

Appendices

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Proactively released

Traveller Health Declaration System - Single Stage Business Case		
Document owner	Mathew Black	
Issue date	20 August 2021	
Sign-off	Title	Date
Mathew Black	CIO, Customs	
Kathryn MacIver	Group Manager Policy and Strategy, Customs	
Greg Hanlen	CFO, Customs	
Sharon May	DCE, Finance, Technology and Infrastructure, Customs	
Stephen Dunstan	General Manager, Enablement, Immigration New Zealand	
Richard Bargh	DCE Policy Legal and Strategy, Customs	22/08/21
Version	Issue date	Changes
0.1 - Distributed for Treasury Clinic	11 August 2021	
0.2 - Discussed at Treasury Clinic	16 August 2021	Reflect announcements
0.3 - Submitted to DCE Policy Legal and Strategy (as Acting Chief Executive)	18 August 2021	Reflect clinic feedback and project progress. Add appropriation info.
0.9 - Submitted to Minister	22 August 2021	Minor edits
1 - Submitted to Minister		Amended financials to reflect QRA

Reconnecting New Zealanders to the world: Next steps

Our approach is guided by five objectives:

1. Maintaining our elimination strategy to stamp out the virus and keep our options open.
2. Ensuring every eligible New Zealander is offered the opportunity to be vaccinated as soon as possible.
3. Reducing the need for further lockdowns as much as possible by continuing to strengthen our health and contact tracing systems.
4. Maintaining strong public health tools.
5. Developing new ways to enable people to travel safely to and from New Zealand.

STEP
1

Immediate response and pre-general population vaccination

- 14 days' MIQ required for everyone (except GFT zones)
- Travel restricted to New Zealand citizens and residents, and limited economic/humanitarian exemptions
- Testing required pre-departure and once in New Zealand
- Alert level restrictions are primary method of controlling outbreaks
- Health measures like mandatory face coverings and QR scanning are key prevention tools
- Priority groups (border workers, at-risk populations) vaccinated

STEP
2

General population vaccination and development of additional tools

- Vaccination of general population underway
- Pilot scheme of new flexible pathways into New Zealand, testing safe alternatives to 14 days' MIQ
- 14 days' MIQ remains compulsory for everyone else (except GFT zones)
- Additional testing requirements to monitor reduced time in MIQ
- ICU/health capacity and contact tracing systems strengthened, in response to Delta and other variants
- Alert level restrictions remain primary method of controlling outbreaks
- Work to develop traveller declaration for vaccine and testing information

STEP
3

New travel pathways reflecting risk

- Phased implementation of three new pathways into New Zealand:
 - LOW RISK: Vaccinated travellers from low risk countries: no isolation required
 - MEDIUM RISK: Vaccinated travellers from medium risk countries: modified isolation requirements
 - HIGH RISK: Unvaccinated travellers and all travellers from high risk countries: 14 days' MIQ
- Testing regime remains in place
- Countries regularly assessed for risk
- Alert levels and public health measures are still in place, but lockdowns are less likely

STEP
4

GFT for all vaccinated travellers

- Quarantine free travel for vaccinated travellers who return a negative test
- 14 days' MIQ for the majority of unvaccinated travellers
- Resilient population and resilient health systems
- Testing at the border and public health measures like QR scanning still in place
- Booster vaccinations may be required

WHERE WE ARE NOW

What we're looking for to give us confidence to move steps:

Highest risk populations vaccinated, and vaccine rollout ramping up

- High coverage of vaccine in New Zealand within high-risk populations and across regions
- Vaccine remains effective
- We're able to maintain elimination strategy

- Vaccine remains effective
- Behaviour of variants stabilised
- Strong confidence in our system

Appendix 6 - Assurance 'Plan on a Page'

As part of project initiation, an Assurance Plan will be developed to provide confidence to the Sponsor and other governance groups that the project or project has appropriately established assurance mechanisms fit for purpose to the level of risk and complexity. The below 'plan on a page' provides initial thinking of what the assurance plan will contain and will be confirmed during the project establishment phase.

Assurance type	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Planning										
Technical achievability	▲	◆				▲ ◆			▲ ◆	
Operational achievability			▲							
Policy achievability			▲							
Security			▲ ◆			▲ ◆			▲ ◆	
Procurement, privacy and legal		▲						▲		
Ethics		▲								
Cost	▲		▲				◆			
Procurement										
Probity			▲					▲		
Go-live assurance										
Gateway Go/No-Go				▲			▲		▲	
Monthly reporting against delivery confidence framework	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Post-implementation										
Milestone retrospective						▲ ■ ◆			▲ ■ ◆	
Post-implementation evaluation										▲ ■
Ongoing ICT security and disaster recovery							▲			▲

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Key ◆ Independant ■ Separate team ▲ Project declaration



22 August 2021

To Hon Chris Hipkins
Minister for COVID-19 Response

Traveller Health Declaration System Single Stage Business Case

This Single Stage Business case is a significant deliverable of a strategic project by the New Zealand Customs Service to investigate value for money options to meet its future traveller declaration requirements.

I confirm that:

- I have been actively involved in the development of the attached investment proposal through its various stages
- I accept the strategic aims and investment objectives of the investment proposal, its functional content, size and services
- the indicative cost and benefit estimates of the proposal are sound and based on best available information
- the financial costs of the proposal can be contained within the agreed and available budget
- the organisation has the ability to pay for the services at the specified price level, and
- suitable contingency arrangements are in place to address any current or unforeseen affordability pressures.

This letter and the business case aligns with the requirements of the current Better Business Cases guidance. Should either these requirements or the key assumptions on which this case is based change significantly, revalidation of this letter of support should be sought.

Yours sincerely

Richard Bargh
Deputy Chief Executive Policy, Legal and Strategy

Project Details

Department / Agency Name	New Zealand Customs Service
Portfolio	COVID-19 Response
Associated Programme	Travel Health Pass, Reconnecting New Zealanders
Project Name	Traveller Health Declarations
Project ID (Agency assigned)	
Project Current Stage	Initiation
Next decision point/activity	Single stage business case. Cabinet decision September 2021
Estimated Whole-of-Life cost (\$m)	c\$100m of project costs over 2 years + ongoing opex to be determined.
Estimated Capital cost (\$m)	c\$75m
Estimated Benefits monetary (\$m)	Not assessed - investment to enable Reconnecting New Zealanders (with economic and social benefits as well as health/economic risks)
non-monetary	Not assessed

Brief Project Description

Project objectives are to:

- Initially enable the reopening of Travel with Australia through assessing health declarations of arrivals (will initially require manual processing)
- Enable travel with the rest of the world by collecting and assessing health declarations, perform individual risk assessment and manage the risk accordingly - requires legislative, technological and operational change.
- Enable the progressive opening-up of New Zealand by incrementally improving the scope, digitisation and automation of the end-to-end process.
- Centralising all traveler declarations into a single channel, and the removal of the physical arrival card.

What strategies does this investment align with? How does it support these strategies?

Government Priorities

Reconnecting New Zealanders. Key enabling investment.

All of Government / Functional strategies

Agency/Sector/Ministerial strategies

Is the delivery of this solution dependent on any other projects or initiatives that will be delivered within or outside the organisation? If so, what are these projects or initiatives?

In both the short- and medium-term the project pathway and final solution is partially driven by the availability of standardised, verifiable digital information. In the short-term the driver is the Ministry of Health project to generate vaccination certification (and a similar Australian project). In the longer-term the project would be accelerated by a global standard of verifiable digital information including (vaccine and pre-departure tests, travel history, isolation and testing plans).

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Authorisation to lodge this Risk Profile Assessment

Note: Agencies are required to acknowledge that the person submitting the completed Risk Profile Assessment (RPA), has the authority to do so on behalf of the Agency. Please complete the information below to identify the person authorising lodgement.

Authorising Officer's Details

First Name

Surname

Job Title

Telephone Number

Mobile Number

E-mail Address

Acknowledgement

I acknowledge that I am authorised to submit the RPA in respect of the project identified above and that the information provided in the RPA accurately represents the Agency's position.

Project Contact Details

Senior Responsible Owner (SRO)

First Name

Surname

Job Title

Address

Town

Postcode

Telephone Number

Mobile Number

E-mail Address

Project Manager

First Name	Brendon
Surname	McMullan
Job Title	Project Manager
Address	The Customhouse 1 Hinemoa Street Harbour Quays
Town	Wellington
Postcode	6011
Telephone Number	
Mobile Number	s 9(2)(g)(i)
E-mail Address	Brendon.mcmullan@customs.govt.nz

Contact Officer

Note: These details are not required if both the Project Manager and SRO details are provided. If you are completing this form on behalf of the Project Manager, please complete these details. (For example, if a Project Manager has not yet been assigned to this particular project.)

First Name	Mat
Surname	Black
Job Title	Chief Information Officer
Address	The Customhouse 1 Hinemoa Street Harbour Quays
Town	Wellington
Postcode	6011
Telephone Number	
Mobile Number	s 9(2)(g)(ii)
E-mail Address	Mathew.BLACK@customs.govt.nz



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1. PROJECT'S STRATEGIC ASSESSMENT

Risk associated with the external impact of the project

1.1 Project's External Impact

Question 1

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Is the project important to the successful delivery of a major legislative requirement or a major policy initiative committed to by the Government?

- Very important
- Important
- Not important

Supporting Information

The project is a key component of Prime Ministers 'Reconnecting New Zealanders' programme. Once the strategy is launched, it will become a major policy commitment by the Government. This programme will operationalise mitigations to address risks posed by international travel as a result of COVID-19

Question 2

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Would project failure have significant implications for delivery of key public national security or the internal operations of an agency?

- Major implications
- Significant implications
- No significant implications

Supporting Information

If the project does not deliver, the Border will not be able to deliver to 'Reconnecting New Zealanders' at scale.

If there are failings within the individual risk assessment, then New Zealand may be exposed to public health risk beyond agreed policy.

Question 3

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Will members of the public be directly affected by this project?

- Major impact
- Significant Impact
- No significant Impact

Supporting Information

Should the project be successful, travellers' experiences will change - with the requirement to provide a digital declaration and a different experience at the border. One design driver is accessibility of service. Current assurance checks on traveling passengers under COVID 19 conditions have created a significant decline in the passenger experience, creating complexity and significantly increased processing times.

This programme will address a number of these issues and aims to simplify the process and decrease processing times.

Question 4

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Will the private sector be directly affected by this project?

- Major Impact
- Significant Impact
- No significant impact

Supporting Information

During the project there will be impacts on Airlines and Airports. In later stages, the project will be extended to maritime channels, with greatest impacts for maritime facilities and cruise ship operators.

Question 5

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Will the State Sector be directly affected by this project?

Significant Impact
 No significant impact

Supporting Information

In the short-term, the project impacts operations at Customs, Immigration New Zealand and the Ministry of Health.

As the functionality of digital declarations expands, there are impacts on the other Border Agencies, including MPI and Statistics New Zealand.

1.2 External Impacts on the Project

Question 6

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Have the key stakeholders been identified and engaged with the project?

Key stakeholders not identified or opposition from some key stakeholders expected
 No opposition from key stakeholders expected but support not yet secured
 Key stakeholder support secured

Supporting Information

Border Agencies are supportive of the project and senior leaders are part of the project governance (Border Executive Board)

There is high-level indicative support from airports and airlines.

The maritime sector is yet to be consulted but are expected to be supportive

Question 7

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Is a change to legislation or regulations a pre-requisite for this project?

Yes, requires legislation
 No

Supporting Information

Yes. Changes to the Border Orders and/or the Border Agencies legislation may be required to enable data collection, risk assessment and enforcement. The scope and scale of changes required for both immediate and enduring change are under assessment.

Indicative Risk Rating for Section 1 **High**

2. PROJECT'S SCOPE AND COMPLEXITY

Risk associated with the scope and complexity of the project, including impact on the Agency/State Sector

2.1 Project's impact on the Agency and State Sector

Question 8

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What impact will the project have on the Agency's business processes?

Transfer of staff/outourcing
 Significant logistical staff & equipment move

(check all that apply)

- Significant logistical staff & equipment move
- Significant organisational restructuring
- Significant re-training
- New business processes
- Not significant

Supporting Information

The primary changes are in the traveller journey, back-office processing, and tools and operations at the Border. No other major changes are considered in scope of this project but subsequent projects may require more substantial transformation.

Question 9

Number of State Sector staff affected?

- More than 10,000
- 1,000 to 10,000
- Less than 1,000

Supporting Information

Affected staff are substantially within Customs, with lesser changes within Ministry of Health, Immigration, and MPI.

Question 10

Which business areas/units will be directly affected by this project?

- Multiple agencies
- Multiple business streams within the Agency
- Single business stream within the Agency

Supporting Information

In the short-term, the project impacts operations and systems at Customs, Immigration New Zealand and the Ministry of Health. As the functionality of digital declarations expands, there are impacts on the other Border Agencies, including MPI and Statistics New Zealand.

2.2 Project's Scope and Complexity**Question 11**

What is the total cost of the project?

- Greater than \$150 million
- \$51 million to \$150 million
- \$15 million to \$50 million
- Less than \$15 million

Supporting Information

Project budget of approximately \$100m. Ongoing operating expenditure requirements (eg increased call centre capability) under assessment.

Question 12

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What is the degree of innovation inherent in this project?

- Unproven approach
- New technology, stable application
- Stable technology, new application
- Stable, proven technology

Supporting Information

Substantial parts of the system build off existing platforms and capabilities at INZ (NZeTA) and Customs (Risk and Intelligence System, CusMod Border Management System). New processes and procedures for passenger processing will be developed, but within the existing operating model and system constraints.

Question 13

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What is the total project workforce, including internal and external suppliers?

- More than 100 people
- 50 to 100 people
- Up to 50 people

Supporting Information

Project resource requirements are under assessment but early planning suggests that over 50 people may be involved.

Question 14

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What skills and experience are critical to the successful delivery of the project?

- Unique, specialist skills and significant (>10 years) experience
- High level specialist skills and moderate (>5 years) experience
- Moderate specialist skills and some (<5 years) experience

Supporting Information

Project builds on existing platforms and capabilities hosted by INZ and Customs. Given the bespoke and specialised nature of these platforms, a higher level of experience is required, and dependencies on teams familiar with these systems is required.

Question 15

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What is the timeframe for delivery of the project?

- Extended timeframe
- Compressed timeframe
- Standard

Supporting Information

Public expectations will be for immediate service delivery as soon as public health conditions are met. Launching early with a substantially manual process supported by a limited functionality technology solutions will partially mitigate this pressure. Increased functionality and process automation over time is essential to meeting the scope and scale of the target border operating model.

2.3 Information Technology Element

Question 16

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What is the scope of the information technology content of this project?
(check all that apply)

- Packaged software with customisation
- Custom-build application or solution
- Standard packaged software, including SaaS
- Deliver infrastructure, including IaaS
- Not applicable

Supporting Information

Project builds on existing platforms and capabilities hosted by INZ (NZETA) and Customs (Risk and Intelligence, Cusmod Border Management System)

Question 17

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iv

To what extent will the project need to integrate with other systems?

- Extensive links to other systems
- Some links to other systems
- Data migration
- Not applicable, or standalone with no integration

Supporting Information

Initially, the project builds on and connects existing platforms and capabilities hosted by the Ministry of Health, INZ (NZETA), Customs (Risk and Intelligence, Cusmod). In later stages, additional Border Agencies will require integrations.

2.4 Procurement Effort (other than for Information Technology and Infrastructure)

Question 18

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iv

What is the scope of the procurement effort?
(check all that apply)

- Significant customised elements
- Delivery of complex products and/or services
- Not applicable, or deliver straightforward, standard items

Supporting Information

No major procurement process required. Resourcing is driven by internal capabilities, contractors, and existing commercial arrangements.

2.5 Infrastructure Element (exclude IT infrastructure)

Question 19

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iv

Are there any constraints that will affect the site development?

- Location
- Environmental issues

(check all that apply)

- Environmental issues
- Site access and conditions
- Lack of site knowledge
- Unserviced
- Land rights
- Not applicable

Supporting Information

Question 20

What are the features of the facility that impacts on its complexity?

- Facilities with planning or heritage sensitivities
- New or existing facility with non-standard construction
- New or existing facility with standard construction
- Not applicable

Supporting Information

Question 21

What is the nature of the infrastructure?

- Extension
- Refurbishment
- New construction
- Not applicable

Supporting Information

Indicative Risk Rating for Section 2 **Medium**

3. PROJECT DELIVERY CAPABILITY AND APPROACH

Risk associated with the supplier and Agency's project delivery capability and approach

3.1 Supplier and Agency Experience

Question 22

How mature is the market in delivering or meeting the needs of this project?

- No track record
- Mixed or limited track record

- Mixed or limited track record
- Not applicable or successful track record

Supporting Information

No major procurement process required. Resourcing driven by internal capabilities and contractors. Availability of security-cleared contract staff for immediate start is a risk at project start-up. Theta will provide support to Immigration New Zealand, Section 6 and Datacom will provide support to NZ Customs - they are the incumbent suppliers

Question 23

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What is the Agency's experience of successful delivery of comparable projects in last five years?

- No track record
- Mixed or limited track record
- Successful track record

Supporting Information

Immigration successfully delivered the NZeTA system in 2019 with support from Theta. Customs Risk and Intelligence platform was successfully completed once Customs developed in-house capability rather than being served by IBM. Customs has incorporated learning from the 2019 trial of a digital arrivals card.

3.2 Agency's Project Management Framework and Approach

Question 24

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To what extent is the project clearly linked to the Agency's key strategic priorities?

- Not linked
- Important
- Essential

Supporting Information

Promoting and facilitating secure and efficient travel to and from New Zealand is a core function of Customs. This project is the primary responsibility of the agency in the Reconnecting New Zealanders strategy.

Question 25

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Will the project be delivered using a proven project management methodology that the Agency is experienced in using?

- No
- Yes

Supporting Information

Agile delivery is well embedded within Custom's ICT team. Resource from multiple agencies and service lines (policy, legal, ops) to be co-located.

Question 26

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How complex are the proposed supply arrangements for the project?

- Multiple suppliers without a prime contractor
- Multiple suppliers with a prime contractor
- Single supplier, internal or external

Supporting Information

No major procurement process required. Resourcing driven by internal capabilities and contractors, and existing commercial arrangements.

Theta will provide support to Immigration New Zealand, Section 6 and Datacom will provide support to NZ Customs - they are the incumbent suppliers.

Indicative Risk Rating for Section 3 Low

Indicative Risk Rating for the Project High

When complete, email the RPA to investmentmanagement@treasury.govt.nz

If you don't receive an acknowledgement within 2 working days, please send a follow-up email or phone us on 04 917 6920. The RPA is an e-form, and occasionally these get blocked by email security filters.

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Traveller Health Declaration System Draft Delivery Approach

18 August 2021

Proactively released

- Customs has initiated a programme to respond to a tactical to medium-term need to reconnect New Zealanders return from Australia in the first instance, as well as develop a longer term, enduring response that will allow passenger numbers to safely, reliably and efficiently scale and revert to pre-COVID processing and throughput volumes from all points of origin.
- As the lead agency in the Travel Health Pass and Digital Arrival card initiative, Customs is presented with significant orchestration dependencies on other agencies and external providers.
- Customs is acting as its own systems integrator and delivery aggregator across all delivery partners and agencies. This requires a strong, risk-managed delivery approach that is able to lead both internal and external stakeholders and service providers. To achieve these, the programme needs to develop an operating model that can simultaneously respond to both needs without over-elaborating the tactical response or constraining the enduring service.
- Given the significant touch-points across individuals, groups, communities, commercial organisations, crown entities and government agencies, it essential that the programme is led from a service lens, rather than a technology component lens, in order to develop an reliable and safety-first E2E service that can predictably scale across all areas; technology performance, contact centres, commercial partners, front-line colleagues and passengers.