



Brief for the Incoming Associate Minister

June 2009

Aviation Security Service

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Introduction

Welcome to the Aviation Security Service (Avsec). This brief has been compiled to assist you in gaining an understanding of the more significant organisational, operational and policy aspects and challenges faced by Avsec. Avsec reports to the Board of the Civil Aviation Authority of New Zealand.

Overview

Avsec is an operational organisation of about 828 full-time and part-time (788 full-time equivalent) staff. The entity has \$53.5m of net assets, and an operating budget for 2009/10 of approximately \$79.6m revenue and \$78.2m expenditure.

Avsec is responsible for undertaking a set of duties listed in Section 80 of the Civil Aviation Act 1990. These activities are primarily the screening and searching of departing international passengers and their baggage for prohibited and dangerous items and liquids, aerosols and gels; airport access control; airport worker screening; patrolling of the security-designated areas; issuing airport identity cards; and searching aircraft. Avsec also screens domestic passengers and their hand baggage on domestic aircraft of 90 seats or more.

Avsec currently operates at six airports – Auckland, Hamilton (domestic only until international flights resume on 01 September), Wellington, Christchurch, Dunedin and Queenstown. We have also retained our equipment at security designated Palmerston North and Rotorua Airports since airlines have pulled out from them and deployed our staff from these airports to the larger airports. We look forward with interest to the possible re-introduction of flights.

Avsec also provides security awareness training to 28 domestic and international airports as a result of the findings of the recent Domestic Aviation Security Review.

The International Civil Aviation Organisation (ICAO), the United Nations specialist aviation agency, has a significant impact on the development of aviation security standards and practices in New Zealand. New Zealand is a signatory to ICAO Annex 17 to the Chicago Convention - Standards and Recommended Practices - Security - Safeguarding Civil Aviation Against Acts of Unlawful Interference. For New Zealand to continue to participate in international air transport it is essential that it meets the requirements imposed on States by Annex 17.

The security obligations under the Annex fall into three categories. These are:

- (a) Government administrative procedures, policy development, legislative and regulatory actions;
- (b) Implementation of security procedures, practices and requirements by airline operators, aerodrome operators, airways services providers, cargo, courier and mail agencies and other involved sections of industry; and
- (c) Direct preventive security measures, incident prevention and response, and legal enforcement action.

The mandatory and recommended practices are set by ICAO. Under this regime each contracting State is required to establish and implement a written national civil aviation security programme (NASP) and make the appropriate parts of it available to all airports, aircraft operators and other entities with a role to play in the implementation of the programme. The objective of the NASP is to protect the safety, regularity and efficiency of international civil aviation by providing, through regulations, practices and procedures, safeguards against acts of unlawful interference. In addition, some states such as the US and Australia, set higher levels of security on airlines entering their airspace. This impacts on New Zealand, as additional security measures need to be applied at airports from which flights to those destinations depart.

It is through the co-ordinated discharge of all the above obligations and requirements that Avsec safeguards civil aviation against acts of unlawful interference.

Within New Zealand responsibility for aviation security is shared between the New Zealand Police and Avsec. The responsibilities of Avsec involve aviation as a whole rather than just the airports, as is reflected in its name and which distinguishes it from individual airports' security staff.

Avsec was created in August 1993, when it transferred from the Ministry of Transport to the Civil Aviation Authority. Mark Everitt was appointed General Manager of the new organisation. The General Manager has an operational management team consisting of a Chief Operating Officer and three Regional Managers, and an administrative team of senior managers in the areas of government relations, finance and IT, strategy, quality/risk management and human resource functions.

In October 1990 Avsec embarked on a programme using the principles of total quality management to develop quality management systems and applying quality assurance to the output. A Policy and Procedures Manual was developed and launched in December 1991. This manual is constantly under revision. Management is confident that the service delivery is in compliance with the policy and procedures as set out in the Manual. Avsec achieved ISO 9001 certification from the Standards Association of New Zealand in 1993 and has maintained this to the present day.

Avsec's primary stakeholders are:

- the Minister of Transport;
- the travelling public;
- airport companies; and
- 20 international and national airlines.

Avsec enjoys a good client relationship with international airlines, airport companies, the Civil Aviation Authority, the Ministry of Transport, Police, NZ Customs and MAF, and significant overseas regulatory bodies such as the US Transportation Security Administration and the Australian and Canadian regulators. This was borne out by the December 2004 independent review of Avsec, which reported that it is highly regarded by all major stakeholders and more recent reviews of domestic and international aviation security charges.

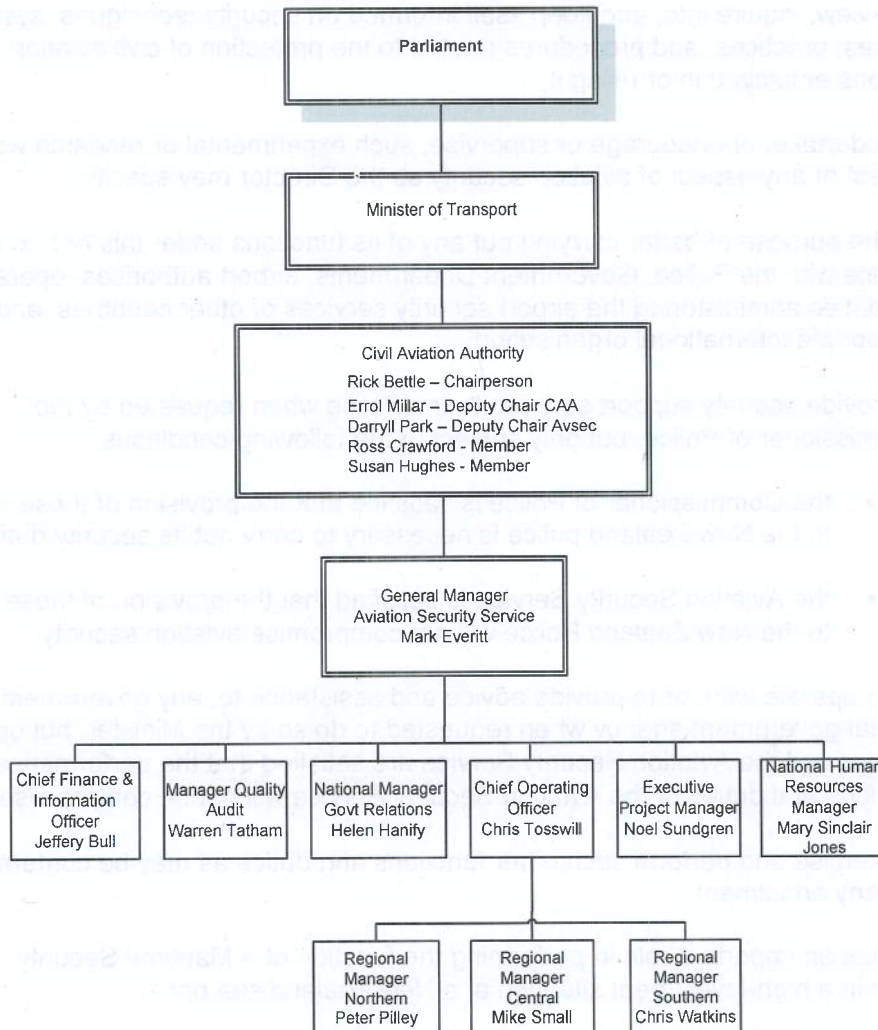
In recent years Avsec and the New Zealand model for the delivery of aviation security services has attracted considerable favourable international attention. Since 11 September 2001 Avsec has been regularly requested by ICAO, the US Transportation Security Administration (TSA) and foreign governments to provide information on its functions and processes and to provide advice and assistance in improving aviation security systems in other countries.

Organisation

Avsec's organisation consists of a National Office (Wellington) and regional operations at Auckland, Wellington and Christchurch International Airports and at Hamilton, Dunedin, Palmerston North and Queenstown and Rotorua Airports.

Reporting to the position of General Manager are the Chief Operating Officer, the Chief Finance and Information Officer, the Manager Quality/Audit, the National Human Resources Manager, the Executive Project Manager and the National Manager Government Relations.

Organisation Structure



Functions

Avsec has the following powers and functions (Section 80, Civil Aviation Act 1990):

- To carry out crew, passenger and baggage screening of all international aircraft passenger services and domestic passenger services (above 90+ seats) and of such other services where the service or the screening is judged advisable by the Director of Civil Aviation and, where necessary, to undertake reasonable searches of passengers, baggage, cargo, aircraft, aerodromes, and navigation installations;
- To carry out aerodrome security patrols and patrols of navigation installations;
- To review, inquire into, and keep itself informed on security techniques, systems, devices, practices, and procedures related to the protection of civil aviation and persons employed in or using it;
- To undertake, or encourage or supervise, such experimental or research work in respect of any aspect of aviation security as the Director may specify;
- For the purpose of better carrying out any of its functions under this Act, to co-operate with the Police, Government Departments, airport authorities, operators, and authorities administering the airport security services of other countries, and with any appropriate international organisation;
- To provide security support services to the Police when requested by the Commissioner of Police, but only subject to the following conditions:
 - the Commissioner of Police is satisfied that the provision of those services to the New Zealand police is necessary to carry out its security duties; and
 - the Aviation Security Service is satisfied that the provision of those services to the New Zealand Police will not compromise aviation security.
- To co-operate with, or to provide advice and assistance to, any government agency or local government agency when requested to do so by the Minister, but only if the Minister and the Aviation Security Service are satisfied that the performance of the functions and duties of the Aviation Security Service will not be compromised; and
- To exercise and perform such other functions and duties as may be conferred upon it by any enactment.

Avsec also has an important role in performing the function of a Maritime Security Organisation in a high-level threat situation at a New Zealand sea port.

In the performance of its aviation functions Avsec shall also:

- Control access and prevent unauthorised entry to security areas and security enhanced areas on aerodromes and navigation installations and maintain a constant response to remove from such areas any unauthorised persons who enter therein, and maintain vigilance to ensure the security and safety of all persons using the aerodromes or navigation installations;
- On behalf of the Director of Civil Aviation, operate the national Airport Identity Card System and maintain the database pertaining to it;

- Carry out such other security services as may be requested by airline operators; and
- Collect, evaluate and analyse information which may be potentially significant to aviation security planning.

Avsec's Contribution to Government's Objectives

The Minister of Transport's 2009/10 Letter of Expectation emphasises the requirement that government agencies must have an increased focus on value for money. All Avsec expenditure and staffing levels are determined through a focused business planning process involving key managers. Managers are held responsible for individual cost centre budgets with appropriate control processes. All significant expenditure is subject to approved business cases prior to commitment. Significant capital expenditure is subject to the Government capital bid process.

Efficiency reviews are conducted on a regular basis to maximise the efficient use of resources. Avsec will engage fully with the Ministry of Transport in reviewing its Passenger Security Charges should this be decided.

Finance and Funding

The Aviation Security Service is an operational unit of about 828 full-time and part-time staff (788 full-time equivalents). The entity has a forecasted \$53.5m of net assets position at the 30 June 2009 and an operating budget for 2009/10 of approximately \$79.6m revenue and \$78.2m expenditure.

Avsec has three main streams of revenue, as follows:

1. An **international passenger security charge** of \$15.00 (GST incl) levied on airlines on a per departing international passenger basis. The charge is the same for all departing international passengers except that the charge does not apply to children under two years of age, aircrew, transiting international passengers and closed charters. The charge of \$15.00 (previously \$12.56) came into force on the 13 December 2007 and is based on a national average charging structure established in 2005.

Avsec also collects on behalf of the CAA an Aviation Safety levy of \$1.00 (GST Incl) per departing international passenger which is passed on to the CAA.

2. A **domestic passenger security charge** of \$4.66 (GST Inc) charged to airlines per domestic passenger per sector flown on aircraft of 90 plus seats (effectively domestic operated jet aircraft). The rate is the same for all domestic passengers except the charge does not apply to children under two years of age, aircrew, or repositioning aircrew. As with the international passenger security charge, the charge of \$4.66 (previously \$3.57) came into force on 13 December 2007 and is based on a national average charging structure (established in 2005).

In some instances Avsec screens domestic passengers that fly on smaller aircraft for which it doesn't receive payment; this is due in part to the layout limitations within some airport's terminals.

Both the above charges are provided for under the Civil Aviation Charges Regulations 1991 as amended. The statutory process for varying the international or domestic security charges involves considerable consultation of and discussion with the aviation industry.

3. **Additional security services** are provided on request to foreign states, airlines, other Crown entities or the Crown, on a cost recovery hourly rate basis.

Avsec passenger security charges revenue in 2009/10 is budgeted at \$73.51m (GST excl), split 71% international and 29% domestic passenger security charge revenue. By passenger numbers the split is 57% international and 43% domestic.

After a number of years of strong growth in passenger numbers, international passenger numbers have declined significantly during 2008/09, primarily as a result of the international economic downturn. The first three quarters of 2008/09 shows a 5.19% decline on budget (a 3.08% decline over the same period in 2007/08). For the month of May 2009 the decline was 2.38% (7,929 passengers) over the same month last year. International passenger numbers are expected to remain depressed for the 2009/10 financial year following which minor recovery is forecast through 2010/12

Domestic passenger growth has also declined significantly, down 8.80% on budget for the first three quarters of 2008/09 (but remains 1.64% ahead of the same period in 2007/08¹).

The following table shows the projected passenger numbers as shown in Avsec's 2009/12 Statement of Intent. The revenue projections contained in the 2009/12 SOI are calculated on the passenger numbers shown in this table.

Financial year	International Passengers	Domestic Passengers	Total Passengers
2008/09 (Forecast Out-turn)	4,181,666	5,539,053	9,720,719
2009/10	3,926,152	5,114,569	9,040,721
2010/11	3,965,413	5,165,714	9,131,127
2011/12	4,005,067	5,217,372	9,222,439
Total	16,078,298	21,036,708	37,115,006

A review is currently underway to determine if the passenger security charges should now be reset, given the outcome of the domestic security review, the current economic climate, the volatility in the aviation market players impacting passenger volume predictability² and Avsec accumulated surplus.

At the time of setting the passenger security charges in December 2007 (set for a three-year period), agreement was reached with industry for Avsec to build up \$7.5m of contingency reserves (\$4.5m international and \$3.0m domestic). These reserves are forecast to total \$7.245m by 30 June 2010.

With 87% of Avsec's operating costs comprising personnel and other employment costs, the establishment of these reserves gave Avsec the financial ability to respond for a short period of time to any adverse aviation security event or incident at any of New Zealand's eight security designated airports, without the financial concern of additional operational costs and/or reduced revenue through decreased passenger volumes.

The reserves provide Avsec with approximately six weeks' operational funding to assess and deal with a situation in a managed way before needing to seek government financial assistance.

As at 30 June 2009, Avsec's reserves in its Passenger Security Charges Memorandum Accounts are forecast to be \$31.30 million (\$32.87 million at 30 June 2010). These account balances include the reserves build up.

¹ The 2007/08 passenger numbers reflect the introduction of domestic flights by new entrant, Pacific Blue.

² In 2008/09 Air New Zealand withdrew all international flights from Hamilton, Qantas withdrew all services from the domestic market, while Jet Star established domestic flights between Auckland, Wellington, Christchurch and Queenstown. Pacific Blue has scheduled international flights to commence from Hamilton in July 2009.

Capital Expenditure

Over the immediate future Avsec's capability enhancements supported by its capital expenditure program will focus on the following key Initiatives:

Key Initiatives	Focus
Research and development	Research into emerging technology and equipment that will enhance aviation security screening and provide greater efficiencies.
Capital asset replacement	Ongoing, programmed replacement of security equipment to ensure Avsec is at the leading edge of technology and mitigating risk to the travelling public.

Avsec's capital expenditure budget for the financial period 2009/10 is \$11.845 million (2010/11 is \$6.897 million and 2011/12 is \$4.367 million). Budgeted capital expenditure for 2009/10 comprises:

Budgeted Capital Expenditure 2009/10	\$000
Refurbishment of Hold Baggage Screening (HBS) equipment (finance by way of a lease)	6.000
Fit out of new Auckland operational base.	2.017
Cargo screening equipment (finance by way of a lease)	0.976
Ongoing replacement of equipment and operational vehicles	2.852
Total	\$11.845

Avsec's capital expenditure programme has been fully funded through the 2008 Budget Package for Vote Transport, titled - Aviation Passenger Safety and Security Infrastructure which approved \$14.988m spread across 2008/09 through 2011/12.

In addition approval is held from the Minister of Finance to enter into finance leases for the purchase of specialised screening equipment for which the aggregate is not to exceed \$30 million by 2010 (of which \$6.976 million is included in the above table).

Human Resources

Since the events of 11 September 2001 and the introduction of domestic screening, Avsec staff has increased from 181 to 788 FTEs as at 30 June 2009. This growth has had a substantial impact on the organisation.

Avsec places a great deal of importance on its human resources management. In the period since it was devolved from the Ministry of Transport in 1993, Avsec has continually reviewed its key human resources management strategies and policies. This has included a complete overhaul of its employment conditions to ensure they are forward looking, flexible, fair, and affordable and enable Avsec to meet the expectations of its major stakeholders.

Avsec's development and training philosophy is to increase the capability of staff in areas that will enable the organisation to achieve goals identified in the business plan. To this end management and leadership development linked closely with operational needs, is provided for senior staff. A comprehensive training programme is provided to all operational staff meaning the best service is given to the travelling public. Human Resources policies are undergoing a thorough review to ensure they allow staff and managers to carry out front line operations in the best possible way.

Unions

Since the enactment of the Employment Relations Act 2000 union membership within Avsec has grown dramatically in that approximately 85 percent of operational staff are union members.

There is generally a three-way split of union coverage. Northern Region staff are covered by the Public Service Association (PSA), the Central Region by the Engineers Union (EPMU) and the Southern Region by the National Union of Public Employees (NUPE).

Contracts/Collective Agreements

Avsec has a Collective Agreement that has been negotiated with the three unions (PSA, EPMU and NUPE) that cover Avsec. The Collective Agreement covers aviation security officers, screeners, sergeants, senior aviation security officers and receptionists. Avsec and its unions recently agreed a three-year Collective Agreement effective 01 July 2008.

Staff Turnover

Turnover dropped gradually in the last 5 years to about ten percent across the organisation. In the last 6-8 months turnover has decreased considerably to below two percent. Generally staff turnover appears to be most pronounced amongst those who have less than three years' service. Once an officer exceeds three years' service they tend to make a longer-term commitment to the organisation.

Avsec Competency model

Avsec has a comprehensive competency framework in place for each position covering operations, supervisory and management support staff. The competency model creates a common language that may be used in a variety of performance management tools as well as recruitment. Key competencies for aviation security officers and screeners include interpersonal skills, communication skills, self-motivation, perception and awareness.

Quality Management

Avsec applies the principles of Quality Management to its operations. Reflecting its commitment to quality management, Avsec has:

- Achieved and maintained certification to ISO 9001:2008
- Established a full internal audit capability within the organisation
- Established a Quality Council
- Developed an exposition document (Policy and Procedures Manual), which meets CAR140 and 141 requirements and is approved by the CAA
- Established a system for reviewing and amending procedures; and
- Established quality capacity at regional level, through the appointment of Regional Quality Officers (RQOs) over the past two years;

During the past year the Civil Aviation Authority and Verification NZ have carried out audits, inspections or spot checks of our operations. Both organisations commented favourably on Avsec's performance.

The quality culture and philosophy is now well established within Avsec although there is still much to be done. This quality culture is evident across a range of indicators, for example, the emphasis on human factors, including training and development, use of consistent standards, and the customer/stakeholder focus.

As previously indicated, Avsec is currently reviewing its training strategies and the link between these and quality initiatives and the operation. This review includes the role of the five Regional Training Officers. The objective of this review was to maximise the effectiveness of the Regional Training Officers and better integrate training, quality and the operation.

Avsec in the International Environment

Avsec has a relatively prominent international profile. Visits are received on a regular basis from overseas delegations interested in the New Zealand aviation security service provider model and Avsec's methodologies. The General Manager is also frequently invited to make presentations to international fora. Avsec also has effective contact with key international aviation safety security bodies, ICAO and the International Air Transport Association. One Avsec employee is a team member of the ICAO Universal Security Audit Programme.

Avsec maintains close links with its benchmarking partner, the Canadian Air Transport Security Authority (CATSA), the Chief Operating Officer is an active member of the International Forum for Security Screening in Aviation and of the International Transport Security Human Factors Technical Advisory group (InterTAG) which comprises government and quasi-government experts who share best practice and present papers to ICAO. The General Manager is a member of the Airports Council International.

The General Manager was a member of the significant high level Australian Aviation Screening Review. The Review team reported to the Federal Minister for Infrastructure and Transport, the Hon Anthony Albanese, at the end of November 2008 to present the Review report. A 'green paper' was then produced for public consultation over the summer.

The US Transportation Security Administration (formerly the FAA) takes considerable interest in Avsec activity, particularly in the Pacific. Avsec's profile and its interaction with international agencies and airlines benefit New Zealand's management of its own aviation security risks.

Avsec Pacific Activity

Of particular importance to Avsec are its close ties with the airlines and aviation security organisations of the South Pacific region. An element of Avsec's approach to the management of New Zealand's aviation security risks involves provision of training, equipment and strategic co-ordination to the Pacific region authorities and airlines. Any under-performance or failure of the agencies and airlines in the South Pacific region presents a very real threat to the management of New Zealand's aviation security risk as they represent the back door to New Zealand. Given the extent of the links between those countries and our three main airports, it is important for New Zealand to take a proactive approach to the provision of training and other assistance.

An important source of financial assistance for Avsec projects is the Ministry of Foreign Affairs and Trade's Pacific Security Fund (PSF) through which Avsec has led many initiatives aimed at improving aviation security in the South Pacific, while at the same time enhancing New Zealand's strategic interests.

For many years Avsec has received PSF funding for equipment provision, equipment maintenance audits, Pacific strategic co-ordination, and aviation security training. These projects are focused on Pacific Island countries that have direct air-links with New Zealand. It is important for these countries to achieve compliance with the requirements set by the regulators, particularly the US Transportation Safety Administration, NZ CAA and the Australian Department of Transport, Infrastructure and Regional Services. In addition, Avsec has recently completed a special arrangement with the Australian Office of Transport Security to co-fund an Avsec aviation security training and equipment project in the Solomon Islands.

Avsec also makes a valuable contribution to ICAO and APEC initiatives in the Asian/Pacific region, often in conjunction with the CAA. Avsec's Auckland training facility is also an ICAO sub-regional aviation security training centre. The next nearest ICAO training centre is Kuala Lumpur, but for financial and cultural reasons there appears to be reluctance on the part of South Pacific people to attend courses there. The first course to be run out of the new Auckland ICAO regional training centre occurred in April 2005. Having ICAO designation in Auckland complements Avsec training initiatives planned for the Pacific region.

Key Issues

- **Aviation and the Economy**
 - **Liquids, Aerosols and Gels**
 - **Maritime Security**
 - **Interaction with the Border Agencies and the Police**
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Aviation and the Economy

The aviation market has long been a difficult high-cost, high-risk economic environment with many changes and new entrants over recent years. The dramatic decline in the international economy in recent months has resulted, in particular, in a drop in NZ aviation passenger numbers and freight volumes. These declines are confirmed by Air NZ and the Ministry of Tourism. There is no or little growth in the long-haul market but there remains some growth in the highly competitive short-haul (Australian) market. Aviation fuel costs have gone up significantly in the past few years (and have eased a little in the last six months) but they continue to be the biggest and increasingly largest percentage of the total cost of air travel. Airfares, however, have not gone up equivalently – it still costs about the same to fly long haul as it did 4-5 years ago. During this same period fossil fuel costs have essentially trebled.

Aviation does not yet have a significant bio-fuel option – as, for example, does land transport. Jet fuel is ‘high calorie’ and needs to be very clean/pure, because of the risk of any failure being catastrophic. Thus aviation remains fossil fuel based and is likely to largely stay that way. Sector analysts also point out that NZ is a holiday destination vs a business one – and that holiday travel is a luxury item, which is more likely to be deferred in a tight economic environment. However, New Zealand continues to rate highly on aviation safety.

Liquids, Aerosols and Gels

On 31 March 2007 security measures were implemented restricting the carriage of Liquids, Aerosols and Gels (LAGs) in aircraft cabins on all international air transport passenger flights from New Zealand. The requirement for these measures was enabled by the issuance of a Direction from Minister of Transport to the Aviation Security Service under Section 77 (A) of the Civil Aviation Act 1990. The new measures limit the liquids, aerosols and gels that a person can carry through an international screening point to containers of 100ml or less. The containers must fit comfortably in a single re-sealable transparent plastic bag of 1 litre volume (approximately 20cm by 20cm, or 25cm by 15 cm). The plastic bag has to be presented separately to Avsec officers for visual inspection at the time of screening.

The introduction of the LAGs regime resulted from the 9 August 2006 UK security services interruption of a terrorist operation involving planned attacks against international aviation targets. Intelligence indicated the group were planning to board an aircraft with concealed materials (liquid explosives) that could be used to construct an improvised explosive device (IED).

On 1 December 2006 the International Civil Aviation Organization (ICAO) released recommended security control guidelines for screening liquids, gels and aerosols. These security control guidelines recommend that member countries, including New Zealand, implement the measures by 1 March 2007. The Australian Government decided to implement these measures from 31 March 2007 and to also apply them to international air services entering Australia from that same date.

As part of the international passenger security charges negotiations with the Board of Airline Representatives of New Zealand (BARNZ) in late 2007, Avsec reluctantly agreed to gradually withdraw an important queue combing function whereby Avsec officers informed passengers in check-in queues of the LAGs requirements, and offer them plastic LAGs bags if required. This function was withdrawn from other airports over the summer – with little obvious impact on passengers. However, the withdrawal from Auckland International Airport resulted in a substantial increase in relinquished items (up from 10 bins/day to 20/day) and angry passengers. The arrangement was for airlines to take over this function from Avsec. This has only gradually occurred given the increase in seized LAGs. Avsec has continued working with airlines and Auckland International Airport to resolve the issue and the volume of relinquished items is now back to the level when Avsec queue-combing was in place.

Maritime Security

In late 2002 the International Maritime Organisation, of which NZ is a member, agreed to introduce a new maritime security regime, with effect from 1 July 2004. It was recognised that the maritime industry was vulnerable to a terrorist incident that could have a major impact on particular countries. This agreement has had significant implications for NZ given the number of ports and our reliance on shipping trade and the cruise ship industry.

The Maritime Security Act 2004 provided scope for the Minister of Transport to designate Avsec as one of three Maritime Security Organisations along with NZ Customs and MAF.

Avsec will be called upon to provide maritime security services (i.e. passenger screening) where the Director Maritime Safety believes that the threat level at a particular port justifies additional security measures. Avsec's activity is focused on Port of Auckland during the cruise ship season. To this end Avsec has trained 40-50 Aviation Security Officers as Maritime Security Officers, should the need arise.

Withheld under section 6(a) of the Official Information Act 1982.

Interaction with the Border Agencies and the Police

Avsec works closely with the NZ Police and government border agencies such as Customs Immigration and the Ministry of Agriculture and Forestry. At the international screening point Avsec staff are usually located adjacent to Customs personnel who are performing the immigration function as well as checking for Police and Customs alerts. Co-operation

occurs across a wide range of areas including sharing of data on passenger numbers, intelligence sharing, discussions on passenger facilitation issues at both formal and informal levels, airport security issues, VIP facilitation and so forth.

However, whereas most other agencies at the airport are focused on incoming overseas passengers, luggage and freight, for Avsec the prime focus is on the departing international passengers (including domestic passengers) and their hand and checked luggage, as well as on maintaining the overall security of the airport and the aircraft using it. Airline timetables are a significant driver of the systems used by the various agencies as any delays caused by security concerns or by any of the border processes have the potential to impose significant costs on the airlines, as well as cause disruptions to their network timetables. Therefore, any changes to passenger facilitation/security systems must be made very carefully and with full consultation with our industry partners.

Avsec has maintained a support role in the Government's Border Sector Governance Group (BSGG) which is focused on the interactions and efficiencies of Customs, MAF and Immigration. Avsec will continue to contribute as appropriate and as requested by the transport sector BSGG member, the Ministry of Transport.

Avsec is working with MAF and Customs on issues around airport restarts, passenger facilitation and a MAF trial x-ray image transfer (Australia to New Zealand).