sector;
 - cost recovery of border charges;
 - collective investments - design and coordinate joint initiatives relating to the border system as a whole.
- 39 The Border Executive Board also endorsed the work programme of the Digital Border initiative in May 2021. The initiative focusses on reducing risk to New Zealand and providing seamless entry for passengers through specific technological improvements at airports. The initiative's three work streams are: digital declaration/platform, leveraging RTT x-ray capability, and smart exit gates. The long term vision is to move from a largely manual system to one that is technology driven and integrated.

*Progress and next steps**Joined up investment in new technology at the border*

- 40 Developing the New Zealand Traveller Declaration is the key collective investment priority of border agencies, leaving little scope to advance any other collective investment until the System is developed.
- 41 Customs, with assistance from MBIE/INZ and MoH, has progressed a business case through Cabinet for the development of the New Zealand Traveller Declaration (CBC-21-MIN-0090 refers). This initiative will fund a significant piece of new technology and enhance border sector capability. Whilst designed primarily to manage health risk at the border, it will also progress the achievement of a digital arrival card, enhancing the ability to manage risk. A partial technology solution will be delivered by 31 March 2022.
- 42 The cross-agency collaborative style of the New Zealand Traveller Declaration has uncovered some challenges and precedents for future joint venture and club funding arrangements. While the Public Sector Act 2020 facilitates collaboration between government agencies working on a single initiative, the Public Finance Act 1989 limits the scope for collective funding and accountability. Customs and the Treasury are exploring options within current legislative settings.

Enhanced technology at the airport

- 43 MPI and Customs, in partnership with other government agencies, are progressing detection technology enhancements at airports. This includes progressing development of RTT scanners and algorithms to improve detection capabilities for biosecurity risks and prohibited goods in cargo and passenger baggage. Work on a digital declaration

capability is being progressed via the New Zealand Traveller Declaration. Work on smart exit gates is dependent on the outcome of the New Zealand Traveller Declaration.

Financial sustainability of the border sector to inform future investment

- 44 Border agencies have been assessing the financial implications of extending current COVID-19 arrangements beyond 2021/22 as part of work being done to determine potential future calls on the COVID-19 Response and Recovery Fund (CRRF) and in preparation for Budget 2022.
- 45 Customs has started to create a multi-year financial view of the funding and services of border activities with the intention to replicate the approach across all border agencies. The aim is that the combined financial view across agencies will evolve to enable a more collaborative approach to funding initiatives and activities.
- 46 Cabinet has agreed to new border processing levy rates from 1 December 2021. Customs and MPI will return to fully recovering the cost of providing border processing services over a three-year period. This will ensure that travellers fund the cost of the activities that Customs and MPI carry out to manage the risks posed by their travel. If additional Crown funding is needed to meet a shortfall in revenue from levies MPI and Customs will seek this from the CRRF or as part of Budget 2022.
- 47 The Minister of Immigration has instructed MBIE to undertake a comprehensive review of the cost structure and funding model for the immigration system, to inform future fee and levy setting.

Continuing to maintain and drive performance of a safe, smart and reliable border

- 48 In the coming year, the Border Executive Board anticipates its focus will be on the COVID-19 response and the border's contribution to *Reconnecting New Zealanders*. Attention will be kept on the future to ensure any emerging risks and opportunities are managed and other initiatives maintain momentum. It will continue to foster collaboration with industry, championing connectedness, and applying learnings across the broader work programme. The progress of the Border Executive Board will be published each year via its Annual Report.

Financial Implications

- 49 There are no financial proposals in this paper.

Legislative Implications

- 50 There are no legislative proposals in this paper and therefore a regulatory impact statement is not required.

Population Implications

- 51 There are no population implications from this paper.

Human Rights

- 52 There are no human rights implications from this paper.

Consultation

- 53 Consultation was carried out with the following agencies: New Zealand Customs Service; the Ministry of Business, Innovation and Employment (Immigration New Zealand, and Managed Isolation and Quarantine); the Ministry of Foreign Affairs and Trade; the Ministry of Health; the Ministry of Transport; the Ministry for Primary Industries; Maritime New Zealand; and the Civil Aviation Authority (Aviation Security Service function).

Communications

- 54 No announcements are planned in association with this paper. The Border Executive Board's Annual Report 2020/21 is available on the New Zealand Customs website.

Proactive Release

- 55 Following Cabinet decisions, I intend to release this paper within standard timeframes, subject to any necessary redactions.

Recommendations

The Minister for COVID-19 Response recommends that the Committee:

- 56 **note** the report back on the areas in which the Border Executive Board will improve the performance of the border sector [CBC-20-MIN-0099 refers] including
- appropriate systems for collecting, sharing, and protecting private data at the border;
 - improving/enhancing other agencies' ability to participate in ITOC possibly through a joint venture owned by the Board;
 - investment in new technologies for the sector, including integrated information technology assets and scanning technologies.
- 57 **note** that the Border Executive Board began its work on 11 January 2021 and is meeting its accountabilities around ensuring there are no gaps in the end-to-end border processes, managing future risk, progressing strategic border system improvements, and addressing the fiscal challenges due to COVID-19;
- 58 **note** that the progress of the Border Executive Board has been reported in its Annual Report 2020/21, which is published within the New Zealand Customs Service Annual Report 2020/21 as its servicing department;
- 59 **note** that the Border Executive Board will report its progress each year via an Annual Report.

Authorised for lodgement

Hon Chris Hipkins

Minister for COVID-19 Response

Appendix 1: Work Programme



BORDER EXECUTIVE BOARD

**WORK PROGRAMME
2021/2022**

BORDER EXECUTIVE BOARD
A safe and smart border

BORDER EXECUTIVE BOARD A safe and smart border	
COVID-19	STEWARDSHIP
RECONNECTING NEW ZEALANDERS <ul style="list-style-type: none"> Quarantine free travel [MFAT, NZCS] NZ Traveller Declaration [NZCS] Future border / border implementation [NZCS] Increasing MIQ capacity short term [MBIE] Long-term MIQ facilities [MBIE] Future MIQ workforce [MBIE] Self-isolation trial [MBIE] 	GOVERNANCE <ul style="list-style-type: none"> Leadership, performance and accountability [BEB]
MARITIME & AVIATION BORDERS <ul style="list-style-type: none"> Cross agency development and implementation <ul style="list-style-type: none"> Maritime Border Order Air Border Order Isolation and Quarantine Order 	STRATEGIC DIRECTION <ul style="list-style-type: none"> Border strategy [BEB] Border workforce requirements, capacity and capability [BEB]
BORDER WORKFORCE <ul style="list-style-type: none"> Testing [MoH] Vaccination and boosters [MoH] 	RISK AND ASSURANCE <p>Risk and assurance frameworks [BEB]</p> <p>Border system performance measures [BEB]</p>
ASSURANCE <ul style="list-style-type: none"> Review of maritime border measures [BEB] Review of border worker testing and vaccination [BEB] Review of maritime COVID-19 incidents Rapid reviews [BEB] Monitoring border workforce testing and vaccination [MoH, WorkSafe] 	AHUMONI HOAHOA (FINANCE) [NZCS] <ul style="list-style-type: none"> Financial sustainability of the border sector Cost recovery of border charges Collective investments Sustainability of the Border Executive Board
COVID-19	Systems Improvements
SYSTEMS IMPROVEMENTS	
DATA AND PRIVACY [NZCS, MBIE] <ul style="list-style-type: none"> Policy and legislative settings for border information sharing Information sharing for priority projects Future mechanisms to support information sharing 	
DIGITAL BORDER [MPI, MBIE, NZCS] <ul style="list-style-type: none"> Digital declaration (links to Traveller Health Declaration System) Technology and algorithms Smart exit gate 	
INTEGRATED TARGETING [NZCS, MBIE] <ul style="list-style-type: none"> ITOC governance structure Targeting service to support 24/7 operation ITOC's border operational coordination role Investigate viability of joint venture model 	
HEALTH AT THE BORDER [MoH] <ul style="list-style-type: none"> Integrating health intelligence and risk assessment Establish a regular function of health at the border Ability to escalate health measures Integration with Maritime New Zealand 	
INFRASTRUCTURE AT AIRPORTS [MoT, NZCS] <ul style="list-style-type: none"> Enforceable Regulatory Undertaking Auckland Airport Extension 	

Appendix 2: Systems Improvements Work Programme Status Report as at 31 January 2022

SYSTEMS IMPROVEMENTS PROGRAMME			
RAG	INITIATIVE/WORK STREAM	PURPOSE	KEY OBJECTIVES - To provide...
	DATA SHARING AND PRIVACY	Produce policy and legislative change recommendations for border sector data sharing and privacy functions to enable an effective border.	<p>Policy & legislative settings for border information sharing</p> <p>Future mechanisms to support information sharing</p> <p>Information sharing for priority projects</p>
	DIGITAL BORDER	To reduce risk to New Zealand and provide a seamless entry for passengers at the border through the development and implementation of a digital arrival declaration and deployment of new x-ray technologies	<p>Digital declaration platform</p> <p>Technology and algorithms for RTT x-ray scanners</p> <p>Options for smart exit gates</p>
	INTEGRATED TARGETING	To build on the success of ITOC by improving other agencies ability and willingness to participate, build on the success of combined targeting	<p>Enhanced ITOC governance structure</p> <p>Targeting service to support 24/7 operations</p> <p>Enhance ITOC's border operational coordination role</p> <p>Investigation of viability of a joint venture model</p>
	HEALTH AT THE BORDER	Establish an ongoing health presence at the border enabling sustained and sustainable management of health risks at international points of entry and exit.	<p>Integrating health intelligence and risk assessment</p> <p>Regular function of health at the border</p> <p>Established ability to escalate health measures</p> <p>Integration with Maritime NZ</p>
	INFRASTRUCTURE AT AIRPORTS	Represent border sector agencies and supply input shaping the enhancement of airport infrastructure and legislation. Focussed on the development of Auckland Airport and the ERU as part of the Civil Aviation Bill.	<p>Some deliverables paused pending development of NZ Traveller Declaration and Reconnecting New Zealanders. Progress on track to establish health positions in ITOC</p> <p>Progress on track</p> <p>Progress on track</p> <p>Phase 2 objective, yet to be started</p> <p>Phase 2 objective, yet to be started</p>
	AHUMONI HOAHOA (FINANCE)	To investigate a joint investment and procurement mechanism that can drive and enable border system innovation.	<p>Work currently on track, alignment with Reconnecting New Zealanders being monitored</p> <p>Progress on track</p> <p>Work ongoing. Progress slowed due to redirection of resource to NZ Traveller Declaration</p> <p>Work ongoing. Progress slowed due to redirection of work stream focus to support NZ Traveller Declaration</p> <p>Support of systems improvement collective investment needs on hold while progress is being made through support of NZ Traveller Declaration</p> <p>Work ongoing. Progress slowed due to redirection of work stream focus to support NZ Traveller Declaration</p>



Cabinet Social Wellbeing Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Collective Responsibility for an Integrated Border System and COVID-19 Border Defences: Report Back

Portfolio COVID-19 Response

On 16 February 2022, the Cabinet Social Wellbeing Committee:

- 1 **noted** that in December 2020, the Cabinet Business Committee agreed to establish an interdepartmental Border Executive Board to manage the border sector and directed the Board to report back to Cabinet in 2021 on areas which will improve the performance of the sector including:
 - 1.1 appropriate systems for collecting, sharing, and protecting private data at the border;
 - 1.2 improving/enhancing other agencies' ability to participate in the Integrated Targeting Operations Centre, possibly through a joint venture owned by the Board;
 - 1.3 investment in new technologies for the sector, including integrated information technology assets and scanning technologies;

[CBC-20-MIN-0099]
- 2 **noted** the report back on the areas in which the Border Executive Board will improve the performance of the border sector, attached under SWC-22-SUB-0007;
- 3 **noted** that the Border Executive Board began its work on 11 January 2021 and is meeting its accountabilities around ensuring there are no gaps in the end-to-end border processes, managing future risk, progressing strategic border system improvements, and addressing the fiscal challenges due to COVID-19;
- 4 **noted** that the progress of the Border Executive Board has been reported in its Annual Report 2020/21, which is published within the New Zealand Customs Service Annual Report 2020/21 as its servicing department;
- 5 **noted** that the Border Executive Board will continue to report its progress each year via an Annual Report.

Jenny Vickers
Committee Secretary

For attendance see over

Present:

Rt Hon Jacinda Arden (Chair)
Hon Dr Megan Woods
Hon Chris Hipkins
Hon Carmel Sepuloni
Hon Andrew Little
Hon Poto Williams
Hon Kris Faafoi
Hon Peeni Henare
Hon Willie Jackson
Hon Jan Tinetti
Hon Kiri Allan
Hon Aupito William Sio
Hon Priyanca Radhakrishnan

Officials present from:

Department of the Prime Minister and Cabinet
Officials Committee for SWC

PROACTIVELY RELEASED