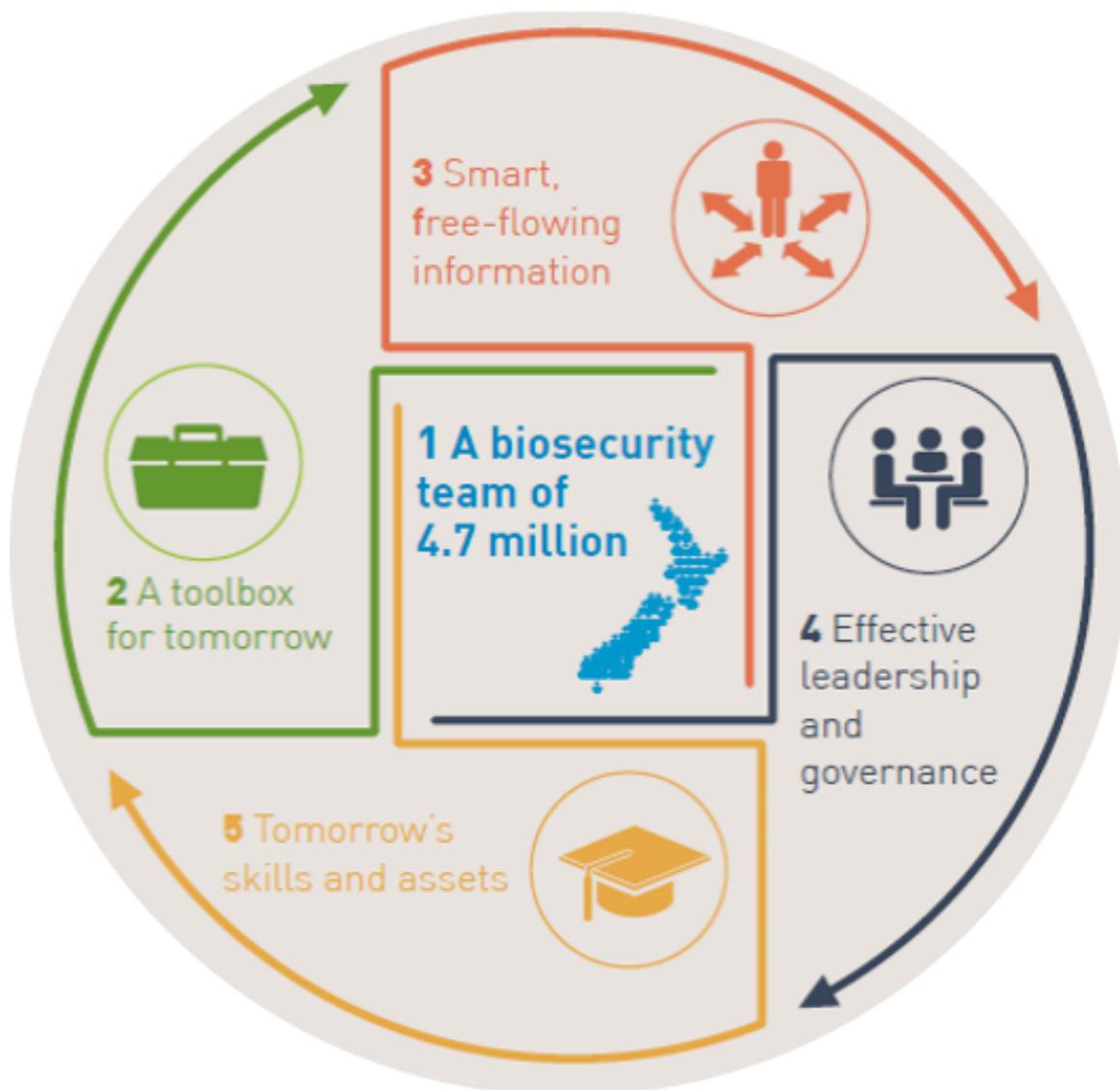


# BIOSECURITY 2025



## WORK PLAN



**Strategic Direction 4**

**Effective leadership and governance**

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## Purpose of this document

This outline work plan was produced by the Strategic Direction 4 working group, as its contribution to the Biosecurity 2025 implementation plan. The work plan sets out what the working group believes is needed to deliver the goals and outcomes for Strategic Direction 4. It has been produced to enable the Steering Group and other participants to consider it alongside the outline work plans of the other working groups, to discern emerging themes and identify possible gaps or inconsistencies across the programme.

## Governance, kaitiakitanga and system stewardship

Effective biosecurity system governance includes system oversight. But it includes more than this. It also includes responsibility for the care, protection and guardianship of the system – an active nurturing aspect that goes beyond monitoring and reporting. It incorporates the role of system champion, an advocacy role on behalf of the system.

To do this well requires not only knowledge of the system and what is working well (or not working well). It also requires keeping a head up, looking outward, and scanning for future opportunities and threats. It means continual examination of the changing context, to ensure we are well-placed to respond to emerging risks.

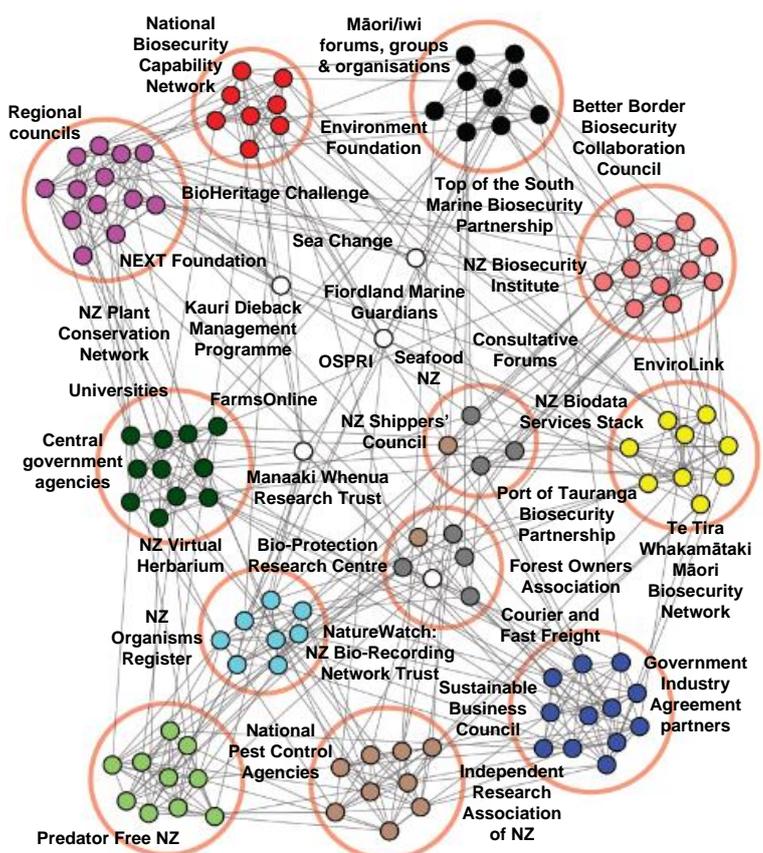
## Leadership across a network of networks

Biosecurity system leadership needs to account for leadership at multiple levels, across multiple network nodes, comprising public and private sector participants. A wide range of networks – of scientists, regional councils, growers, importers, Māori, community groups, and central government agencies – need to be energised with a sense of common purpose aligned with common goals. Each of these needs sufficient capability, knowledge and tools to exercise the leadership required.

Within each of these networks may be tens, hundreds, and in some cases, thousands of constituents.

Biosecurity system leadership involves establishing strong performance by building, aligning, and enabling the networks across the system. It is more about influence than control – it means creating an environment based on autonomy, empowerment, trust, sharing, and collaboration. It includes influencing how well different stakeholders work together, and facilitating collaboration between them.

Leadership across a network of networks



The role of overall system leadership is to actively guide and support the networks. Other aspects of the role include to:

- Communicate goals and objectives, and provide a sense of direction
- Facilitate the sharing of information across the network
- Influence to support collaboration, remove barriers (technological, political, personal, and otherwise) to system performance
- Ensure effective systems and processes are in place for people to participate
- Monitor and gain a sense of why and how people or projects may get blocked, and how to unblock them; to see the system as a whole, and how any particular project fits into the larger system
- To understand the functioning of the system as a whole, including where the leverage points are, and where directing leadership energy will be especially effective

The actions set out in this work plan have linked the above responsibilities to the governance arrangements that will be established. They assume that those exercising system leadership will be resourced with sufficient capacity and capability to undertake the above responsibilities.

#### Knowledge and understanding are central

A precept for this work plan is that effective system leadership and governance is dependent on essential information – to:

- Empower leaders at all levels of the system to participate effectively
- Provide assurance on system performance
- Enable strategic oversight
- Drive delivery of Biosecurity 2025
- Know which parts of the system may need support.

This means we:

- Have the right information – because we know what information we need, and have systems and practices in place to collect it
- Share the information with everyone who wants it – because we have a culture of transparency and accountability, and we have systems and practices to make it available

Actions within this work plan that contribute to this are to:

- Develop a ‘system picture’ that enables understanding of the system, and supports a range of strategic and functional purposes
- Establish a monitoring and evaluation programme to publicly present current and historical information on system performance
- Report publicly on the justification for making decisions, setting priorities, and allocating resources.

## Strategic oversight

The governance arrangements will be the 'custodian' of Biosecurity 2025 on behalf of system participants, and will have responsibility for ensuring its currency and relevance over time. Such strategic oversight will require ongoing monitoring of emerging risks and opportunities, and continual assessment of these in the context of system performance. This will require sufficient capacity and capability to assess performance over time, discern trends, identify gaps and weaknesses, and propose appropriate ways to maintain system resilience.

Furthermore, the strategic analysis and interpretation of its implications for the system will need to be done with the engagement of system participants. This means a key aspect of governance arrangements will be capacity and capability to undertake this engagement.

It is expected that the review of governance that is currently underway will address strategic and practical aspects of establishing governance arrangements. The actions included in this work plan have anticipated that a suite of actions will be needed to give effect to the results of the review, and have left 'space' for them accordingly. In the meantime, it is proposed that whatever governance arrangements are put in place need to be done quickly, early in 2018, to enable the programme to have the necessary oversight as soon as possible.

## Clarification of roles and responsibilities

Leadership is exercised by a wide range of participants throughout the biosecurity system. They provide kaitiakitanga or stewardship across domains over which they have interests or responsibilities.

In some cases, there is lack of clarity regarding roles and responsibilities of different participants. This can occur at places where jurisdictions interface or overlap, or where different groups' responsibilities cover the same geographical area but are sequential in time, or are focused on different outcomes. Issues can also arise if biosecurity risk management decisions are made locally without taking account of possible regional or nation-wide implications of those decisions. In some cases participants who should be participating in or leading work are not being engaged at the right time or in the right way.

This plan has identified several inter-related areas of the system where issues have arisen regarding roles and responsibilities, and includes actions to improve clarity and resolve the issues. The areas are:

- Marine biosecurity risk management
- Fresh-water biosecurity risk management
- Māori roles and responsibilities across the system
- Overall readiness/response/pest management parts of the biosecurity system, and transition process from response to long-term pest management operations.

Although they are inter-related, the actions for them are set out separately in this plan because the focus differs for each, the work is likely to be overseen by different people, and the results are likely to affect different participants. However, they will each have some

participants and issues in common, and the methodology employed for the work will be similar for each. Therefore, the work should be aligned and undertaken collaboratively. The following aspects are expected to be similar for all four of the actions:

- A separate review will be undertaken of each of the four issues (marine, fresh-water, Māori, post-border), each of which will be a relatively targeted piece of work.
- It will look at what is working well now, what could be improved, key drivers, funding or resourcing issues, and the relevant legal and regulatory framework.
- It will draw on other key work that has been done or is currently underway.
- The outcome of the work is likely to signal the need for:
  - national coordination or strategic cohesion, and
  - clarification or recognition of roles and responsibilities through memoranda of understanding, formal agreements, or possibly legislative change.
- The next stage will be to consider options and recommendations to address the findings, and to scope subsequent work required.

#### A target for Strategic Direction 4

Biosecurity 2025 includes aspirational targets for strategic directions 1, 2, 3 and 5. The Direction Statement says the targets are intended to “sharpen the focus for implementation” and “set a stake in the ground for the key achievements we want by 2025.”

The following target is proposed to be included for Strategic Direction 4:

*90% of key system participants believe that the governance arrangements contribute to a more effective biosecurity system.*

This target is intended to gauge whether the governance arrangements make a positive difference to biosecurity system effectiveness. It will be measured by asking key system participants what they think about this.

‘Key system participants’, for the purposes of this target, would be those people or organisations who are sufficiently engaged in and knowledgeable about the system and its governance arrangements to be able to have a view on this.

#### Monitoring and evaluation

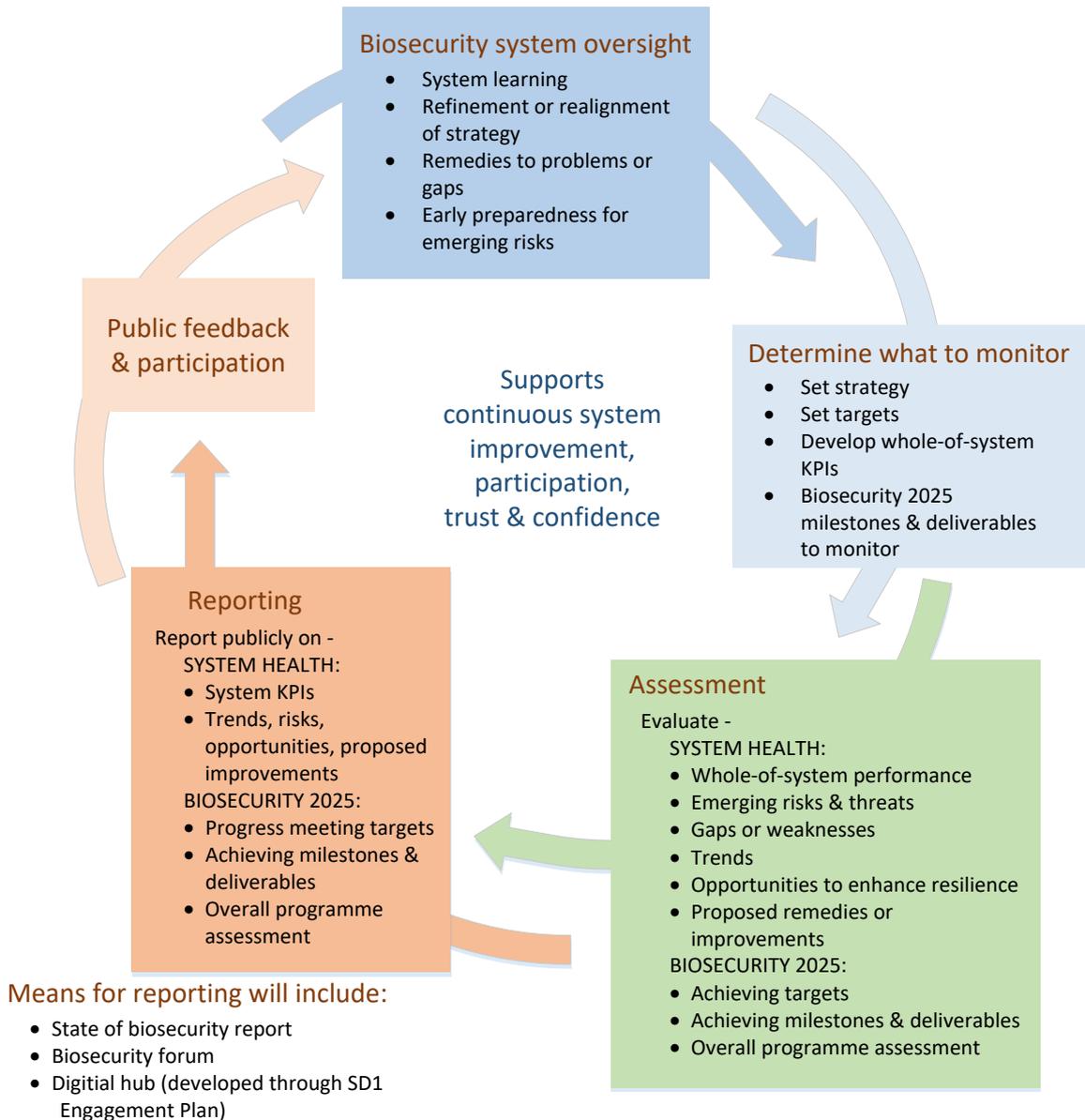
The Direction Statement sets out two aspects of monitoring that will be required:

- Monitoring of system performance to support continuous improvement across the biosecurity system, which will include:
- Monitoring progress implementing Biosecurity 2025 – overall progress, including key actions, programmes and targets.

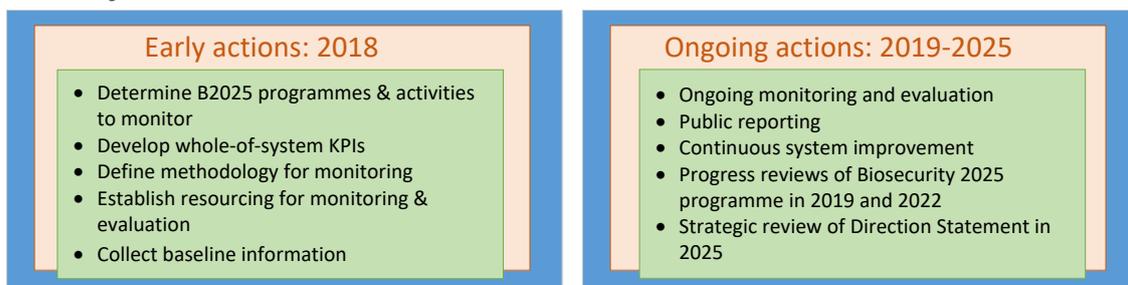
The diagram on the following page illustrates how this will be reflected within the implementation plan, how it will contribute to assessment and strategic analysis, and how it will support transparent and accountable system governance.

A key action related to monitoring and evaluation will be the development of whole-of-system performance measures that can be used to report publicly on the health and performance of the biosecurity system. The first step in this regard will be to gain a degree of consensus on what should be measured, and develop criteria regarding what would make appropriate KPIs (key performance indicators). The working group believes this work should be undertaken as soon as possible, and can begin now, even before the implementation plan is finalised. It will involve engagement with a wide range of participants from across the system, through one-on-one sessions and workshops. The output of this work will be a significant achievement, which we have never quite achieved before for biosecurity performance measurement. It will provide useful input to the next stage of work to develop the actual KPIs, and agree how they will be monitored and reported on.

## Performance monitoring to support governance of a learning system



### Key actions



## Key actions to deliver the goals and outcomes – summary table

### LEADERSHIP to enable, support, coordinate and encourage:

- Empowerment to participate
- Health of collaborations, leadership at all levels
- Key system infrastructure, resources, systems, practices
- Alignment of plans, strategies, investment decisions
- Removal of impediments to deliver Biosecurity 2025

#### **Key actions:**

- Biosecurity system picture
- Bilingual implementation plan
- Clarification of roles and responsibilities - Review:
  - Marine and freshwater biosecurity risk management
  - Māori formal roles across the system
  - Post-border review, including transition process from response to long-term pest management
- Valuation of non-market and market impacts
- Value of biosecurity to New Zealand

### TRUST AND CONFIDENCE through evidence of system performance, and participants' interests reflected in priority setting and decision-making

#### **Key actions:**

- KPIs and system performance monitoring
- Biosecurity 2025 implementation monitoring
- Make system performance information available
- State of biosecurity report
- Biosecurity summit

### GOVERNANCE to oversee, strategically assess and report on:

- Biosecurity system health
- Implementation of Biosecurity 2025
- Alignment of parts of the system
- Strategic gaps, and ongoing relevance of strategy

#### **Key actions:**

- Establish governance arrangements quickly
- Re-establish central/regional government forum
- Establish strategic support capability and resource
- Provide advice on risks, opportunities, continuous improvement

## Appendix 1 – Part 1 – What success would look like

### GOAL: Leadership

System leadership supports everyone to contribute effectively within their own parts of the system.

#### OUTCOME

##### System leadership

- Provides national direction to system participants, and drives delivery of Biosecurity 2025
- Ensures balance across all interests, values and parts of the system
- Builds cohesion and a sense of common purpose across the system
- Facilitates effective distributed leadership

#### What success would look like

1. Arrangements for system leadership:
  - a. Provide a visible single figurehead (this could be an entity or group), seen as having responsibility and the mandate for exercising leadership across the whole system.
  - b. Foster a system-wide culture of:
    - Openness and transparency
    - Shared responsibility and trust
    - Championing innovation
  - c. Support cohesiveness across and alignment between parts of the system through:
    - Enabling participants to see how the individual parts they play contribute to the whole
    - Providing means and opportunities for learning, experience, information and advice to become shared system resources.
  - d. Facilitate distributed leadership through:
    - Ensuring roles and responsibilities of the wide range of independent autonomous participants across the system are clear and widely understood
    - Identifying emerging leaders and supporting them
    - Enabling and encouraging all leadership
  - e. Ensure balance across all interests and values through:
    - Empowerment and enabling of participants throughout the system
    - Gaining broad societal buy-in to the importance of acceptable tools for risk management, and general responsibility for biosecurity
    - Ensuring the space and place of iwi/Māori are clearly understood and provided for.
    - Ensuring the space and place of the community are clearly understood and provided for.
  - f. Facilitate, enable and support:
    - Agility in responding to new information, changed circumstances, and emerging risks
    - Removal of impediments to achieving Biosecurity 2025 outcomes
    - Identification and resolution of any gaps or points of weakness in the biosecurity system
    - Development of key systems, practices, information, policies, legislative change, tools
    - Availability and effective delivery of training for needed skills, mentoring, coaching, and knowledge management

## OUTCOME

### **Distributed leadership**

Participants exercise leadership within their own parts of the system, with:

- Alignment and strong connections between programmes and activities across the system
- Effective communication, coordination and engagement amongst system participants
- Empowerment for participants to contribute effectively.

### **Leadership through partnerships**

Leadership and decision-making regarding significant aspects of biosecurity is undertaken through Government-Industry Agreements, and other partnerships and co-management arrangements.

## What success would look like

2. Communities and their leaders are empowered and supported to take action.
3. Iwi/social/public value is unleashed.
4. Everyone knows their role and contribution to make within the system; responsibilities of all players are understood and provided for, overlaps and tensions are managed
5. Participants see how they are working to an agreed system strategy – they understand the full biosecurity system (not just their part of it).
6. Individuals with formal leadership roles are assessed, and coached or trained in leadership where necessary.
7. There is outstanding communication – between and amongst system participants.
8. Service providers (e.g., farm contractors) take responsibility and lead biosecurity care and actions.
9. Individual businesses (farms, orchards, aquaculture, importers, etc.) build biosecurity into their business to become ‘business as usual’, regularly monitored and actively considered.
10. Synergies and collaborations are evident across the system.
11. The health of partnerships, leadership at all levels, collaborations and relationships are strategically supported.
12. Resourcing and energy is invested in networking among distributed leaders.
13. Māori have formal acknowledged roles and responsibilities in the readiness, response and pest management parts of the biosecurity system.
14. Establishment of new collaborations and partnerships is supported.

## GOAL – Trust and confidence

Everyone has confidence in the system and its continual improvement.

### OUTCOME

#### Attitudes and perceptions

New Zealanders have confidence in biosecurity system risk management.

### What success would look like

15. New Zealanders have confidence in biosecurity system risk management because they:
  - Understand what the biosecurity system is and how it functions
  - See that their values have been taken into account as part of priority setting
  - Feel a sense of shared ownership in how the levels of risk tolerance are set
  - Consider decisions and actions to be fair
  - Believe that they can participate in and influence biosecurity system risk management.
16. Evidence of trust and confidence by New Zealanders in biosecurity risk management includes:
  - ‘Partners’ trust each other and forgive occasional mistakes
  - Participants trust each other to ‘do their bit’
  - Everyone accepts responsibility for the risks they generate
  - People accept that the system is not perfect, but trust governance and leadership to do what is needed; they do not necessarily regard a single incursion as incompetence or system failure
  - There is ‘constructive tension’ between participants
  - Leaders are calm and unwavering in the face of political or unsubstantiated criticism
  - Investment comes from multiple sources
  - Leaders and governors demonstrate trust and confidence in those tasked with action
  - Response leaders are trusted to get on with responding.
17. Leaders step up and act with confidence: ‘I’ve got this!’

## System performance

System performance is monitored to support continuous improvement across the biosecurity system.

## Assurance

Open reporting provides assurance about system performance.

18. System-wide biosecurity performance measures have been agreed and are monitored, to assess the extent to which participation and decision-making across the biosecurity system is reflecting the principles set out on page 6 Direction Statement:

- *Everyone has a role to play in biosecurity.*
- *We learn from our experiences and share learnings with others.*
- *Collaborative approaches and wide participation are enabled and encouraged.*
- *The role of tangata whenua as kaitiaki, and Mātauranga Māori, are recognised and provided for.*
- *Decision-making is transparent and takes into consideration cultural, social, economic, and environmental values.*
- *Risk-based decision-making is informed by the best available science and information.*
- *Decisions are timely, and take account of consequences that may be irreversible.*
- *Where possible, biosecurity risks are identified and managed at the earliest intervention point, in many cases before reaching New Zealand.*
- *Decisions recognise international obligations and commitments, and the need to facilitate safe imports and safe travel, and support assured exports.*

19. Other aspects of system performance that are monitored and reported on include:

- The health and robustness of the biosecurity system
- Trust and confidence in biosecurity risk management
- Leadership

20. Monitoring and reporting on delivery of Biosecurity 2025 will include:

- Progress in meeting the goals and outcomes of the five Strategic Directions
- Progress in meeting the targets.

21. All of the above system performance monitoring is reported on publicly, at regular intervals.

22. People can easily access current and historic information about system performance, to enable them to assess performance over time, discern trends and emerging risks, identify opportunities for innovation and system improvement, and consider implications regarding system performance.

## GOAL – Governance

Transparent and accountable system governance provides system oversight and clarity of purpose, confidence in system performance, and assurance to all system participants that their interests are reflected in decision-making.

### OUTCOME

#### System oversight

Biosecurity system governance provides whole-of-system oversight, including monitoring progress of implementing Biosecurity 2025.

#### Inclusive

Biosecurity system governance reflects the range of activities and participants in the biosecurity system.

#### Visible

Governance arrangements provide participants with clarity of how governance is being exercised, and who to approach to contribute to that process.

### What success would look like

#### 23. Governance arrangements:

- a. Add value, and result in ongoing demonstrable improvements to New Zealand's biosecurity system
- b. Are responsible for developing, refreshing and ensuring implementation of biosecurity strategy for New Zealand
- c. Are sufficiently well resourced to:
  - Provide whole-of-system oversight
  - Monitor and report on system performance
  - Monitor progress implementing Biosecurity 2025
  - Maintain a strategic view of the system, including monitoring for gaps and opportunities, and reviewing and updating system strategy as necessary
  - Make recommendations to improve or address gaps and opportunities, including gaps in roles and responsibilities or areas with insufficient resourcing
  - Provide system leadership
- d. Have sufficient support across the system to:
  - Be recognised, accepted, and enduring through political and organisational change, while adapting to change in the operating environment and societal expectations
  - Influence setting of investment priorities
  - Encourage a 'learning system', and drive an ethos of continuous system improvement.
- e. Have capability to:
  - Enable, support, and reveal leadership at all levels
  - Encourage innovation, entrepreneurship and agility
  - Articulate and deliver clear messages
- f. Are skills-based and small enough to function effectively

#### 24. Governance arrangements are seen by participants as:

- a. Being broadly accountable – to Parliament, to system participants, to the public
- b. Embracing the viewpoints, values and roles of everyone in the system
- c. Being accessible and connected

#### 25. Governance arrangements:

- a. Are open and transparent
- b. Encourage the results of decision-making, and the rationale for decisions, to be made public
- c. Enable participants to contribute to strategic system priority setting

## Appendix 1 – Part 2 – Actions to deliver the outcomes

### System leadership

1. **Biosecurity ‘system picture’** – Develop a ‘system picture’ that describes who the key system participants are, their roles and responsibilities, accountabilities and mandates, institutional arrangements, how they are resourced or funded, capacity and capabilities, and key system assets across the system.
  - a. Its purpose will be to provide an online accessible directory that is both strategic and functional, to:
    - Enable understanding of the system
    - Inform consideration of capability, resourcing, coordination of needs
    - Inform development of KPIs
    - Inform communications strategy
    - Enable participants to collaborate, communicate and share with each other, and overcome silos
    - Keep up to date through wiki-type functionality (system participants update it directly, themselves), but will also require ongoing resource to provide curation and oversight
  - b. It will not delve into great depth, but will encompass complexity of the whole through aggregation and clustering (e.g., cluster of 30 different landcare groups in the Marlborough Sounds).
  - c. Over time it could grow to have wider uses and purposes, of value to everyone in the system.
  - d. It will draw on stock-taking and information hub work to be developed under other strategic directions.
2. **Bilingual implementation plan** – The Biosecurity 2025 implementation plan will be bilingual, in Te Reo Māori and English, to reflect the spirit and intention of full participation by Māori at all levels.
3. **Valuation of non-market and market impacts** – Develop agreed methodology for valuations of biosecurity impacts, on market and non-market resources and taonga, to know the value of what is being protected, to inform prioritisation of biosecurity resource investment across the system, and decision-making regarding responses and long-term pest management.
4. **Value of biosecurity to New Zealand** – Undertake a project to articulate the value of biosecurity to New Zealand. This piece of work will draw on and augment other work that is underway or has been done on aspects of this – in New Zealand and in Australia. It will address the four values (environmental, economic, cultural and social) protected by the biosecurity system, and will provide essential information for system governance, particularly regarding how to prioritise investment decisions. An initial task for this work will be to do a stock-take of work being done and what is already being measured in this regard.
5. **Review of marine biosecurity risk management** – Undertake a review of marine biosecurity risk management. It will include addressing areas needing improvement, key drivers, what is working well now, what could be improved, and assessment of the relevant legal and regulatory framework. This will be a relatively targeted piece of work. It will draw on other key work, such as the 2010 Pest Management National Plan of Action. It is likely that the outcome of this work will illustrate the need for national coordination – planning for this is likely to be the subsequent action.
6. Other activities that derive from the above review.
7. **Review of fresh water biosecurity risk management** – Undertake a review of fresh water biosecurity risk management, similar to that for marine biosecurity risk management, described above.
8. Other activities that derive from the above review.
9. **Establish capacity to deliver system leadership** – This means ensuring sufficient resources and capability are devoted to building, aligning, and enabling the networks across the system, and includes enabling effective communication and information-sharing across the network; actively supporting collaboration and partnerships, and removing impediments to participation.

## Distributed leadership

10. **Distributed leadership support** – Undertake an assessment to identify the most effective ways to support distributed leadership, empower communities, provide training, and overcome impediments, in ways that do not increase workloads or overheads for agencies, organisations and community groups.
11. Other activities that derive from the above assessment.

## Leadership through partnerships

12. **Māori participation in leadership** – Develop programme to increase Māori participation at all levels of system leadership and governance.
13. **Post-border review** – Review the readiness/response/pest management parts of the biosecurity system, including greater clarity regarding roles and responsibilities of all system participants, and the transition process from response to long-term pest management operations. [This is an initial action under Strategic Direction 4.]
14. Other activities that derive from the above review.
15. **Māori formal roles in the biosecurity system** – Undertake a review of Māori participation and roles across the biosecurity system. This will include addressing areas needing improvement, key drivers, what is working well now, what could be improved, and assessment of the relevant legal and regulatory framework. This work will inform and will be informed by the work to be undertaken as part of the review of the readiness/response/pest management parts of the biosecurity system as the second initial action under Strategic Direction 4.
16. Other activities that derive from the above review.
17. **Support for collaborations** – Identify strategic support necessary to ensure health of partnerships, collaborations and relationships across the system, and to identify opportunities for new collaborations.

## Trust and confidence – Attitudes and perceptions

18. **Drivers for trust and confidence** – Undertake research to identify key drivers for trust and confidence in the biosecurity system and its continual improvement, to inform a programme to address this, and to contribute meaningful performance measures as part of the whole-of-system KPIs.
19. **Activities to drive trust and confidence** – Undertake activities in the programme to address trust and confidence (see above). Use this to inform decisions about prioritisation of resource allocation and risk management activities across the system.
20. **Profile of system governance** – Raise the profile of biosecurity system governance, to ensure public awareness of what the governance arrangements are, and how to access and influence them. Undertake research to provide baseline information for ongoing monitoring of the target for Strategic Direction 4 that ‘90% of key system participants believe that the governance arrangements contribute to a more effective biosecurity system’.

## Monitoring and evaluation

### System performance monitoring

21. Gain a degree of consensus across system participants on what should be measured, and develop criteria regarding what would make appropriate performance measures.
22. Develop whole-of-system performance measures.
23. Collect baseline information for whole-of-system performance measures.

24. Establish a monitoring and evaluation programme, including arrangements for collecting information and data on whole-of-system performance; agree how information will be collected, and by whom.
25. Undertake monitoring.

#### Biosecurity 2025 implementation monitoring

26. Identify which milestones, deliverables, and/or performance measures for Biosecurity 2025 programmes, initiatives and key activities should be incorporated into the monitoring and evaluation programme (above).
27. Establish arrangements for monitoring and collecting information on B2025 implementation – including progress in meeting B2025 targets; agree how information will be collected, by whom.
28. Undertake ongoing monitoring.

#### Assurance and open reporting

29. **Make system performance information available** – Establish arrangements to make information and data on biosecurity system performance, and progress implementing B2025, available in a timely fashion, by useful means and formats for all who may want to use it. This will include historic information about system performance, to enable assessment of performance over time, discern trends and emerging risks, and identify opportunities for innovation and system improvement.
30. **State of biosecurity report** – Produce an annual report on the state of biosecurity. This will combine the results of system performance monitoring with strategic analysis of implications, emerging risks and opportunities.
31. **Biosecurity summit** – Hold an annual biosecurity summit to report on system performance, enable wider engagement on leadership and governance issues, and explore emerging risks and opportunities. This may be part of a broader forum or event that celebrates successes and recognises biosecurity system achievements.

#### Governance – System oversight

##### Establish and maintain governance arrangements

32. Complete and implement the review of biosecurity system governance to ensure that governance arrangements provide effective system oversight, support all participants in the system, and enable people to have trust and confidence in the performance of New Zealand's biosecurity system. [This is an initial action under Strategic Direction 4.]
33. Establish governance arrangements quickly, including establishing interim arrangements as early as possible in 2018.
34. Re-establish the central and regional government forum to improve coordination between central and regional government biosecurity agencies.
35. Other activities that derive from the governance review.

##### Provide strategic support for governance

36. Establish capacity to maintain a strategic view of the system.
37. Provide advice on emerging risks and opportunities, continuous system improvement, and gaps re roles, responsibilities, resourcing.
38. Undertake research and analysis on biosecurity system strategic issues.
39. Periodically review strategic 'fit', particularly continuing relevance of targets and outcomes.
40. Review and refresh the strategy in 2025.

## Appendix 1 – Part 3 – Timeframe for actions to deliver the outcomes

System leadership	Short term 2018-2019	Med term 2020-2022	Long term 2023-2025
1. Biosecurity system resource map	■ ■ ■ ■		
2. Bilingual implementation plan	■ ■ ■ ■		
3. Valuation of non-market and market impacts		■ ■ ■ ■	
4. Value of biosecurity to New Zealand		■ ■ ■ ■	
5. Review of marine biosecurity risk management	■ ■ ■ ■		
6. Other activities that derive from the above review		■ ■ ■ ■	■ ■ ■ ■
7. Review of fresh water biosecurity risk management	■ ■ ■ ■		
8. Other activities that derive from the above review		■ ■ ■ ■	■ ■ ■ ■
9. Establish capacity to deliver system leadership	■ ■ ■ ■		
<b>Distributed leadership</b>			
10. Distributed leadership support needed	■ ■ ■ ■		
11. Activities to support the above		■ ■ ■ ■	■ ■ ■ ■
<b>Leadership through partnerships</b>			
12. Māori participation in leadership	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
13. Post-border review	■ ■ ■ ■		
14. Other activities that derive from the above review		■ ■ ■ ■	■ ■ ■ ■
15. Māori formal roles across the system	■ ■ ■ ■		
16. Other activities that derive from the above review		■ ■ ■ ■	■ ■ ■ ■
17. Support for collaborations		■ ■ ■ ■	
<b>Trust and confidence - Attitudes and perceptions</b>			
18. Drivers for trust and confidence	■ ■ ■ ■		
19. Activities to drive trust and confidence		■ ■ ■ ■	■ ■ ■ ■
20. Profile of system governance and monitoring of Strategic Direction 4 target	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
<b>Monitoring and evaluation</b>			

System leadership		Short term 2018-2019	Med term 2020-2022	Long term 2023-2025
21.	Gain consensus on what should be measured	■ ■ ■ ■		
22.	Develop whole-of-system performance measures	■ ■ ■ ■		
23.	Collect baseline information for whole of system performance measures	■ ■ ■ ■		
24.	Establish monitoring and evaluation programme for system health	■ ■ ■ ■		
25.	Undertake monitoring for system health		■ ■ ■ ■	■ ■ ■ ■
26.	Identify Biosecurity 2025 initiatives to be monitored	■ ■ ■ ■		
27.	Establish monitoring and evaluation programme for B2025 implementation	■ ■ ■ ■		
28.	Undertake ongoing monitoring for Biosecurity 2025 implementation		■ ■ ■ ■	■ ■ ■ ■
Assurance and open reporting				
29.	Make system performance information available	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
30.	State of biosecurity report	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
31.	Biosecurity summit	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Governance establishment				
32.	Review biosecurity system governance	■ ■ ■ ■		
33.	Establish governance arrangements quickly, as early as possible in 2018	■ ■ ■ ■		
34.	Re-establish the central/regional government forum	■ ■ ■ ■		
35.	Other activities that derive from the governance review	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Governance strategic support				
36.	Establish capacity to maintain a strategic view of the system	■ ■ ■ ■		
37.	Provide advice on emerging risks and opportunities, continuous system improvement, and gaps re roles, responsibilities, resourcing	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
38.	Undertake research and analysis on biosecurity system strategic issues	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■

System leadership	Short term 2018-2019	Med term 2020-2022	Long term 2023-2025
39. Periodic review of strategic 'fit', particularly continuing relevance of targets and outcomes	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
40. Review and refresh the strategy in 2025			■ ■ ■ ■