THE BORDER SECTOR

Enables the prosperity and security of New Zealand through a smart and safe border

THE BORDER EXECUTIVE BOARD

Coordinates the management of a safer and smarter New Zealand border

OUR AREAS OF RESPONSIBILITY

Gaps in end-to-end border processes are addressed, with health risk management integrated and the border ready to respond to significant events	The border system is financially sustainable through cost recovery, having oversight of fiscal challenges	Leadership to facilitate a positive user experience with the border system

Risks from people, goods, and craft arriving and departing the border are addressed and opportunities maximised where these are not already being managed by an existing agency or other government process	Identify and oversee border system improvements including identifying where agencies could work together to progress responses to challenges or opportunities, and where there are interdependencies

OUR AREAS OF SHARED INTEREST

- **Connecting New Zealand**
  Maintain the air and maritime pathway including responding to volume changes
- **Supporting the economy**
  Support the flow of goods by considering opportunities or removing barriers to the supply chain
- **Commitments to the Pacific**
  Facilitate movement of people, goods and craft, including health protection, with Pacific nations

- **Digital solutions**
  Use technology to reduce risks to New Zealand and improve customer experience of border activity
- **Data driven**
  Data can be used appropriately and legally to manage risks and opportunities, and improve the customer experience
- **Integrated insights and surveillance**
  Enhance the multi-agency approach to manage and understand information and risk

- **Infrastructure**
  Influence the conditions for effective border activity that includes supporting a positive customer experience and maintaining the health, safety and wellbeing of the border workforce
- **Operating frameworks**
  Legislation, regulations, agreements, and industry forums are used to support efficient and effective border activity
- **Readiness for the next event**
  Support the border being ready for the next significant event or health response

- **Mitigate illicit activity**
  Mitigate the risk of transnational organised crime at air and maritime ports, including working with the National Security Board
- **Offshore risk management**
  Risks are managed as early as practicable and offshore where possible.
- **Pragmatic alignment of investment**
  Align investment to maximise value and use of resources for shared or similar activity

- **Financial sustainability for the border sector**
  Maintain financial sustainability for the border sector through fit-for-purpose cost recovery and funding for services and infrastructure.

- **Effective oversight and coordination**
  Maintain oversight of the border system and keep agencies connected

BORDER AGENCIES WORK TOGETHER

Lead the border together	Take an integrated approach	Identify change with joint initiatives where pragmatic
Issues disrupting the border system are responded to while short- and longer-term risks are managed	Seeing a whole-of-border view and providing a combined border voice on shared areas of interest	Changes and improvements are identified where there are benefits to more than one agency or there are shared users

Our principles				
One view of the border through system leadership	Joined-up investment, delivery, and customer experience	Partnership with agencies and common stakeholders	Learn from experiences by sharing insights, methods, and tools	Adapt to changing threats, requirements, and customer needs