



TE MANA ĀRAI O AOTEAROA

Briefing for the Incoming Minister

November 2008

Contents

Customs – at a Glance	3
Preface – Welcome to the New Zealand Customs Service	4
Sections	
1. Overview of the Portfolio	5
2. Minister of Customs	6
3. Context	7
4. A High Performing Customs Service	9
5. Customs’ Capabilities	11
6. Future Performance	13
7. Customs’ Purpose and Organisation	15
Annexes	
A. Significant Meetings and Events	18
B. Legislation	19
C. Glossary and Abbreviations	21
D. Location and Staff Numbers	22
E. Attachments	23
Attachments	
○ Key Issues	
○ Statement of Intent 2008-2011	
○ Strategic Direction 2008-2011	
○ Annual Report 2007-08	
○ Strategic Outlook to 2015	
○ Border Sector Collaboration Strategy 2008-13	

Customs – At a Glance

In 2008-09

Customs will have:

- *around 1,270 staff*
- *16 onshore, and 5 offshore, locations*
- *an operating budget of \$125 million*
- *1 inshore patrol craft*
- *140 vehicles in the fleet (including 4 mobile x-ray units)*

Customs expects to:

- *process around 10 million air and marine passengers and crew arriving or departing*
- *meet and inspect about 5,000 large marine craft and 1,500 small marine craft,*
- *screen up to 50 million import transactions for compliance*
- *screen up to 30 million export transactions for compliance*
- *collect around \$10.2 billion Crown Revenue (15% of total government revenue)*
- *commence around 1,500 investigation cases*
- *deal with approximately 120,000 general inquiries*
- *co-ordinate (through the National Maritime Co-ordination Centre) the surveillance of 15,000 km of coastline.*

In 2007/08 Customs

- *seized 628 kilograms of precursors (in 569 interceptions)*
- *made over 800 interceptions of illicit drugs (including 32 litres of liquid methamphetamine - worth around \$35 million and 4 kilos of methamphetamine powder – worth around \$3.9 million)*
- *opened 830 investigation files as a result of breaches in Intellectual Property Rights (including various files in relation to the importation of over 5,500 fake Ab King Pro exercise machines)*
- *made over 120 interceptions of objectionable material*
- *scored highly in a stakeholder survey for our core values of commitment, integrity and respect*

Preface: Welcome to the New Zealand Customs Service

The New Zealand Customs Service is the oldest government agency in New Zealand, having been founded on 5 January 1840. This briefing about the New Zealand Customs portfolio describes our modern role and business activities, the strategic challenges we face, and how we intend to achieve the best outcomes from working at the border alongside other agencies.

I would like to meet you at the earliest opportunity to discuss this briefing, outline our current strategic direction, together with major policy issues, and hear your expectations for Customs.

The material presented in this document will be supplemented by further information and briefings as you may require.

When convenient, I would be pleased to help your Office to make arrangements for you to visit selected Customs locations and services and to meet our staff and observe our various operations. As effective stakeholder relationships are central to our success there will also be a range of opportunities for you to meet with key stakeholders.

There is no requirement to make this briefing publicly available and it is your decision whether or not to release it. Its contents are, however, subject to the request provisions of the Official Information Act.

Martyn Dunne
Chief Executive and Comptroller of Customs

1: Overview of the Portfolio

New Zealand's border management agencies and systems support both our national prosperity, and security. As a trading nation and tourist destination we need to promote international confidence that New Zealand is free from corruption, screens entry and exit thoroughly, maintains a secure supply chain and is thus a good country to trade with or visit.

Government agencies at the New Zealand border work collaboratively, guided by a border sector collaboration strategy. The New Zealand Customs Service (Customs) needs the ability to meet changing service demands and to ensure that our work effectively supports integrated border sector management.

Collaboration at the Border

We are currently working in partnership with other border agencies on some significant shared strategic, operational and capital projects that will define the future effectiveness of overall border sector management. The major systems initiative that will underpin future border management is being developed by Customs with the Ministry of Agriculture and Forestry, and is known as the Joint Border Management System. In addition to this system, Customs is investigating automated passenger processing technology.

We consider that these initiatives represent the foremost policy and resource-related issues within the portfolio that will require major choices and investments to be made over the next three years.

International Relationships

Good international relationships are essential to Customs' work and their value and significance are highlighted in this briefing. As an example of our high level international engagement, the Comptroller is currently the Chairman of the World Customs Organisation. Relations with Australia are of particular importance for assuring effective border management. Regular collaboration between Customs officials of Australia and New Zealand occurs on significant initiatives of mutual interest concerning trans-Tasman travel and trade. Customs also contributes to the negotiation, implementation and facilitation process of bilateral trade agreements. Other key policy and operational relationships include the United States, China, Japan and the Pacific. Currently, New Zealand Customs has cooperative arrangements in place with a number of other Customs administrations.

Customs People

Alongside systems and technologies, people-related capabilities such as skills, knowledge and professionalism will determine Customs' future performance.

The average age, skills and experience of our workforce is now changing as a large group of older experienced staff have started retiring. This is taking place over a relatively short timeframe – that is, the next 5 years. This departing institutional

knowledge needs to be rebuilt through focused recruitment, training, staff development and succession planning initiatives.

Ministerial Support

Currently within Customs, there are people and processes for providing ministerial support together with various mechanisms for regular and special purpose reporting. Ministerial support arrangements will be tailored to meet requirements.

We aim to ensure the Minister is fully supported in the portfolio role and that there are ‘no surprises’ concerning Customs’ work.

2: Minister of Customs

The Customs portfolio contributes to promoting New Zealand’s economic performance, national security, international standing and the integrity of its tax system.

As responsible Minister, you have the power to make final decisions and determinations on a range of matters that are reserved for ministerial decision making. These mostly involve decisions on the waiver of forfeiture of goods or the allocation of costs to other parties. Once recent (2008) amendments to Customs legislation are brought into effect a new waiver of forfeiture regime, and the ministerial power to waive forfeiture will be removed.

The Comptroller, as Chief Executive of the New Zealand Customs Service has the formal accountabilities to the Minister of Customs that are specified under state sector-wide – and Customs’ own – legislation.

We have very wide-ranging additional responsibilities established under various relevant provisions in 46 Acts that represent the principal legislation under which we have responsibilities. Customs also supports the administration of 21 further Acts that are border protection-related, and which are the primary responsibilities of other government agencies (see Annex B).

The Minister of Customs does not have responsibilities for any boards or groups.

Ministerial Support Arrangements

Ministerial support is currently provided by Customs through:

- a *Private Secretary* (seconded on a rotation basis) to the Office of the Minister
- an *Advisor* located in Customs’ Strategic and Executive Services Group who is responsible for servicing all ministerial matters on behalf of Customs
- *support services*, such as preparing replies to ministerial correspondence, responses to requests for official information, speech notes, and replies to questions in the House

- written *weekly reports* from the Comptroller on policy and operational issues and other material matters that may require ministerial attention or decision
- special purpose *reports* and *briefings* (written or verbal) as required
- *quarterly reports* on performance against the Output Plan
- *regular meetings* as you may require, with the Comptroller, senior staff and subject matter experts.

The Comptroller and senior managers are available to provide personal briefings as you require and the Comptroller ensures that he, or a deputy, is contactable at all times.

Briefing Programme

We will provide a briefing on the key issues of major strategic significance, as well as those requiring ministerial or Cabinet involvement in the short to medium term.

We will also assist in arranging visits to Customs staff and facilities and meetings with representatives of our wider stakeholder groups.

3: Context

Trends and Influences

Worldwide, and especially since 9/11, nations have given increased priority to assuring the security of their national borders and to ensuring that their own border management services – and particularly Customs’ service capabilities – are fit for purpose. Alongside heightened protection-related concerns, the volume, speed and complexity of international trade transactions, together with the increased volumes of people and craft movements, place new demands on Customs services worldwide.

There is now considerable uncertainty about global economic prospects over the medium-term, and the implications on growth in international trade and travel. A lower exchange rate is likely to cause a reduction in imports of consumer goods, at least in the short term, and an increase in the smuggling of them. A lower exchange rate should also make New Zealand’s exports more competitive and may make New Zealand more attractive as a travel destination, but the demand is likely to be lower in the short to medium term as economies adjust to the tighter economic climate.

International Border Sector Management

Border management must deal with a wide range of regulatory issues and threats to New Zealand’s economy, environment and society. Effective border management results from achieving the right balance between promoting prosperity through facilitating trade and travel, and meeting national protection and revenue priorities.

A nation's border management standards must apply all local laws and other requirements together with many additional requirements, such as internationally applicable rules and regulations along with the conditions of many specific treaties and agreements. The ability to apply these standards without disrupting legitimate trade and travel flows requires smart border management.

Smart Border Management

A key to obtaining smarter border management is the ability to assess threats and risk as early, and as effectively, as possible. The major gains come when the sector has improved collective capability to assess threats beyond our borders. Intelligence driven risk management underpins this as it allows interventions to be effectively planned and targeted at all stages: *pre-border*, *at the border* and *post border*.

Suitable technology is vital for handling the complexity and volumes of information required to manage risk. But, increasingly, technology is available to whoever can buy or otherwise obtain it. Just as relevant technology can be a valuable tool in the hands of New Zealand's border management agencies, likewise technology can assist criminals and others who are seeking to penetrate our border. Customs will use relevant technologies both to work effectively with our partners and stakeholders, and to counter the use of technology by would-be violators.

New Zealand Environment

It is essential that all government agencies with border-related interests work in integrated ways, and, in particular those agencies that work at the border.

New Zealand's border management is now characterised by the close collaborative working arrangements that exist between the government agencies with a strong role or key interests at the border. These are the *New Zealand Customs Service*, the *Ministry of Agriculture and Forestry*, the *Department of Labour*, the *Ministry of Transport*, the *Department of Internal Affairs* and the *New Zealand Food Safety Authority*. The Chief Executives of these agencies form the Border Sector Governance Group. The shared agency commitment to promoting joined-up working in this way is promoted through the Border Sector Strategic Framework and Governance Group.

This commitment to working in a whole-of-government way also drives the development of closer functional relationships with a wider range of government agencies that have interests in border-related policy, transactions or movements (for instance, the Ministry of Health for pandemic related initiatives).

The Bar is Lifting

It is critical that our stakeholders (such as other traders, nations and the international community) have confidence that the New Zealand Customs Service delivers border control services with the highest levels of integrity and efficiency.

There are increasing demands on Customs' capabilities and performance due to pressures from, for example; new technologies, volumes of transactions, changes in the supply chain, new threats and increased international requirements. To meet these

challenges and to retain the confidence of stakeholders, Customs must perform at a level comparable with that of high-performing Customs services worldwide.

In the World Economic Forum's *Global Enabling Trade Report 2008*, New Zealand's border administration was ranked 3rd out of 118. This is a significant achievement, but for New Zealand to maintain its position, our management of the supply chain and border security needs to be continually improved upon.

The decisions and practices of other nations, international bodies and traders can directly and significantly impact the work of Customs. In practice, we may have little ability to influence the design of internationally mandated changes or have substantive choices about implementing them. We therefore need to be alert to relevant developments arising from the work of other nations and bodies such as the World Customs Organisation, and be able to respond to all new requirements in cost-effective ways.

4: A High Performing Customs Service

Value Delivered by Customs

High quality Customs services make a very significant contribution to New Zealand's economic performance, safety and security of our citizens, communities and culture and to securing the government's revenue stream. Major determinants of our service 'quality' are the integrity of our staff and the 'fitness for purpose' – including future purpose - of our systems.

Balancing Facilitation and Risk Management

We manage our risk management activities to minimise the impact on legitimate traders and travellers. We seek to minimise harm to our national interest by ensuring that our interventions are smart and appropriately targeted while managing and facilitating changing volumes and a growing diversity of trade and travel.

The Changing Concept of “the Border”

Increasingly, significant efficiency gains can be obtained through “pushing the border out” and undertaking more risk assessment work offshore.

The gains are realised where the person, good or service can arrive pre-screened at New Zealand's border, saving real-time delays in undertaking on-the-spot inspections.

Border Intervention Role

As New Zealand's only agency specialising in managing cross-border trade and travel flows, Customs has a broad mandate to implement the Government's border legislation and any policies affecting goods, people and craft.

Currently, we are responsible for various provisions of 46 Acts and support a wide range of other agencies' legislative responsibilities and as Customs-related requirements change, we need to implement these promptly and effectively.

Core Responsibilities

Core Customs' responsibilities include the exercise of controls over the movement of goods, people, craft, organisms, prohibited goods and services and cultural properties and revenue collection.

The cross border movements of goods, people and craft are linked, and the breadth of Customs' core responsibilities means synergies are realised.

Working With Others

The confidence that other nations have in the integrity of Customs' border management capability is demonstrated, for example, through the range of formal Customs cooperative arrangements that have been established in recent years. Some are a result of our active participation in the negotiation of free trade agreements eg. China and Thailand. To contribute to our international relationships in support of trade and law enforcement activities, Customs has 5 overseas posts (Bangkok, Beijing, Brussels, Canberra, Washington) and a Wellington-based officer responsible for the Pacific region.

Successful Customs operations also depend on working closely with other operational groups such as the National Drug Intelligence Bureau on drug related matters; the National Maritime Coordination Centre on shipping and coastal surveillance; and the Wildlife Enforcement Group on preventing international trading in wildlife and flora.

We maintain wide-ranging relationships with business stakeholders and aim to improve and develop these. We recognise the importance of achieving mutual confidence in each other's efficiency and integrity. Both parties stand to face additional costs through unnecessary screening. A significant indicator that justified trust exists, is the two-way supply of relevant, and often commercially sensitive, information.

Being an Agile Organisation

Customs needs to be capable of quickly adopting and applying international "good practice" in border sector management. We seek to be an agile organisation that can identify and readily implement better ways of operating. In many areas this means being a close follower of international best practice ideas, and being an early adopter of good ideas, systems and technology.

We can, and do, provide leadership in fields such as applying and developing risk management techniques and in contributing to the work of the World Customs Organisation.

5: Customs' Capabilities

Overview of the Customs Vote

For Vote Customs, departmental appropriations that the Minister of Customs is responsible total \$125 million in 2008/09.

These are funded by the Crown (\$80 million plus) and by industry and others (\$40 million plus) – primarily importers and exporters. Third party revenue is showing signs of coming under pressure with reducing economic activity reflected in reducing Import and Export entry levels. The current fees were based on forecasts completed over 12 months ago.

Personnel and related costs make up over 75% of Customs expenditure baseline in 2009/10 with unavoidable committed costs in respect of accommodation, depreciation, capital charge, software and maintenance contracts. The maintenance of cargo screening equipment accounts for more than two thirds of the remaining baseline expenditure.

Customs ten output classes and the amount of funding allocated to each of them is summarised below. More detail on these can be found in the New Zealand Customs Service Statement of Intent 2008-2011.

- \$9 million on policy advice (including servicing 5 overseas posts)
- \$4 million on intelligence and risk assessment services
- \$42 million on clearance of international passengers, crew and craft
- \$46 million on clearance of import, export and excise transactions
- \$2 million on technical advisory services
- \$3 million on revenue collection, accounting and debt management
- \$6 million on surveillance, search and containment
- \$1 million on the National Maritime Co-ordination Centre
- \$10 million on investigations of offences
- \$1 million on prosecutions and civil proceedings.

Capability and Capacity

Our *capabilities* comprise the various resources that we need to do our work.

Customs capabilities are provided through our:

- *staff* (through their professionalism, leadership, shared culture, knowledge and skills)
- *processes* (through information, intelligence, technology, use of assets and organisational structure)

- *systems* (through border management applications eg. passenger processing, risk management and targeting and intelligence analysis tools)
- *relationships* (including with other New Zealand Government agencies and with many stakeholders, both on and offshore).

Capacity describes the adequacy of the available supply of these various capabilities for delivering the necessary quantity and quality of service.

People Capabilities

Our success depends most of all on our people – specifically, on their shared capabilities, competence and integrity. Customs performance reputation is built on the performance and integrity of our workforce. We have an *Integrity Assurance Framework* supplemented by a *Code of Conduct*. These, together with a range of other policies, support staff to develop and maintain the highest standards of service.

Currently, the most notable trend in our workforce is the changing age profile of staff. A large cohort of older and experienced Customs staff has begun retiring and the overall staff age mix is shifting towards an overall profile that comprises a younger and less experienced workforce. Alongside this change, there are increasing demands on all staff to work with new and advanced technologies and other new system requirements. The changes will be reaching a peak over the next five years, and a focussed corporate strategy will be needed to deal with these.

Relationships

Good working relationships and agreements are crucial in our work, and we need to maintain and develop these. Some examples of our work to develop or support relationships are:

- we play a lead role in upgrading customs capabilities in the Pacific region (through the Oceania Customs Organisation)
- we have been instrumental in supporting the negotiations that produced the Secure Export Scheme with the USA, mutual recognition with Japan, and the China - NZ Free Trade Agreement
- the Comptroller is the current Chair of the World Customs Organisation
- we chair the Border Sector Governance Group
- we have a number of memoranda of understandings with government agencies, including with Police, Ministry of Agriculture and Forestry, Department of Labour and Ministry of Social Development.

6: Future Performance

Measuring Performance

There are a range of measures that assess Customs' performance.

Results-based measures such as processing times for transactions and travellers, inspections and seizures, and revenue obtained, all give ongoing quantifiable measures about our core operations. These can be compared internationally and overall our performance is currently good. Continuing to address key capability issues will be central to our ability to sustain our performance in view of trends in demands and complexities.

As already noted, Customs' success increasingly depends on working effectively with others. Other indicators of Customs' effectiveness include process measures about developing and maintaining these working relationships and results attributable to this work, such as the trade agreements and treaties that are subsequently concluded.

Customs compiles comprehensive "client centred" feedback about our performance and the value Customs adds to clients. We obtain this feedback through properly designed and resourced surveys which helps to inform our ability to improve performance.

Beyond assessing *current* performance, the strategic question is: how well Customs will perform in *future*... and based on what assumed capabilities?

Strategic Investments

Joint Border Management System

The Joint Border Management System (JBMS) is the major strategic initiative within the portfolio seeking significant new capital investment.

The JBMS will manage all flows of people, goods and craft crossing New Zealand's border. It will also deliver wider services, including biosecurity, and better support the needs of other government agencies. As the proposed core border management system in the future, it is being jointly developed with other border sector agencies. JBMS also incorporates part of the overall Trade Single Window project, a project that will reduce industry costs by providing a single point of entry for transactions into all relevant government information systems in order to fulfil all import and export regulatory requirements.

Both Customs and the Ministry of Agriculture and Forestry (MAF) are already due to replace their existing operation systems (CusMod and Quantum). Various other agencies also need to enhance their systems to support changing operational demands. The opportunity exists to coordinate those investments to minimise the total cost to Government, while at the same time building necessary new capabilities and services.

A Stage 2 Business Case for JBMS is being developed and will be completed in mid 2009. Subject to funding approval, over the next 5 years the cost of developing and implementing JBMS is expected to total around \$100 million in Vote Customs with a further \$20 million for the MAF component. It is proposed to implement the system in full by 2012.

The benefits of JBMS include:

- ability to leverage more advanced technologies (easier to maintain, extend and interface with other agency systems)
- improved risk management, data sharing and information management capabilities
- flexibility to allow new services to be provided to travellers, exporters and importers
- support for the border service requirements of other agencies such as the NZ Food Safety Authority and Department of Labour.

The JBMS programme builds on previous work carried out separately by Customs and MAF.

Automated Passenger Clearance

A range of passenger facilitation projects are underway, these include technology and non-technology solutions to reduce border management operating costs, free up resources, and speed up passenger processing.

Customs is currently evaluating the SmartGate automated passport-reading passenger clearance system developed and owned by the Australian Customs Service. SmartGate works off facial biometric data encoded in passports. Along with other options, the SmartGate system is being evaluated as part of identifying what automated passport clearance system(s) might best suit New Zealand's needs.

New Head Office Building

A further capital item will be the costs of completing and occupying Custom's new head office building in 2010.

Following government approvals in 2006 and 2007, Customs contracted a 12-year lease for new purpose-built head office premises. The building is currently being constructed on the Wellington waterfront by CentrePort Ltd and will be ready for occupation in late 2010. It will house 300 staff, be open plan, and will meet the highest standards for the built environment – ie, hold a *5 Green Star* rating. The expected costs of fit-out will be around \$8 million. Fit-out costs have been funded through a combination of capital injection and capital reserves from the Departmental Balance Sheet. Our current head office building is leased until 2014, and arrangements will be made to minimise these costs after 2010 by on-leasing.

Public Interest Issues

Customs interacts with businesses and the public tens of thousands of times a day. The sheer volume and diverse nature of Customs transactions means that issues may arise anytime and perhaps generate widespread media interest.

We also have statutory responsibilities to report on the use of specific search and investigation methods such as powers in relation to detention and search and the use of tracking devices. We are working with the Law Commission in reviewing some aspects of these powers.

7: Customs' Purpose and Organisation

Legislative Basis

The New Zealand Customs Service is a department of the New Zealand Public Service under Schedule 1 of the State Sector Act 1988. Our main function is to administer the Customs and Excise Act 1996.

Customs Outcomes

Customs works towards four outcomes which are stated in our *2008-09 Statement of Intent*:

- *Protection*
New Zealand is protected, at the border, from the entry, or exit, of people, craft, or goods, and Maori taonga and other treasured items, where the entry or exit may pose a material risk to our national interests
- *Facilitation*
New Zealand's economic, social, environmental, and cultural interests are sustained and enhanced by facilitating the flow of legitimate trade, travel, and goods, and Maori taonga and other treasured items, across the border
- *Relationships*
The New Zealand Customs Service establishes and maintains effective formal and informal working relationships with all stakeholder partners, and effectively supports agreements and treaties with other nations and jurisdictions that enhance our national interests
- *Revenue*
Due Customs revenue is collected to support government social, economic and fiscal objectives.

Attached to this briefing is the leaflet *Customs Strategic Direction 2008-2011*, which was provided to all Customs managers and staff earlier this year.

Border Sector Governance Group

To get the best value from the government's significant investment in border management, the Border Sector Governance Group (BSGG) was formed in March 2007.

The BSGG's purpose is to increase the overall effectiveness and efficiency of border agencies collectively through achieving closer collaboration in managing the border. The aim is to provide an integrated and responsive border management system that best serves New Zealand's interests by facilitating trade and travel while managing risk. The BSGG is currently chaired by the Comptroller of Customs.

The *Border Sector Collaboration Strategy 2008-13* sets out the sector's direction for the next five years. Border agencies are proactively seeking opportunities for working together more effectively as a sector, and are jointly taking account of, and responding to, stakeholder views and needs.

The strategy outlines the priority work programme for the border sector over the next three years comprising four key, inter-related, components. These, together with the results sought from each, are:

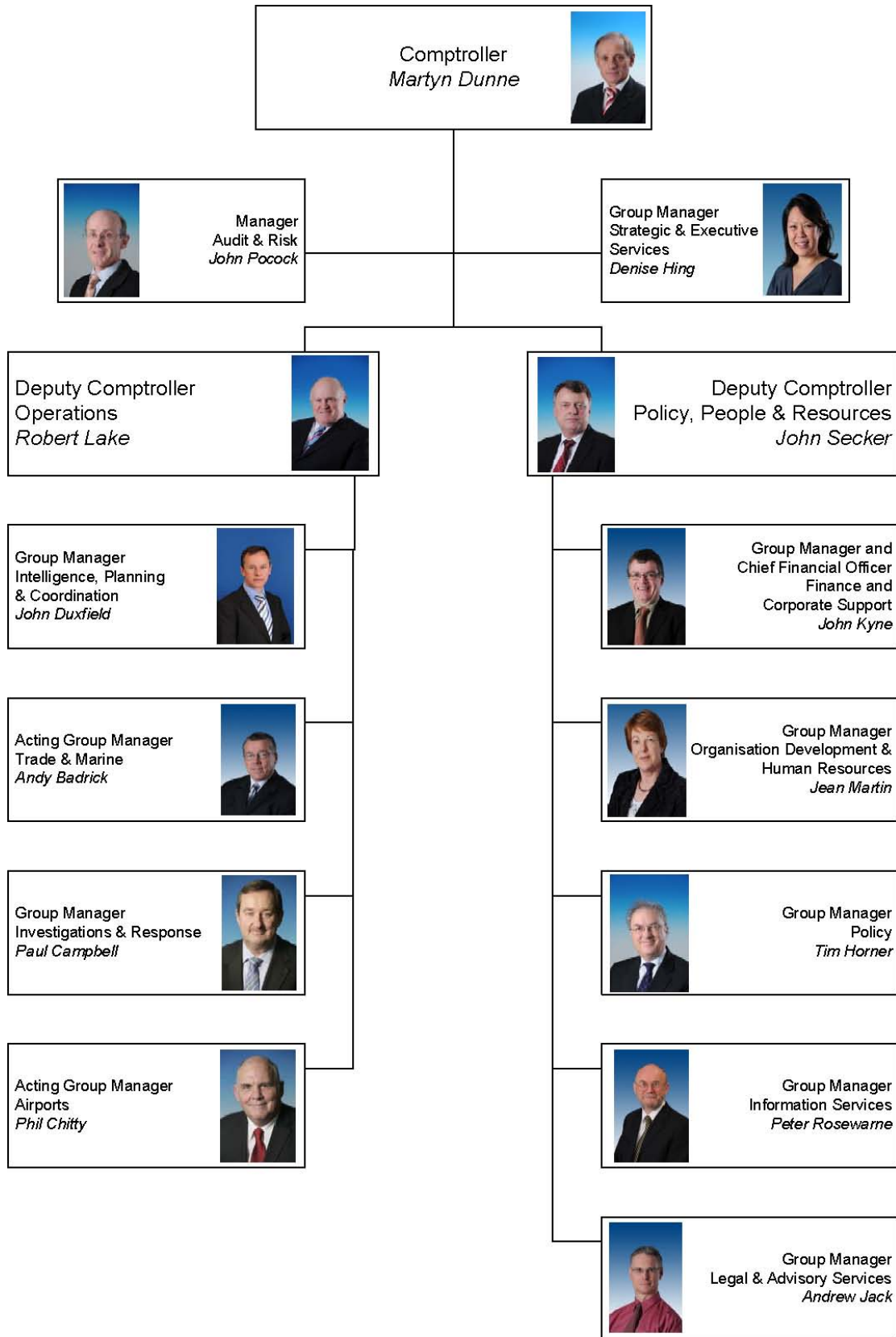
- The Trade Single Window
(One entry point for clients to fulfil all import and export requirements)
- Passenger facilitation and risk management at airports
(Streamlined passenger facilitation with improved risk management)
- Identity at the border for facilitation, protection and partnership
(Robust identity assurance for all-of-government regarding entry and exit at the border)
- A border sector intelligence / risk framework and alert system.
(Better targeting capability by utilising the best information and intelligence held across agencies).

An important area of focus in the strategy is a stronger joint approach to systems development and implementation. The Joint Border Management System (Customs Service and Ministry of Agriculture and Forestry) and the Immigration Business Transformation Programme (Department of Labour) system developments involve a high level of border agency consultation and collaboration as they are the building blocks of more integrated border services. In particular, these developments both intersect with and will provide the system capability for the sector work programmes.

Organisation Chart

The Chief Executive of the New Zealand Customs Service is the Comptroller of Customs. *Comptroller* is the traditional designation of office-holder (as specified in section 5 of the Customs and Excise Act 1996) because it describes the position's financial management responsibility for Crown revenues obtained by Customs.

The senior management structure of Customs is as below:



Annex A: Significant Meetings and Events

The below meetings and events are significant for the Minister of Customs.

New Zealand Customs Service Medal, Comptroller's Commendations and Comptroller's Award ceremonies	Biannual (July / December)
Customs National Hui	Biennial
Border Sector Stakeholder Forum	Biannual (May / November)
Customs Symposium	Annual (May)
International Customs Day	Annual (26 January)
Trans-Tasman Customs meetings (Ministers and officials)	Annual (October or November)
Customs Recruit Graduations	At least 3 per year

Annex B: Legislation

The principal legislation used by the New Zealand Customs Service:

Alcoholic Advisory Council Act 1976
Anti Personnel Mines Prohibition Act 1998
Arms Act 1983
Biosecurity Act 1993
Chemical Weapons (Prohibition) Act 1996
Children, Young Persons & Their Families Act 1989
Commerce Act 1986
Companies Act 1993
Consular Privileges and Immunities Act 1971
Copyright Act 1994
Crimes Act 1961
Customs and Excise Act 1996
Diplomatic Privileges and Immunities Act 1968
Dog Control Act 1996
Dumping and Countervailing Duties Act 1988
Evidence Act 2006
Fair Trading Act 1986
Films, Videos, and Publications Classification Act 1993
Financial Transactions Reporting Act 1996
Goods and Services Tax Act 1985
Hazardous Substances and New Organisms Act 1996
Immigration Act 1987
Imports and Exports (Restrictions) Act 1988
Maritime Security Act 2004
Maritime Transport Act 1994
Medicines Act 1981
Mercantile Law Act 1908
Misuse of Drugs Act 1975
Misuse of Drugs Amendment Act 1978
New Zealand Bill of Rights Act 1990
Official Information Act 1982
Ozone Layer Protection Act 1996
Passports Act 1992
Postal Services Act 1998
Privacy Act 1993
Public Finance Act 1989
State Sector Act 1988
Statistics Act 1975
Summary Proceedings Act 1957
Tariff Act 1988
Telecommunications (Residual Provisions) Act 1987
Temporary Safeguard Authorities Act 1987
Terrorism Suppression Act 2002
Trade in Endangered Species Act 1989
Trade Marks Act 2002
Wine Act 2003

Other relevant border protection legislation:

Aviation Crimes Act 1972
Civil Aviation Act 1990
Conservation Act 1987
Cook Islands Act 1915
Customs Law Act 1908
Food Act 1981
Forests Act 1949
Health Act 1956
Heavy Engineering Research Levy Act 1978
Human Assisted Reproductive Technology Act 2004
International Finance Agreements Act 1961
Marine Mammals Protection Act 1978
Motor Vehicles Sales Act 2003
Niue Act 1966
Radiation Protection Act 1965
Ship Registration Act 1992
Smoke Free Environments Act 1990
Transit New Zealand Act 1989
Transport Act 1962
United Nations Act 1946
Wildlife Act 1953

Annex C: Glossary and Abbreviations

CusMod

Customs current operating system, implemented in the mid 1990s

End-to-end

All steps from the origin to the final destination of the good, craft or passenger

Green Star rating

New Zealand's comprehensive environmental rating system for buildings

JBMS

The proposed Joint Border Sector Management System being developed by border sector agencies

OCO

Oceania Customs Organisation comprising the representatives of Customs services in the Pacific region.

Outcomes

The results experienced by the community from a combination of government interventions and external factors

Single Window

One entry point for clients to fulfil all import and export requirements

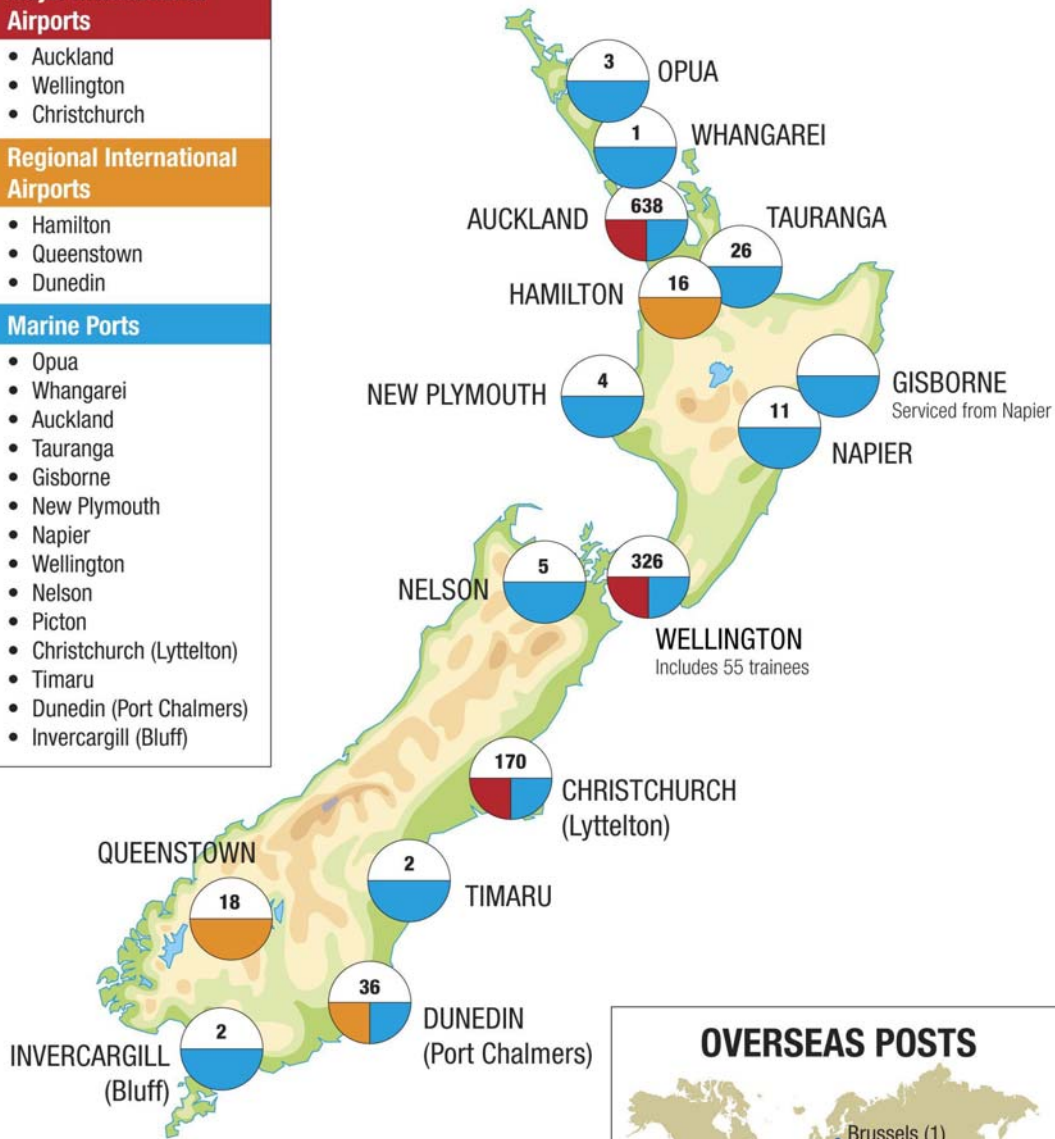
WCO

World Customs Organisation

Annex D: Location and Staff Numbers*

*Head Count as at 17 November 2008

PORTS	
Major International Airports	
<ul style="list-style-type: none"> • Auckland • Wellington • Christchurch 	
Regional International Airports	
<ul style="list-style-type: none"> • Hamilton • Queenstown • Dunedin 	
Marine Ports	
<ul style="list-style-type: none"> • Opuia • Whangarei • Auckland • Tauranga • Gisborne • New Plymouth • Napier • Wellington • Nelson • Picton • Christchurch (Lyttelton) • Timaru • Dunedin (Port Chalmers) • Invercargill (Bluff) 	



Annex E: Attachments

- Key Issues
- Statement of Intent 2008-2011
- Strategic Direction 2008-2011
- Annual Report 2007-08
- Strategic Outlook to 2015
- Border Sector Collaboration Strategy 2008-13