



NEW ZEALAND CUSTOMS SERVICE
TE MANA ĀRAI
O AOTEAROA

TE WAITOHU A TE MANA ĀRAI O AOTEAROA STATEMENT OF INTENT 2021–2025







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HE KUPU NĀ TE MINITA

MINISTER'S FOREWORD

Kei āku nui, kei āku rahi, kei ngā maungahī e rere nei aku reo mihi atu ki a koutou katoa.

Ki ngā hunga mate o te wā kua hinga mai, kua hinga atu haere atu rā koutou ki te tini me te mano o Tuawhakarere, okioki atu ai.

Kei ngā kaimahi katoa rā ki tai whakarunga, ki tai whakararo o Te Mana Ārai o Aotearoa e whai kaha nei, e tiaki hoki ngā takiwā hei whakamaru i a tātou katoa, ko taku mihi maioha, tēnā koutou katoa rā.

Te Mana Ārai o Aotearoa, New Zealand Customs Service, has been protecting and promoting New Zealand's borders for the past 181 years. With the COVID-19 pandemic continuing to have a significant impact globally, the significance of this role has become more critical than ever.

I firstly acknowledge the incredible work by the Customs team across the country who have shown great focus, agility, and determination in dealing with this new threat – protecting Aotearoa from COVID-19 – while also playing an integral role in supporting our country's economic recovery programme through facilitating trade across international borders.

As we look towards the horizon, COVID-19 will continue to cause implications in the immediate term that will require the development and implementation of robust border measures as we reconnect New Zealanders to the rest of the world. This crucial work has commenced with a joint agencies approach, and will shape a new normal for Aotearoa's borders in the years to come.

This document charts the course of how Customs intends to keep New Zealanders safe from COVID-19, accelerate economic growth, and lay the foundations for a better future. Getting this right is of vital importance.

In addition to responsibilities relating to COVID-19, I am pleased that Customs will maintain its traditional focus of stopping illicit goods such as drugs from crossing borders and preventing harm from materialising in our whānau and communities. Partnerships will be key to ensure success, both with government agencies here and overseas, as well as with industry stakeholders and community groups including iwi and hapū across Aotearoa's vast coastline.



I am especially satisfied that Customs has also introduced a specific focus on working more closely with small to medium enterprises, including Māori exporters, to educate and engage them on initiatives such as the Secure Exports Scheme. This initiative that streamlines border clearance processes here and abroad will help enable a competitive edge in a competitive global market.

Customs has made immense efforts to source and build a capable and agile workforce, grow a strong culture, and reflect the communities of Aotearoa. While there is a clear mandate and focus for the future, I am heartened that an equal emphasis has been placed on valuing our workforce to ensure they have the right opportunities to continue to grow and serve New Zealand.

Ehara taku toa i te toa takitahi, ēngari taku toa he toa takatini.

Success is not the work of an individual, but the work of many.

Ministerial Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by the New Zealand Customs Service is in accordance with the requirements of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

Hon Meka Whaitiri
Minister of Customs

INTRODUCTION FROM THE COMPTROLLER

E ngā mana, e ngā reo, e ngā karangatanga maha, tēnā koutou katoa.

Ko te whakahaumaru me te whakatairanga i a Aotearoa ki ngā rohe.

Te Mana Ārai o Aotearoa, New Zealand Customs Service, protects and promotes New Zealand across borders. COVID-19 has impacted our role at the air and maritime borders, requiring us to adapt our systems and processes, while ensuring the traditional work of Customs continues.

We remain determined to fulfil our critical functions in the service of New Zealanders. We are in a good position to plan for the future as we contribute to the Government's initiative to reconnect New Zealanders with the rest of the world. Even as we assess the options for the future of our borders, the Customs strategy to deliver our core priorities over the next four years – protecting New Zealand's borders, collecting Crown revenue, and promoting and facilitating travel and trade – remains valid.

In 2021, Customs was appointed as the servicing department for the Border Executive Board (BEB), which is tasked to ensure that the end-to-end border processes are managed effectively, and we deliver a safe and smart border. The work of the BEB member agencies will build on the joint achievements of the Board's first year.

Customs was also asked to implement the COVID-19 Maritime Border Order in mid 2020, which imposed strict restrictions on the entry of vessels, including small craft, into New Zealand. We remain focused on our role at the maritime border, ensuring that international vessels and crew arriving at our sea ports nationwide comply with the Government requirements.

Although COVID-19 has disrupted global supply chain distribution and trade, we have continued to strengthen our relationships with international trading partners to enable trade to flow efficiently across borders. We are also working hard to support New Zealand's economy by ensuring that there is sufficient support for businesses to improve international market access and by creating further opportunities for trade facilitation



There is already a high level of voluntary compliance with the Crown revenue collected by Customs each year. However, we continue to focus on simplifying our processes to make it easier for accurate and timely revenue payments to be made.

Our Customs people underpin our success. I am very grateful for our 1,600 dedicated staff who work with great commitment and resilience. Their professionalism and skills will enable us to continue to deliver a facilitative and safe border.

He rangi tā matawhāiti. He rangi tā matawhānui.

A person with a narrow vision has a restricted horizon. A person with wide vision has plentiful opportunities.

Kia tau ngā manaakitanga ki a koutou katoa

Chief Executive Statement of Responsibility

In signing this Statement, I acknowledge that I am responsible for the information on the strategic intentions of the New Zealand Customs Service. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

Christine Stevenson
Comptroller of Customs

HE AHA A MĀTOU MAHI WHAT WE ARE HERE FOR





OUR PURPOSE

Ko te whakahaumarū me te whakatairanga
i a Aotearoa ki ngā rohe

We are here to protect and promote
New Zealand across borders

Our functions and responsibilities

The New Zealand Customs Service protects and promotes New Zealand through world class border management, with a focus on:

- preventing risks and threats reaching or crossing our borders – particularly COVID-19, drugs, illegal weapons, and objectionable material
- ensuring New Zealand's trade flows efficiently across borders
- providing a streamlined experience for travellers across borders
- collecting revenue on behalf of the Crown.

Alongside our traditional functions, Customs is working closely with our partners, nationally and internationally, to reconnect New Zealanders to the world in a COVID-19 environment. This includes ensuring systems and processes are in place to support travellers to provide the required documentation and testing information for entry into New Zealand and other countries.

In mid-2020, the COVID-19 Public Health Response (Maritime Border) Order came into force. The Maritime Border Order legislation sets out the requirements that ensure maritime activities can take place safely while limiting the risk of COVID-19 transmission. Customs is responsible for monitoring and enforcing compliance with the Maritime Border Order at New Zealand's sea ports, particularly in relation to compliance with public health measures and supporting isolation arrangements for crew on foreign vessels.

Our work includes:

- expediting the flow of legitimate goods across our border
- effective risk management of travellers and craft entering New Zealand in line with border restrictions and requirements
- enabling health and risk assessments of individual travellers to support the ongoing response to COVID-19
- protecting New Zealand from external threats, such as illicit drug smuggling
- enforcing relevant law, which includes identifying and seizing prohibited imports and exports
- providing intelligence and risk assessment information to our frontline officers and partner agencies
- monitoring compliance with border requirements, and providing assurance over trade security and the collection of revenue at the border
- actively participating in the global customs community, developing international policy, and engaging with overseas customs and law enforcement bodies
- supporting the economic, protection, and security outcomes of other agencies
- providing policy advice to Government ministers on border and revenue management issues
- collecting around 18% of core Crown tax revenue, providing funding that supports the wider aims and priorities of the Government.

Our partners

Customs works closely with other agencies within New Zealand to identify and target threats, manage border processes, and share intelligence.

Internationally Customs works with a range of partners to facilitate trade, supporting the growth of the New Zealand economy. Our international liaison posts provide on the ground support and advice for traders, and play a vital role in efforts to prevent illicit goods reaching New Zealand.

Our membership of international organisations provides opportunities to influence the development of international customs policy and best practice. This includes the World Customs Organization, Asia Pacific Economic Forum (APEC), Border 5 (Australia, Canada, New Zealand, United Kingdom, United States), and the Oceania Customs Organisation.

Border Executive Board



BORDER EXECUTIVE BOARD

The Border Executive Board was established in January 2021 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. It builds on the long history of collaboration amongst border agencies, and is the first inter-departmental executive board to be established under the Public Service Act 2020.

The Board is made up of the chief executives of the New Zealand Customs Service, Ministry for Primary Industries, Ministry of Business, Innovation and Employment, Ministry of Health, Ministry of Transport, and the Ministry of Foreign Affairs and Trade. It is chaired by the Comptroller of Customs and reports to the Minister for COVID-19 Response.

The Border Executive Board is supported by a small secretariat and has four primary 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.

Customs' Role

Customs is the servicing department for the Border Executive Board. It is responsible for hosting the secretariat for the Board and providing administrative and corporate support. As a member agency, Customs also leads several workstreams supporting system assurance and systems improvements outcomes alongside our legislative functions and services.



Operating within a rapidly changing environment

The COVID-19 pandemic has required changes to the way we deliver some of our services. Our systems and processes need to be adaptable to changing requirements and sufficiently robust to address new and existing border threats.

We have ongoing responsibilities to reduce the risk of COVID-19 crossing our borders, and need to work closely with partner agencies in New Zealand and customs organisations around the world to reduce the impact of supply chain disruptions and maintain market access. We are also supporting the development of new systems that integrate health assessments at the individual traveller level alongside existing risk assessments. These responsibilities are woven through each of our strategic pillars.

New and emerging variants of COVID-19, and the impact of repeated waves of infection across much of the world, mean it is likely New Zealand will require a range of responses to the pandemic over the coming years. As a result, we will continually review the allocation of our people and resources to meet emerging priorities.

We will support our workforce to remain focused and adaptable in a continuously changing environment. This includes considering the longer-term global trends and changes, such as climate change impacts, market changes, and workforce demographics, which will bring both opportunities and challenges for Customs and New Zealand.

This document sets out our priorities for the next four years. However, it will be regularly reviewed, and updated if there are significant changes to our strategic priorities or operating environment during that time.

Supporting Government priorities

Customs takes a kaitiakitanga (guardianship) approach to our borders, reducing harm to New Zealand communities from health risks and illegal and restricted goods, while ensuring that legitimate trade and travel is streamlined and supported.

This approach is closely aligned to the three overarching objectives the Government has set for the country as we work to reconnect New Zealanders to the world:

– Keep New Zealanders safe from COVID-19

As we work with other agencies to develop and implement the initiatives that will support reconnection, Customs remains focused on implementing the Maritime Border Order, facilitating critical import supplies (including Personal Protective Equipment, medical supplies and COVID-19 vaccines), and processing travellers in accordance with the relevant travel restrictions and quarantine requirements.

– Accelerate economic growth

Customs works closely with national and international partner organisations to reduce trade barriers and promote stronger commercial ties. This includes actively working to facilitate access to overseas economies and grow a strong export sector through providing advice and support to exporters.

– Lay the foundations for a better future

Alongside kaitiakitanga, our organisational values ensure we remain focused on supporting improved social and economic outcomes for all New Zealanders.

This includes continuously improving our systems to respond to new or evolving threats, ensuring we intercept prohibited goods that cause harm to individuals, whānau and communities, and treating those we interact with fairly, honestly, and with respect. We are also focused on reducing our carbon emissions and ensuring that our workforce is inclusive and diverse, reflecting the communities we serve.

HE AHA TĀ MĀTOU WHAINGA WHAT WE WANT TO ACHIEVE



RAUTAKI MANA ĀRAI – CUSTOMS STRATEGY

Rautaki Mana Ārai, our Customs Strategy, was introduced in 2018 and it sets the foundation for us to deliver our core services and identify initiatives to drive change.

Even during periods of disruption, as has been seen with COVID-19, our strategy remains our anchor. It keeps us focused on what we need to do to achieve our purpose to protect and promote New Zealand across borders, and our aspiration to eliminate border and revenue risk.

Four values underpin all that we do at Customs:

TE ĀRA TIKA

WE DO WHAT'S RIGHT

We are fair and just and always act with respect for the law and the rights of others.

KAITIAKITANGA

WE ARE GUARDIANS

We protect our past, our present and our future.

HE TĀNGATA

WE VALUE PEOPLE

We act together to create and value a multicultural and diverse Customs.

PAE TAWHITI

WE LOOK FORWARD

We foster innovation, agility and continuous improvement.

The Treaty of Waitangi principles of kotahitanga (partnership), kaitiakitanga (protection), and manaakitanga (participation/care for others) provide the foundations for what we do – our Pou Tokomanawa. As we continue to build on these foundations, we will more explicitly weave actions to integrate the principles through each of our strategic pillars.

Our strategic intentions focus on maintaining and improving delivery of the core functions of our business – protection of New Zealand's borders, collecting revenue, and promoting and facilitating trade and travel in the face of changing demands and expectations. Collectively, these support the achievement of Government priorities.

As a living document, the strategy allows us to adapt and respond with agility to future opportunities and challenges. We will continue to review our progress towards our goals and ensure it remains fit for purpose.

RAUTAKI MANA ĀRAI

CUSTOMS STRATEGY

Ko te whakahaumarū me te whakatairanga i a Aotearoa ki ngā rohe

We are here to protect and promote New Zealand across borders

Whanonga Pono – Our Values

TE ARA TIKA

We do what's right

KAITIAKITANGA

We are guardians

HE TĀNGATA

We value people

PAE TAWHITI

We look forward

Te whakakorte tūraru rohe me ngā tūraru kohinga tāka

We aspire to eliminate border and revenue risk

We aim to achieve



WHAKAHAUMARU

Protection

Prevent risk reaching
our borders



HOKOHOKO

Trade

New Zealand's trade flows
efficiently across borders



TĀROI

Travel

A streamlined experience for
travellers across borders



KOHINGA TĀKA

Revenue

Collect all due revenue

Te Pou Tokomanawa – The Foundations



KOTAHITANGA

Partnership



KAITIAKITANGA

Protection



MANAAKITANGA

Participation



WHAKAHAUMARU | PROTECTION

He ārai atu i ngā kino

Prevent risk reaching our borders

Making our country safer and more secure by managing the risks associated with the international movement of goods and people

- reducing the risk of COVID-19 entering our communities across our borders
- continuously enhancing border risk management systems and processes
- preventing criminal activity, including trans-national organised crime groups, from operating across our borders

Customs takes its kaitiakitanga (guardianship) role at New Zealand's borders seriously. We work to protect New Zealand from a variety of threats that could cross our borders, and ensure that any taonga leaving the country have the appropriate permits. Our focus is on preventing health-related risks, such as COVID-19, as well as illicit drugs, objectionable material, restricted firearms and other controlled weapons from crossing our borders. This protects New Zealanders from social and economic harm.

We also focus on kotahitanga (partnership), working with national and international agencies to share information, intelligence and technology to identify and target risk and criminal activity, including financial crime and fraud, within an increasingly complex and challenging environment. We are increasing our partnership approach with local communities to build awareness of the importance of border protection to prevent community harm.

To maintain a safe and secure border, we are focused on ensuring:

Effective border processes reduce the risk of COVID-19 entering the community

Ensuring arriving vessels comply with the Maritime Border Order, while maintaining effective screening processes for air travellers and keeping our front line officers safe from COVID-19.

Prohibited goods are identified and seized at the border or pre-arrival

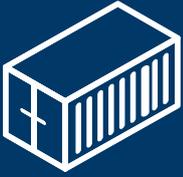
Using data analytics and intelligence to help us target the people, goods, and craft most likely to present threats to our border.

Continuously improving screening processes to identify and seize prohibited goods as they cross the border and ensure restricted goods comply with relevant legislation.

Prevention is our first line of defence

Strategically targeting trans-national organised crime groups and other criminal activity to disrupt and dismantle illicit supply chains and prevent prohibited goods from crossing New Zealand's borders.

Working with international partners to disrupt the exploitation of supply chains at their source.



HOKOHOKO | TRADE

Māhorahora ai te rere atu, te rere mai o ngā rawa
New Zealand's trade flows efficiently across borders

Helping New Zealand's legitimate trade to flow freely, including facilitating exports into overseas markets and efficiently processing imports arriving into our country

- supporting economic growth through facilitated market access and support for New Zealand traders
- enabling a high level of voluntary compliance through simplified and transparent systems and processes
- maintaining Customs' active involvement in international forums and relationships with key overseas partner agencies

Customs plays an important role in facilitating and promoting trade and ensuring goods comply with domestic and international requirements. This includes supporting traders impacted by COVID-19 restrictions, and enabling sustained economic growth through the development of trade agreements and increased access to markets.

As the pandemic continues to impact countries around the world, supply chain disruptions and delays will affect both importers and exporters. We will work closely with partner agencies to prioritise and facilitate critical import supplies and support traders with clearance issues both here and overseas.

A rules-based approach to international trade issues is critical for New Zealand companies to thrive in overseas markets. Our kotahitanga (partnership) approach continues to build our reputation as a trusted international partner, enabling us to use our relationships to influence the development of global customs standards.

To ensure legitimate trade flows freely we are focused on:

Increased and reliable market access

Increasing the advice and support provided to exporters to expand into new markets, including Māori businesses and small-to-medium sized exporters.

Streamlining clearance processes for importers.

Easy to use systems and processes

Continuing to invest in modern, reliable platforms for goods management, including streamlined border processes for low-risk trans-Tasman trade.

Stronger ties with international trading partners

Maintaining our active involvement in international forums, supporting the development of international customs standards, new trade agreements, and Mutual Recognition Agreements.

Using overseas staff to strengthen relationships with trading partners, exchange information and intelligence, and provide on-the-ground coordination.



TĀROI | TRAVEL

He ngāwari ngā whakahaere uruuru whenua
A streamlined experience for travellers across borders

Providing secure border processes that effectively and efficiently process international travellers

- contributing to cross-government initiatives to reconnect New Zealanders to the world
- ensuring high-quality border management processes that enable health and risk assessments at the individual traveller level
- maintaining flexible and agile systems that adapt to changing requirements

The COVID-19 pandemic has created ongoing uncertainty about how we travel, the documentation required to travel, and the numbers of people arriving at our international airports and marine ports around the country.

Customs is playing a key role in the cross-government programme of work to safely reconnect New Zealanders through international travel, while ensuring robust processes are in place to reduce the risk of COVID-19 and other threats crossing our borders. We will support the design and implementation of new tools and processes to ensure effective risk assessments are in place to support a reconnected world.

To maintain effective border processes for travellers, we will ensure:

An integrated cross-government system is developed to safely support the resumption of travel

Working collaboratively with public and private sector groups to design new systems and requirements to support national and international travel, including documentation and digital declarations.

Effective border screening processes reduce risks to New Zealand

Implementing new systems and processes to risk assess individual passengers and ensure they are correctly processed at the border, for both health-related risks and screening for standard risks, such as undeclared or prohibited goods.

Our processes are adaptable by design

Ensuring that our screening and traveller processing systems remain robust and effective, while also ensuring they are able to be adapted at short notice to respond to changing requirements.



KOHINGA TĀKA | REVENUE

Te kohikohi tika i te pūtea
Collect all due revenue

Providing simple, efficient, and transparent systems and processes for the payment of all revenue arising from the import and export of goods

- **maintaining high levels of voluntary compliance with the duty and tax payments we collect**
- **ensuring non-compliance is addressed with an appropriate response**
- **building our clients' awareness of what we collect and why we collect it**

Customs collects around 18% of core Crown tax revenue each year, providing funding that supports the wider aims and objectives of the Government. This revenue comes from customs duty, GST on high-value imported goods, and excise duty on domestically manufactured alcohol, tobacco and petroleum products. We also collect revenue, fees, and levies on behalf of other agencies. We support people to comply with payment requirements by making self-declaration, payment, and collection easier, as well as identifying and addressing revenue evasion and fraud related offending.

Goods that are imported into New Zealand are subject to the Tariff – a classification system that identifies the type of good and the amount of revenue duty to be paid. Work is underway to upgrade the systems and processes that support the Tariff, making it easier for traders to use and more effective at identifying the specific classification of different goods.

To support traders make the required revenue payments, we are focused on ensuring:

Our systems and processes are easy to use

Simplifying our systems and processes to make it easy for people to voluntarily comply with required duty and tax payments and to manage debt.

Non-compliance with payment requirements is identified and appropriately addressed

Using intelligence-led risk assessments, audits, and inspections to identify revenue evasion, with a primary focus on voluntary compliance and addressing wilful non-compliance.

Our clients know what we collect and why

Ensuring our clients understand their obligations through the provision of transparent, consistent and accurate information, advice, and support.



TE POU TOKOMANAWA THE FOUNDATIONS

He iwi kotahi tātou (we are one people) through kotahitanga (partnership), kaitiakitanga (protection), and manaakitanga (participation)

- supporting Māori staff within Customs to achieve their aspirations
- building awareness and understanding of tikanga Māori and te reo Māori capability amongst all Customs' staff
- strengthening our relationship with iwi/hapū in key marine and border areas

Te Pou Tokomanawa is the foundation on which the four strategic pillars sit, with its objectives woven through the different pillars.

It has both an internal and an external focus. Our internal focus aims to identify and support the aspirations of Māori staff within Customs and to build the awareness and capability of all Customs staff in te reo Māori and tikanga Māori.

Externally our focus is on engaging with Māori communities in key marine and border areas. Customs' expanded presence at maritime ports provides an opportunity to take a kotahitanga approach with local iwi/hapū. This includes building community awareness of border protection measures to address health and economic threats (including drug and other goods smuggling).

To embed Te Pou Tokomanawa across Customs we will ensure:

Māori staff are supported to achieve their aspirations

Working with Māori staff in Customs to understand potential barriers that impact their ability to achieve their aspirations, including how to better use the knowledge and experience of Māori staff in policy design and implementation.

Customs staff increase their knowledge and use of te reo Māori me ōna tikanga

Continuing to develop learning programmes to build the capability of our staff, and incorporating te reo and tikanga practices as an everyday part of Customs workplaces.

Engagement with Māori communities is a fundamental part of our work to protect New Zealand's borders

Building relationships and a framework for longer-term partnerships with iwi/hapū in key maritime and air border regions.

NGĀ KAUPAPA AWHINA HELPING US GET THERE





OUR PEOPLE AND PROCESSES

We have the right people, systems, and processes in place to ensure we operate effectively as an organisation and deliver on our strategy.

Sourcing and building a capable and agile workforce

Our people are fundamental to what we do. We are committed to building the capability we need now, and a sustainable workforce that is able to adapt to the requirements and challenges of the future. Our deployment model supports our ability to meet changing priorities, with a focus on understanding the size and shape of our workforce.

We will continue to invest in attracting and recruiting great people, with the skills and attributes we need for the future.

We have good systems in place to grow capability, which have been well tested through the ongoing pandemic response. A focus will be on increasing capability to meet specific operational needs – such as negotiating trade agreements, supporting Māori businesses, and data fluency.

We invest in our people to build their knowledge and capability through a mix of internal and external learning and development programmes. A wide range of on-the-job training programmes are in place to support the development of technical and professional skills, as well as specific programmes for leadership development.

Supporting the growth of inspiring leadership

We will continue to develop and deliver leadership development programmes. This includes a particular focus on building skills to lead an increasingly diverse workforce and building our capability to effectively engage with Māori communities and businesses.

As we continue to lead through uncertain times, we will use provisions in our employment agreements that enable staff to move roles. This will help to build the depth and sustainability of our broader leadership team.

Growing our culture and reflecting the community we serve

We are committed to maintaining a strong culture, to keep true to our values, and where every voice is valued and respected. We aim to support staff to be agile and solutions focused, working in different teams across the organisation, and where continuous improvement is the norm.

A diverse workforce leads to better decision-making, leadership, problem solving, partnership with Māori, and better outcomes for all New Zealanders. Our Inclusion and Diversity Council was established in late 2014 and was instrumental in the development of our Inclusion and Diversity Strategy, which will shortly be refreshed. The current strategy focuses on increasing the proportion of Māori staff within Customs, and of Māori, Asian and

Pasifika leaders at all levels of the organisation; and initiatives to attract, retain, develop and progress women at all levels. A key part of this work is closing pay gaps and minimising or removing organisational barriers to participation.

The strategy also reflects ongoing work to create 'safe to speak up' work environments, where our staff feel comfortable bringing their authentic self to work and feel they can safely raise integrity issues.

Inclusion and Diversity Strategy

VISION

**Kotahi te kōhao o te ngira e kuhuna ai te miro mā,
te miro whero, me te miro mangu**

Customs is inclusive and diverse: Every voice is valued and respected

Ko tātou te matapuna o te hapori whānui, kei runga i a tātou katoa te mahi ki te whakahaumarū me te whakatairanga i a Aotearoa ki ngā rohe

We reflect the community we serve, and together we protect and promote New Zealand across borders

This vision aligns with the Customs Values:

<p>TE ARA TIKA We do what's right</p>	<p>KAITIAKITANGA We are guardians</p>	<p>HE TĀNGATA We value people</p>	<p>PAE TAWHITI We look forward</p>
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What does it mean?

Being inclusive means valuing our uniqueness and helping everyone to contribute and bring their authentic selves to work.

Being diverse means people have a unique blend of different knowledge, skills, and experience based on professional skills, sexual orientation, age, gender identity, ethnicity, disability, and more.

Why does it matter?

We have a strong belief in creating a culture of inclusion so that people feel safe, treated fairly, supported to grow, and able to do their best work. This is a time of opportunity.

The community we serve is increasingly diverse, and we need to be ready to respond to changes in customer demand, risks and technology. All these changes require our people to be inclusive, culturally competent, and use diversity of thought for better decision making.



Ensuring the wellbeing and safety of our staff

Customs has recently designed a Wellbeing and Safety Strategy which is now entering the implementation phase. The new strategy shifts our primary focus to wellbeing as the overarching principle that nurtures a safety culture.

The strategy is anchored in Te Pou Tokomanawa with kaitiakitanga, kotahitanga and manaakitanga as the foundation. Actions within the strategy are based on the effects that we want for our people. It is scalable, allowing individuals, teams, and the wider organisation to engage with it in a meaningful way. It also provides the essential elements of health, safety, risk, engagement, assurance, and wellbeing.

Effectively managing our risks and investments

Working in an environment of constant change provides both opportunities and challenges for Customs as an organisation. Strong risk management and active oversight of our longer-term investments and assets are crucial if we are to meet our strategic intentions.

The Customs Executive Board (CEB) is supported by an external Assurance and Risk Committee, providing independent advice on risk, assurance, and resource management strategies and practices. We also have an internal governance structure that ensures good stewardship of our resources.

This includes four committees that focus on specific areas:

- **CEB Focus** – substantive and strategic decisions on current and future priorities
- **CEB Investment and Performance** – oversight and accountability of the use of Customs' resources and performance
- **CEB Business** – enabling effective delivery of our services
- **CEB Health, Safety and Wellbeing** – managing risk and keeping our staff safe.

Proactively managing our assets

Customs manages \$119 million worth of assets ranging from x-ray scanners and drug testing equipment at our airports and the International Mail Centre, information systems including the Trade Single Window, and marine patrol vessels. While our asset portfolio is relatively small in value, there is a large risk if these assets fail.

Critical tools and systems are managed through a 10 year Long-Term Investment Plan to ensure they remain fit-for-purpose and necessary upgrades and replacements are budgeted for. The near-term investment portfolio is reviewed monthly in order to monitor progress and, if necessary, reprioritise projects as priorities shift to respond to emerging operational needs.

Asset Management Plans are in place for assets that deliver core services, including the border management system, the trade facilitation system, and the intelligence and information systems. These plans are updated at least annually.

In March 2021, we formally established a Cyber and Information Security Team to enhance our capability in preventing and responding to cyber threats targeted at our electronic systems. We are focused on working with the organisation at all levels to build a workforce that is security aware, with all staff understanding their role in managing cyber risks.

Ensuring long-term stewardship of New Zealand's resources

Customs is committed to meeting the goals and objectives of the Carbon Neutral Government Programme. The Programme seeks to accelerate the reduction of carbon emissions within the public sector and to work towards carbon neutrality by 2025.

We have established a system to capture, measure and report our emissions on an annual basis. The 2021/22 financial year will form a base year identifying the emissions generated from our buildings, assets, and our activities. This will inform the development of an Emissions Management and Reduction Plan during 2022, which will set measures and targets for the reduction of emissions. Our annual carbon emissions and progress towards carbon neutral targets will be reported in our Annual Reports from 2022.

Tracking our progress

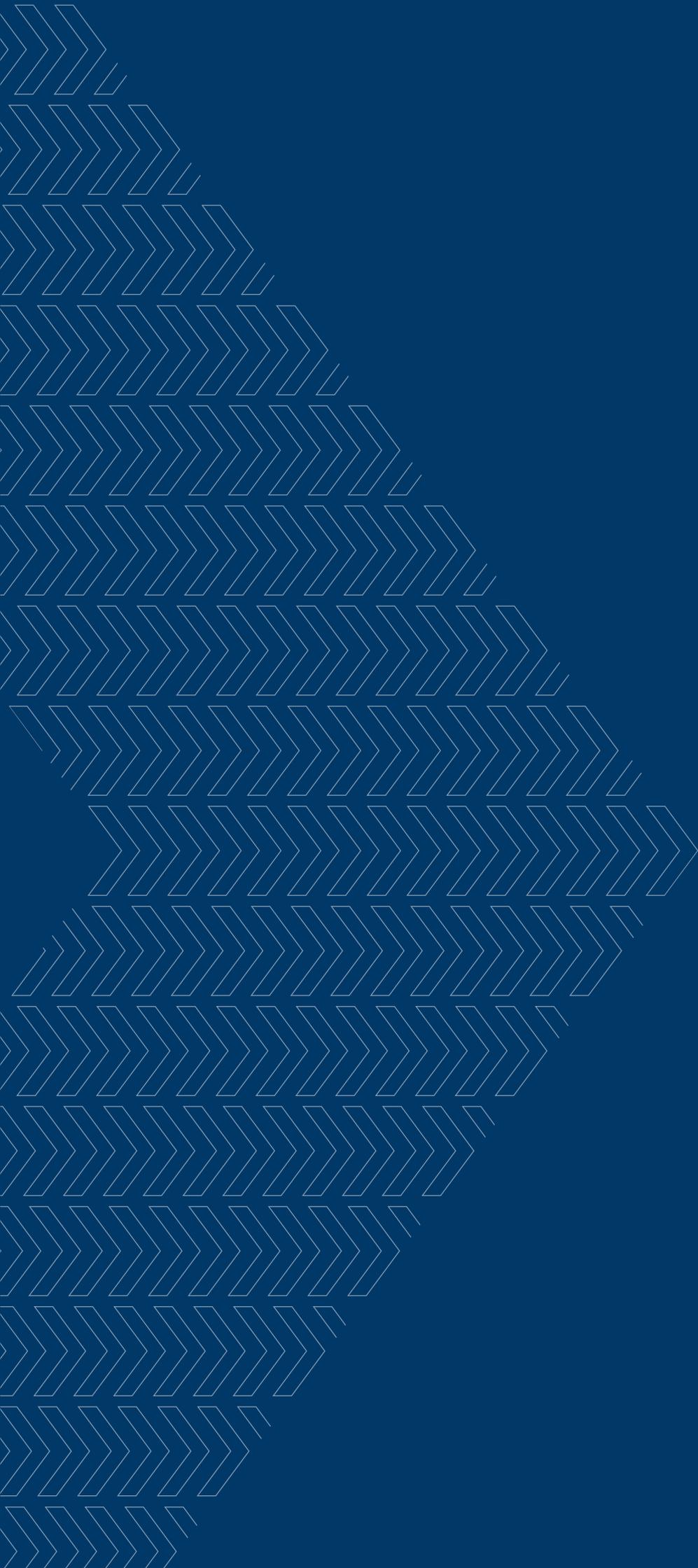
Monitoring progress towards the achievement of our strategic intentions and our contribution towards Government priorities is critical for ensuring we remain on track and highlighting areas for further attention.

We have begun work on the development of an integrated performance measurement framework. The framework will bring together our strategic outcomes, operational performance, and organisational health measures.

The framework will enable us to track progress and demonstrate the difference our services make for New Zealanders. We will review our measures each year to ensure they reflect any changes in our operating environment.

We report:

- **Annually** to Parliament and the people of New Zealand through our Annual Report
- **Quarterly** to the Minister of Customs on our operational and financial performance
- **Monthly** to the Customs Executive Board on our performance against our strategic priorities, operational and financial performance, and internal priority projects.



ISSN 1176-1857 (Print)
ISSN 1178-5047 (Online)
www.customs.govt.nz

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Te Kāwanatanga o Aotearoa
New Zealand Government

