Biosecurity 2025 Implementation Planning Steering Group Meeting
17th April 2019

Biosecurity 2025 Implementation Planning Steering Group Meeting Minutes

Date	17 April 2019, 10 am – 3.30 pm
Chair	Steve Rich (in Mr Smith's and Mr Buwalda's absence)
Members	Kimberly Crewther, Amber Bill (10.15 am-12.30 pm), Richard Jaine (10.00 am-12.30 pm), Glenice Paine, Graeme Marshall, Cath Wallace, Rosemarie Dawson, Grace Campbell-Macdonald (10.00 am-1.20 pm)
Attendees	Janet Chambers, Grace Brady, Jonathan Rudge, Clare Fraser, Shelley O'Neill, Jo Darby
Apologies	Roger Smith, James Buwalda, Rob Phillips
Guest	Naomi Parker
Date of next meeting	20 June 2019

Key points, decisions and actions

Item	Key discussion and decisions	Agreed actions
1	**Administrative Items** 1.1 Minutes for 22 February 2019 meeting were agreed as a true and accurate record – subject to correcting the heading for item 6 to say "Further discussion on MPI's list of high priority organisms as part of communications and an education platform". 1.2 All actions from the last meeting were completed; Steve Rich will send an email to Tim Fraser to thank him on behalf of the Steering Group for his contribution to the programme. Matters arising: 1.3 Jonathan Rudge provided an update about vocational education reform and the workshop held by Primary ITO at which there was strong endorsement of the need for development of a biosecurity qualification. Next steps will be identification of skills needed to be covered, development of a qualification description, endorsement from TEC, and then developing the programmes. The process will run through the rest of the year. James Buwalda is keeping a watching brief over this work. It was noted that this work has flowed directly from Biosecurity 2025, and the efforts of the Strategic Direction 5 working group. 1.4 Jonathan Rudge provided a report back on behalf of Roger Smith on MPI's work with Massey in developing training programmes. Steering Group members commented that the breadth and scope of this work is more comprehensive than expected. Jonathan agreed to circulate his talking points about this work to the Steering Group. 1.5 During the discussion on the above matter (MPI-Massey work), the Steering Group discussed the potential to have biosecurity priorities articulated in a way that could inform decisions about research undertaken by university graduate students. Steering Group members agreed to discuss this amongst their own networks, and if they identify potential	1. Secretariat to provide Steve Rich with Tim Fraser's email address, so that Steve can send thank you email to Tim. 2. Jonathan Rudge to circulate his talking points to the Steering Group on MPI's work with Massey in developing training programmes. 3. Steering Group members to discuss biosecurity research needs amongst their networks, and share

		academic research topics, to share them with Cath Wallace for discussion at the next meeting.	any identified research topics with Cath Wallace.
	1.6	The Steering Group discussed the email from Rob Phillips circulated before the meeting on progress by regional councils on an inter-regional marine strategy. The Steering Group felt the matters raised needed to be further elaborated. They asked that Rob circulate a note out of session that elaborates on his email, and particularly explains what needs to be unblocked. They also asked that this be on the agenda for the June meeting, at which time Rob can discuss this further.	4. Rob Phillips to elaborate on his email out of session, and lead discussion on this at the June meeting.
2	**BMAC's handover session with the Minister for Biosecurity**		
	2.1	Graeme Marshall spoke briefly about what transpired at the meeting between BMAC and the Minister for Biosecurity at the 'handover' session on 14 March. BMAC's handover document to the Minister was circulated to the Steering Group on 16 April, and will be discussed at the June Steering Group meeting.	
3	**Biosecurity stewardship council**		
	3.1	The Steering Group discussed what the next steps should be to progress establishment of the stewardship council, given that the Steering Group understands that the Minister for Biosecurity has expressed support for the council, but at this stage there is still uncertainty about its funding.	5. Secretariat to circulate amended stewardship council terms of reference out of session, for members to agree wording by 26 April.
	3.2	It was agreed that the next steps will be to: a. Make minor amendments to the draft terms of reference (TOR) for the council – these will be circulated to the Steering Group out of session, to reach agreement on the wording by no later than 26 April. b. MPI will provide the draft TOR to the Minister for Biosecurity before 30 May. MPI will provide parallel advice to the Minister on how the proposed council's purpose and functions would sit alongside other existing institutional accountabilities and responsibilities. MPI will work openly with the Steering Group as advice develops. c. Amber Bill asked that MPI's briefing recommend that the Minister for Biosecurity refer the briefing to the Minister for Conservation. d. Advice from the Minister in response to the above will enable the Steering Group to have a more substantive and informed discussion about next steps at the June meeting.	6. MPI to provide a briefing to the Minister for Biosecurity by 30 May (with a recommendation it be referred to the Minister for Conservation), that conveys the draft terms of reference for the stewardship council, and provides advice on how the council's purpose and functions would sit alongside other existing institutional accountabilities and responsibilities.
4	**Biosecurity Act review**		
	4.1	Grace Campbell-Macdonald provided a brief update on the scope of the review and proposed overall approach. Emails have just been sent out inviting comment on the proposed scope. A copy of the email will be circulated to the Steering Group, and members' input is welcomed. It was agreed that an update on the Act review, and discussion about how Biosecurity 2025 will contribute to it, will be an item for the June agenda.	7. Secretariat to ensure Biosecurity Act review email is circulated to Steering Group members, and include it as an agenda item for the June meeting.

5	**Ko Tātou campaign report and 2019 work programme update** 5.1 Clare Fraser provided an update on the campaign and work programme, including statistics about followers across social media, and numbers of views of the various videos. Steering Group members were interested to learn more about plans for the campaign, the 4.7 million project, and its strategic context now that the Engagement Plan is two years old. They would also like to discuss plans for the future of the Biosecurity Communications Network. This will be an agenda item for a meeting later in 2019.	8. Secretariat to include agenda item for a meeting later in 2019 for discussion about the Ko Tātou campaign, and 4.7 million project.
6	**Statement of Current Biosecurity Science, Research and Technology Priorities** 6.1 Naomi Parker joined the meeting and provided an update on the Statement. She noted that although work has gone well, completion has been delayed due to resourcing constraints. The Steering Group will be provided the final version for sign off in June. It will include proposed next steps to ensure it gets pushed out to and used by the right audiences.	
7	**Report on social licence in biosecurity** 7.1 Jonathan Rudge spoke to his paper. The Steering Group held a wide ranging discussion on the merits of the proposed work and the challenges of club funding it. Overall there was not agreement to proceed as set out in the papers and the Steering Group agreed: a. That the Secretariat be asked to go back to the Royal Society of NZ and provide an indication that full funding is not assured, so what other options can they suggest. The RSNZ will also be asked to confirm that the proposal covers what happens when social licence is not gained or is lost. b. The Secretariat will informally approach the Biological Heritage National Science Challenge to gauge their interest/capacity to contribute to the project. c. GIA signatories (and maybe others) will be approached about alternate funding options. d. To schedule a further discussion as an agenda item for the June meeting.	9. Jonathan Rudge to liaise with the Royal Society of NZ, James Buwalda, and Steve Rich about the proposed agreed next steps.
8	**Biosecurity summit – early planning** 8.1 The Steering Group discussed options for planning the first summit as set out in the Implementation Plan. They agreed that the event should be aligned with the Biosecurity Awards in November 2019, and held the same day, or day after the awards. In principle, the Steering Group agreed that the summit should include the opportunity to learn from the nominees and winners of the Biosecurity Awards and also to provide the vehicle for engaging with the wider Biosecurity 2025 'workforce'. 8.2 The Secretariat was asked to refine options and report back to the June meeting.	10. Secretariat to present plans for discussion at the June meeting of how the biosecurity summit will be held in November 2019 alongside the Biosecurity Awards event.
9	**The meeting closed at 3.30.** The other agenda items (programme update, and update on biosecurity system health KPIs project) were not discussed.	

Biosecurity 2025 Implementation Planning Steering Group Meeting
22nd February 2019

Biosecurity 2025 Implementation Planning Steering Group Meeting Minutes

Date	22 February 2019, 10 am – 4 pm
Chair	Roger Smith (Co-Chair, attended 10.00-1.25; 2.40-4.00) and James Buwalda (Co-Chair) chaired parts of the meeting
Members	Kimberly Crewther (11.40), Amber Bill, Sally Giles, Richard Jaine, Graeme Marshall (12.30-4.00), Cath Wallace, Rosemarie Dawson , Steve Rich (10.00-10.20; 11.55-4.00), Rob Phillips (10.20-12.50; 1.55-4.00)
Attendees	Janet Chambers, Andrew Bell, Grace Brady, Tim Fraser, Trecia Smith (12.20-12.50, Christine Reed (1.30-1.40)
Apologies	Glenice Paine, Grant Bryden
Date of next meeting	17 April 2019

Key points, decisions and actions

Item	Key discussion and decisions	Agreed actions
1	**Administrative Items** 1.1 Minutes for 12 December 2018 meeting were agreed as a true and accurate record. 1.2 All actions from the last meeting were completed, or are agenda items for this meeting. 1.3 Richard Jaine, from Ministry of Health, was welcomed as replacing Sally Giles on the Steering Group.	
2	**Report back by members re liaison with key people in their networks to contribute to delivery of the Implementation Plan** 2. 1 Members each explained who they have spoken to and what they have learned from this. Some key points from this discussion were: a. In some sectors (e.g., science and research, regional councils) there is strong support for Biosecurity 2025. b. In other sectors there is less awareness or knowledge of Biosecurity 2025 (e.g., some of the large environmental NGOs) c. There is a need to ensure various sectors see value in engagement with Biosecurity 2025, rather than as a cost. They need to see how their activities/ interests are connected to Biosecurity 2025. This needs to be reflected in all of our discussions. 2. 2 It was agreed that this should be discussed further after the Steering Group has considered plans for establishing the stewardship council.	
3	**Opportunity to integrate vocational education for biosecurity into the proposals to reform the vocational educational system** 3. 1 The Steering Group discussed the opportunity to contribute to this review and progress vocational education for biosecurity,	1. Secretariat to work with James Buwalda to convene subgroup to provide input

	and to have the right people from across the biosecurity system participate in this. It should be broader than primary sector. 3. 2 The Steering Group agreed that it would establish a subgroup to provide input to the review, and ensure biosecurity is not omitted from that process. James Buwalda agreed to be part of the subgroup, with support by the Secretariat and with other members from outside the Steering Group. 3. 3 An update will be provided at the next Steering Group meeting on MPI's work with Massey in developing training programmes through to masters level.	to vocational education reform 2. Roger Smith to report back at next meeting on MPI's work with Massey in developing training programmes through to masters level

4	**Programme status report** 4. 1 The Steering Group agreed that the style and approach to presentation of the programme status report is suitable. 4. 2 It was agreed that the first part of the report (narrative overview of progress against the programme's key components) should convey how well the programme has gone, what have we learned, and what it means in the context of what we are aiming for. It needs to do more than simply report on what has been done. 4. 3 There is strong support for transparency and to communicate publicly about progress with programme implementation. The programme status report is at an early evolutionary stage of development, the reporting infrastructure is not yet in place, and members are not sure whether the report will provide the best vehicle for such public communication about the programme. The Steering Group agreed to consider this again at a future meeting, once the project reporting infrastructure is better established and the programme status report has matured.	
5	**Update on marine biosecurity vision work** 5. 1 Trecia Smith spoke to the paper on developing a marine biosecurity vision, noting the preceding discussion on progress and reporting was relevant to the marine area as well. 5. 2 The Steering Group agreed that a vision is not needed for marine biosecurity, and should be seen as encompassed by the biosecurity mission. The Steering Group noted it is critical that marine biosecurity is retained as a focus. Action is needed, but a separate vision statement is not needed. 5. 3 Marine biosecurity should be overseen by a marine-focused group. Action will need to build on foundational work that is already underway across the system. How this would be achieved was not resolved. However, it was noted that MPI was undertaking work to understand how it would progress its marine commitments under the Implementation Plan but this was subject to resourcing. 5. 4 In the meantime, some work is being progressed by regional councils on an inter-regional marine strategy. Rob Phillips will report back to the April Steering Group meeting on this.	3. Rob Phillips to report back at next meeting on progress by regional councils.

6	**Further discussion on ways industry and others could incorporate MPI's list of high priority organisms as part of communications and an education platform** 6.1 Christine Reed provided an update on this work, and planned next steps. They have a work plan for the next six months, and there will be continuous improvement of the tool over the next year and a half. The Steering Group were interested to see that matters beyond primary industries, such as cultural and environmental impacts, are being taken into account. The advantages of a tool like this is that it can be applied across a range of decisions, and be used to influence behaviours. The Steering Group will receive a further update on this work at a future time.	
7	**Discussion about establishing the biosecurity stewardship council and first year work programme** 7.1 The Steering Group considered and discussed the papers. Key points agreed from this discussion included: 7.2 The biosecurity stewardship council draft terms of reference (TOR) should be amended to reflect the feedback discussed at the meeting. 7.3 The TOR should be provided to the Minister for Biosecurity in advance of his handover meeting from the Biosecurity Ministerial Advisory Committee on 14 March. At that meeting, the Minister should be asked whether he agrees with proceeding with establishing a stewardship council in accordance with what is set out in the TOR. 7.4 James Buwalda agreed to work with the Secretariat to amend the TOR to reflect the above proposed amendments, and that this will be circulated to the Steering Group out of session, in time to be provided to the Minister. 7.5 MPI will prepare a short briefing to accompany the TOR for the Minister. 7.6 Department of Conservation staff will liaise with MPI drafters of the briefing to enable them to prepare something similar for the Minister for Conservation.	4. James Buwalda to work with Secretariat to amend draft TOR. Steering Group to provide feedback out of session over the next week.
8	**Other business** 8.1 It was noted that Tim Fraser will be leaving MPI at the end of February, and the Steering Group wanted to acknowledge the contribution he has made to the programme. The Steering Group agreed to send a message acknowledging and thanking him.	

Biosecurity 2025 Implementation Planning Steering Group Meeting
12 December 2018

Biosecurity 2025 Implementation Planning Steering Group Meeting Minutes

Date	12 December 2018, 10 am – 4 pm
Chair	Roger Smith (Co-Chair)
Members	James Buwalda (Co-Chair), Kimberly Crewther, Amber Bill, Sally Giles, Graeme Marshall (10 am-10.50 am, 11.55 am-3.30 pm), Cath Wallace, Rosemarie Dawson
Attendees	Janet Chambers, Andrew Bell, Clare Fraser, Catherine Coombs, Shelley O'Neill, Jonathan Rudge (from 10.30 am), Christine Reed (10 am-10.50 am), Naomi Parker (3.05-3.40 pm)
Apologies	Rob Phillips, Glenice Paine, Steve Rich, Grant Bryden
Date of next meeting	22 February 2019

Key points, decisions and actions

Item	Key discussion and decisions	Agreed actions
1	**Administrative Items** 1.1 Minutes for 1 October 2018 meeting were agreed as a true and accurate record. 1.2 All actions from the last meeting are completed. 1.3 Matters arising: Christine Reed attended to provide an update on the work on MPI's list of high priority organisms. There was interest in exploring ways to use the list (or other organisations' lists) as an education platform, and to incorporate interventions as part of communications. It was agreed that further discussion about this should be on the agenda for the next Steering Group meeting. In the meantime, Christine will speak to Steve Rich (because he was not there to contribute to the discussion) about his views on this.	1. Christine Reed to discuss with Steve Rich use of MPI's list of high priority organisms as an education platform.
2	**Programme Status Report** 2.1 The Steering Group discussed how well the format of the report and the nature of information provided will serve the Group's needs. It was agreed that in future the report will show: a. Who is involved in or leading each project and where resource is coming from, where this is known. b. Projects not currently being undertaken, but signalled in the Implementation Plan to be progressed during 2019. c. Progress against key components of the work programmes as articulated in the Implementation Plan. 2.2 It would be useful to see how projects are linked, and how participants are inter-related across projects, to enable potential synergies to be identified. Further thought will be given on how to provide this information.	2. Secretariat to revise the format and content of the programme status report to reflect the Steering Group's suggested amendments.
3	**Biosecurity 2025 key work elements at stewardship/ oversight level for 2019**	3. Steering Group members will liaise with some key people in their

	3. 1 The Steering Group discussed how to ensure we maintain momentum, drive delivery of the programme, and harness people and resources to contribute to this.
	
	 3. 2 Some significant achievements to date were articulated as evidence that may provide impetus to get others on board to contribute, for example:
	    a. This Is Us: Business Pledge of Commitment to New Zealand Biosecurity
	    b. Marine vision
	    c. Primary ITO micro credentialing
	    d. Statement of Biosecurity Research, Science and Technology Priorities
	    e. Tauranga Moana Biosecurity Capital
	    f. Ko Tātou This Is Us campaign
	
	 3. 3 It was agreed that by the time of the next Steering Group meeting, Steering Group members will liaise with some key people in their networks to find out how they are going to contribute to achievement of what is set out in the Implementation Plan. Potential sectors/people that Steering Group members will try to liaise with were listed as:
	    James Buwalda – science organisations
	    Rob Phillips – regional councils
	    Steve Rich – GIA
	    Cath Wallace – NGOs / academics
	    Graeme Marshall – KPMG
	    Rosemarie Dawson – Supply chain / ports / airports
	    Amber Bill – partners with DOC, e.g., NEXT, Predator Free NZ
	 Graeme will liaise with Rob, and James and Roger will liaise with Steve to explain to them about what was discussed at the meeting about this task.
	
	 3. 4 Sally Giles explained that she will probably be unavailable to continue participating as a member of the Steering Group in the new year, and asked whether the group would like for there to be someone else from Health to join the group in her place. It was agreed that this would be highly valued, because of the importance of human health as part of the biosecurity system. Sally will discuss this within the Ministry of Health to try to find a person to replace her.
		networks to find out how they are going to contribute to achievement of what is set out in the Implementation Plan by next Steering Group meeting (22 Feb). Graeme Marshall will liaise with Rob Phillips, and James Buwalda and Roger Smith will liaise with Steve Rich to explain to them about what was discussed at the meeting about this task.
		
		 4. Sally Giles will try to find a person to replace her on the Steering Group from the Ministry of Health.

4	**Biosecurity Forum** 4.1 The Steering Group shared feedback and thoughts about the Forum. The level of engagement was high and the speakers were very good, but there was not a sense of a clear path forward to leverage the goodwill. It was felt the sessions could have been more interactive, more cross-pollinating of ideas, and better use could have been made of the outcomes from the workshops. Some felt the prominence of Biosecurity 2025 should have been higher, and the launch of the Implementation Plan should have been on day one rather than day two. 4.2 There will be a biosecurity awards ceremony in 2019 but not a full Biosecurity Forum. It may be an opportunity to engage in wider strategic discussions at that time, and the event may be	

	able to dovetail or integrate with other biosecurity-related events planned for 2019.	
5	**Update on marine vision** 5.1 Most of the discussion on this was postponed until the next meeting, but a couple of questions were raised and briefly responded to regarding next steps for the marine biosecurity vision work, and greater clarity about this will be reflected in the next programme status report.	5. Secretariat to provide greater clarity about the status of the marine vision work in the next programme status report.
6	**Statement of Biosecurity Research, Science and Technology Priorities** 6.1 Naomi Parker discussed the paper, explained next steps, and responded to questions. The Steering Group was very supportive of the work achieved to date. 6.2. James Buwalda agreed to lead work to drive delivery of next steps and will liaise with Naomi about this.	6. James Buwalda will lead work to drive delivery of next steps, and will liaise with Naomi Parker about this.
7	**Review of Biosecurity 2025** 7.1 The paper was discussed about the proposed review to be undertaken in 2019. The Steering Group felt it would be better to devote scarce resources to programme delivery rather than programme review at this stage. Development of system health KPIs and measures, and establishment of a monitoring and evaluation framework are higher priority activities for 2019. It was also felt that next year will be too soon to review goals and outcomes. 7.2 It was agreed therefore that the review of Biosecurity 2025 will not be undertaken in 2019. Such a review could possibly be undertaken in 2022.	

Biosecurity 2025 Implementation Planning Steering Group Meeting
1st October 2018

Biosecurity 2025 Implementation Planning Steering Group Meeting Minutes

Date	1st October 2018, 10 am – 4 pm
Chair	Roger Smith
Members	Kimberly Crewther, Grant Bryden, Amber Bill (arrived 10.50 am), Glenice Paine, Sally Giles, James Buwalda, Graeme Marshall, Steve Rich (left 11 am returned 1 pm), Rob Phillips (left 10.10 am), Cath Wallace
Attendees	Janet Chambers, Lisé Hutcheon, Andrew Bell, Jonathan Rudge, Tim Fraser, Catherine Coombs, Jo Darby, Christine Reed
Apologies	Rosemarie Dawson
Date of next meeting	12 December 2018

Key points, decisions and actions

Item	Key discussion and decisions	Agreed actions
1	**Administrative Items** 1.1 Minutes for 28th and 29th August meeting were agreed as a true and accurate record. 1.2 All actions from the last meeting are completed, or ongoing.	

2	**Biosecurity Stewardship Council** – this was an additional item added to the agenda on the day
	2.1 The Steering Group discussed the meeting with Minister O'Connor on Thursday 27th September which particularly focused on the proposed establishment of a biosecurity stewardship council, and the role it could play. The Minister accepted the concept of such a council in principle, but wants more explicit advice on how it would be configured, and what it would do.
	2.2 The Steering Group agreed to provide the Minister will an aide memoire with three attached brief documents:
	  o Key elements of the Implementation Plan (the five programmes of work and catalyst activities)
	  o Description of the biosecurity stewardship council
	  o Draft whole-of-system outcomes and KPIs
	2.3 Within this suite of documents to the Minister, the following matters should be covered:
	  o A description of the biosecurity system and its breadth
	  o The role and reach of the council, its connectedness, mana and influence
	  o What the council will do, what it will achieve, its outputs, its value
	  o Weaknesses of current system (that Biosecurity 2025 will remedy)
	2.4 The documents will be prepared and circulated as soon as possible to Steering Group members for review and comment, in advance of providing it to the Minister on 12 October.
		1. Secretariat to circulate notes from Steering Group/Minister meeting 27th Sep.
		
		2. Circulate draft documents on the stewardship council, Implementation Plan and KPIs for review by Steering Group members before providing them to the Minister for Biosecurity on 12 October.

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3	**Key project updates** 3. 1 The Steering Group received an update on work to develop MPI's list of priority organisms of biosecurity concern. The methodology that has been used to develop the list over the past few years was explained, and how MPI plans to use the list. Concern was expressed at how the list is presented, and it appears to overlook ecosystems and native species. It was explained that this will be remedied in a revised version of the list that will be prepared. The list currently focuses on plants; the timing on completing a list of animals is mid/late next year. The plan is for the list to be publicly released at the Biosecurity Forum. Eventually the biosecurity stewardship council will be able to use this work, draw on its learnings, and consider how its scope could be broadened to be of wider use to system participants. 3. 2 The Steering Group considered the paper on KPIs. They agreed that the whole-of-system outcomes and KPIs will be shared with the Minister for Biosecurity with a view to share with attendees at the biosecurity forum. **No update was provided on agenda items** **3.2 Biosecurity research, science & technology priorities,** **or 3.4 Engagement, because of insufficient time.**	3. MPIs work on high priority organisms was presented to the Steering Group. Lists of Plant & aquatic organism of concern have been drafted for launch at Biosecurity forum. Steering Group to provide any comments back to project team via Secretariat. See Action 2.
4	**Biosecurity Forum** 4.1 Day 1 of the forum has been mostly confirmed. Day 2 has not yet been finalised. A panel discussion on global trade still requires a presenter. Any suggestions for presenters are welcome. 4.2 The Steering Group were advised that the new Director General for MPI will set the scene to ensure that Biosecurity 2025 is the focus of the forum. There was concern that there is no clear sense of partnership with Māori. The Steering Group was advised there is ongoing discussion about this. 4.3 The Steering group showed concern over the lack of inclusion of regional councils when they are heavily invested in biosecurity. 4.4 A proposal was made for a breakfast round table on Day 2 of the forum. This was declined. The Steering Group were, however, happy to meet with Biosecurity Communication Network members for an evening event. 4.5 The Steering Group meeting scheduled for 13th November will be re-scheduled to allow for a full day meeting.	4. Steering Group to provide any suggestions for presenters to project team via the Secretariat. 5. Communications to talk to Steering Group: re greater involvement of regional councils 6. Secretariat to re-schedule November Steering Group meeting.
5	**Steering Group role, including chair/co-chair** 5.1 Following on from the last Steering Group meeting, it was agreed that the Steering Group will have a co-chair and that James Buwalda will fill that position. The co-chair will contribute to agreeing the agenda, act as chair when the other co-chair is unavailable, and will appear at times in public fora or meetings with the Minister for Biosecurity.	
6	**Implementation Plan** 6.1 It was agreed that the full Implementation Plan as previously considered by the Steering Group (subject to amendments to reflect further ideas about the biosecurity stewardship council) will be made available to attendees at the biosecurity forum in November. Key elements of the Implementation Plan will be	7. Secretariat to prepare high level hard copy Implementation Plan to be given to attendees at the forum.

| | shared with the Minister for Biosecurity in mid-October, with the aide memoire (as described above).

6.2 A high level hard copy Implementation Plan will be given to attendees at the forum providing them with a way to access more detailed information about the plan electronically. | |

Biosecurity 2025 Implementation Planning Steering Group Meeting
28th & 29th August 2018

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	28 & 29 August 2018
Chair	Nick Maling. Glenice Paine was acting Chair 10 am-1pm on 29 August.
Members	Glenice Paine, James Buwalda, Graeme Marshall, Steve Rich, Cath Wallace, Rosemarie Dawson, Kimberly Crewther, Grant Bryden, Amber Bill, Rob Phillips (on 29 August)
Apologies	Sally Giles
Attendees	Jonathan Rudge, Janet Chambers, Tim Fraser, John Walsh, Catherine Coombs, John Walsh, Trecia Smith, Shelley O'Neill
Date of next meeting	1 October 2018, 10 am to 4pm

Key points, decisions and actions

No.	Key discussion and decisions	Actions
1.	**Administrative items** 1.1 Minutes for 27 July meeting were agreed as true and correct record. Previous discussion about pushing risk offshore is covered by last bullet under 3a.1. 1.2 All actions from last meeting are completed (or are on track). 1.3 The group discussed putting all the Steering Group minutes online (on the Biosecurity 2025 website). The secretariat will compile and review the papers, and then check with Steering Group members before they get posted.	1. Secretariat to arrange for Steering Group meeting minutes to be posted to the Biosecurity 2025 website.
2.	**Audio-visual presentation on 'Ko Tātou - This Is Us'** 2.1 The Steering Group saw the presentation, followed by discussion on what the planned media campaign will entail, and what the Steering Group can do to support the campaign. 2.2 There was strong support for the presentation. 2.3 Steering Group members will be provided with a pack of information to use as they wish. 2.4 The Steering Group requested practical support for early adopters of 'Ko Tātou – This Is Us'. It was agreed that John Walsh will work with Kimberly Crewther, Rosemarie Dawson, Graeme Marshall to consider how the campaign will reach corporate audiences and industry, be supported by select operational metrics, and determine what is needed to enable early adopters to take action. 2.5 The Steering Group agreed to formally acknowledge the efforts	2. Secretariat to provide Steering Group members with 'Ko Tātou - This Is Us' pack, including a PowerPoint presentation for them to use as they wish. 3. John Walsh to work with Kimberly Crewther, Rosemarie Dawson, Graeme Marshall to plan how campaign will support early adopters to take action. 4. Steering Group to

	of the Strategic Direction 1 working group in the development of the campaign. 2.6 The presentation will be publicly available on YouTube from 27 September. If Steering Group members want to use material in advance, requests can be directed through the Secretariat.	formally acknowledge the efforts of the Strategic Direction 1 working group in the development of the campaign.
3	**Programme update** 3.1 Steering Group members received a brief presentation on the two status reports.	
4.	**Possible operating model to deliver Biosecurity 2025** 4.1 James Buwalda spoke briefly to his paper. Members explored issues related to leadership, governance, and shared responsibility for delivery of Biosecurity 2025. It was agreed that the conversation on this would inform the group's discussion on the next agenda item.	
5.	**Governance** 5.1 Steering Group members discussed the papers provided. It was agreed that system stewardship and kaitiakitanga were more appropriate terms, to be clear that arrangements will not cut across participants' responsibilities to organisational and/or legislative requirements. Stewardship is about system oversight and convening the network of networks. 5.2 Stewardship/kaitiaki arrangements would include: • the previously-agreed six core system functions • the Strategic Direction 4 working group's articulation of 'what success would look like' if the Biosecurity 2025 Strategic Direction 4 goals and outcomes were met • Taking a long term strategic view of the system • Working in partnership with the Minister for Biosecurity, Biosecurity New Zealand, Māori, and other stakeholders to convene participants at national, regional and local levels • State of biosecurity reporting • Freedom to drive public debates on issues central to the system • Being broadly accountable to government and ministers, to system participants, and the public for delivery of the strategic vision • Owning 'Ko Tātou - This Is Us' going forward • Being recognised, accepted and enduring • Fostering a culture of openness, transparency, shared responsibility and trust • Supporting cohesiveness and alignment between parts of the system • Advocacy for the system. 5.3 For the purposes of the draft Implementation Plan, the new proposed arrangements will be referred to as the biosecurity	5. The Chair will liaise with the office of the

	stewardship council. 5.4 Next steps for this will be to incorporate the above into the Plan, and for the Steering Group to meet with the Minister for Biosecurity to discuss the draft Plan and proposed stewardship arrangements, and discuss his comfort with the proposed approach.	Minister for Biosecurity to arrange a meeting – including some Steering Group members – to discuss the draft Plan and proposed stewardship arrangements.
6.	**Implementation Plan** 6.1 The Steering Group first considered the overall structure of the Plan around big ideas. Following extensive discussion, the group agreed the Plan will be amended as follows: • There will now be two big ideas: Creating a Movement, and Enabling a Network of Networks; these will be presented at the beginning of the Plan. • The Enabling a Network of Networks will integrate the results of the discussion on a possible operating model, a biosecurity stewardship council, and monitoring and evaluation. • The big ideas will enable, support and drive the programmes of work. • The former big ideas will be presented as programmes of work. • The document will be made more succinct. The purpose of the Plan is principally to support the stewardship arrangements to drive programme delivery, and for biosecurity practitioners and decision-makers who will work with it. It therefore does not need much narrative about context and background. Additional material will be developed to support specific audience needs. • Cross-cutting themes (or perspectives): It was agreed that the Plan document will incorporate only the four A3 illustrations (for global biosecurity, Te Ao Māori, marine biosecurity, and climate change) and a brief narrative explaining the purpose and process (holistic view, gap analysis). Further materials will be constructed as required. • Steering Group members are to provide any additional suggested amendments to the Secretariat.	6. Steering Group members to provide any additional suggested amendments to the Secretariat.
7	**Engagement by Steering Group on Implementation Plan** 7.1 The Steering Group discussed the draft engagement plan, and how they anticipate participating in engagement activities. They agreed: • Engagement on the Implementation Plan: Its purpose will be to test elements of the Plan (rather than the whole Plan) with particular key audiences, to gauge whether the Plan is fit for purpose. • We will need different messages for different audiences.	

	• Steering Group members will use opportunities as they arise to engage with their networks on the draft plan. • The Secretariat will prepare a template as the starting point for analysis of audiences for Steering Group members. The template will show who is captured by members' networks, what audiences members are likely to be involved with, and which audiences need to be addressed.	7. Secretariat to prepare template as starting point for analysis of audiences
8	**Role of Steering Group** 8.1 The Steering Group considered the paper and discussed its own role in the context of the foregoing discussion on an operating model, system stewardship, and the Implementation Plan. The group agreed • Their focus will be on finalising the Implementation Plan, including advancing establishment of the stewardship council, and getting catalyst activities underway. • They will continue to participate on the Steering Group with such focus through to end of June 2019, with a review of their activities three months prior to that (end of March 2019). • The Chair undertook to report back to the group on reviewing funding arrangements for participation on the Steering Group, and to ensure consistency of approach. • After discussion about a possible co-chair arrangement, the Chair agreed to get back to the group next week on how to progress this.	8. The Chair to report back to the group on potential for covering costs of members to participate on the Steering Group, and to ensure consistency of approach. 9. The Chair to report back to the group on co-chair arrangements by 7 September.
9	**Next steps and close** 9.1 The Steering Group will receive a revised version of the draft Implementation Plan as soon as the Secretariat can produce it. Feedback will be invited by email. 9.2 A meeting will be arranged for the end of September with the Minister for Biosecurity and members of the Steering Group to discuss the draft Implementation Plan and proposed biosecurity stewardship council. 9.3 A teleconference will be organised with the Steering Group before the meeting with the Minister to enable the members to have a unified view on what to discuss with the Minister. 9.4 The next Steering Group meeting on 1 October will focus on what the group thinks the government should invest in, what that investment will deliver, why it is critical, and what New Zealand will get as a result. It will need to inform a sound business case, with year-by-year priorities.	10. Secretariat to arrange teleconference for the Steering Group for mid-to-late September.

Biosecurity 2025 Implementation Planning Steering Group Meeting
27th July 2018

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	27 July 2018
Chair	Nick Maling
Members	James Buwalda, Graeme Marshall, Steve Rich, Cath Wallace, Rosemarie Dawson, Kimberly Crewther, Grant Bryden, Amber Bill (from 1.30 pm), Sally Giles (from 2.20 pm)
Apologies	Glenice Paine, Rob Phillips
Attendees	Lisé Hutcheon, Claudia Recker, Jacob Ennis, Jonathan Rudge, Janet Chambers, Tim Fraser, John Walsh, Ciara Murphy
Guests	From Science Working Group (for Agenda item 2) – Nigel Taptiklis, Andrea Byrom, Lily Li, Naomi Parker
Date of next meeting	28th and 29th August 2018, 10 am to 4pm *Note changed venue:* The Terrace Conference Centre, 114 The Terrace, Wellington, Te Aro, Room 4

Key points, decisions and actions

No.	Key discussion and decisions	Actions
1.	**Administrative items** 1.1 Minutes for 11 June meeting were agreed as true and correct record. All actions from last meeting are completed (or are on track) except as discussed later in the meeting.	
2.	**Biosecurity research, science and technology priorities update** 2.1 Naomi Parker presented an update on preparing the statement of priorities. The work on the Statement has already provided meaningful input to the review of the National Science Challenges. 2.2 When complete, the Statement will provide the basis for development of a system-wide biosecurity science plan. 2.3 The Steering Group indicated comfort with the progress being made, and the efforts to build a more aligned approach to investment in science, research and technology. 2.4 The Steering Group will review progress in October, and the Statement is expected to be launched in early 2019.	

3a.	**Draft Implementation Plan – comments on overall Plan**	
	3a.1 Members were generally supportive of how the Plan is framed and its contents thus far (in the knowledge that this is still an early draft), with some particular concerns, suggestions and thoughts about how it can be improved. Some key points from the discussion included:	
	• The 'bulls eye' diagram was discussed which illustrates who the targeted users will be of the Implementation Plan: biosecurity practitioners, people who are already 'invested' in the system – not the general public.	
	• The Implementation Plan will need to be made tangible and real for these users; incorporating a time dimension for the planned activities will assist with this.	
	• The Direction Statement sets out that the first progress review for Biosecurity 2025 will be in 2019, but this now seems too soon for a review.	
	• Greater emphasis needs to be given within the Plan about identifying and managing biosecurity risks at the earliest intervention point, in many cases before reaching New Zealand.	

3b.	**Draft Implementation Plan – Workshop on big ideas, engagement & catalyst projects**	
	3b.1 The workshop on big ideas explored what the ideas would mean for Steering Group members' organisations/ constituencies, how they might make use of them, and what we can expect organisations to contribute to the ideas.	
	3b.2 The workshop also explored whether the catalyst activities suggested in the Plan are the right ones, and whether additional ones might be needed.	
	3b.3 The notes from the session will inform the further development of the Implementation Plan, for consideration by the Steering Group at their next meeting in August.	
	3b.4 The workshop session on engagement did not happen, as we ran out of time. It will be on the agenda for the next meeting.	
	3b.5 At the end of the workshop, the catalyst activities were reviewed to consider which ones at this stage appear to be sufficiently important, and well enough formed/articulated, for the Steering Group to signal they would like to see investment made in them. The ones identified for this were:	
	• Establish a biosecurity common data infrastructure and information sharing environment. Underpinned by the NZ Organism Register (NZOR).	

- Develop phase two of the biosecurity intelligence function – to expand MPI's intelligence functionality to be linked with and shared across the system.

3b.6   Other catalyst activities that probably merit investment, but need further consideration and more clarity (and will be reviewed at a later time) include:

- An advisory/linking functionality to develop capability and transfer knowledge to communities (e.g., supported by regional councils, industry advisors, National Biosecurity Capability Network, DOC, and others), the 'human face' of Bionet.

- Marine biosecurity investment in infrastructure and resources needed to manage marine biosecurity, including marine pathway management strategy; facilities and equipment for vessel inspection, treatment and maintenance; and aquaculture data infrastructure for responses.

- Māori participation capability and capacity activities (as set out in the draft Plan).

- System map of biosecurity system people and resources, and system monitoring of KPIs (as set out in the draft Plan).

| 4. | **Governance** | |
| | 4.1 Steering Group members discussed the paper and felt that it needs to incorporate advice on preferred options for delivery of the core system functions to strengthen the biosecurity system. The Steering Group wants to review and discuss the advice it received from the Strategic Direction 4 working group about possible options. It was agreed that this will be discussed at the next Steering Group meeting, and many felt at least half a day should be devoted to this discussion. | |

5.	**Steering Group's role**	
	5.1 The Steering Group only briefly discussed this. It will be discussed more fully at the next meeting. Some points raised during this discussion:	
	• Nick Maling commented on advice/comments he has received from Steering Group members as he has had conversations with most of them individually. These comments included:	
	– The Steering Group was established principally for planning purposes, now the programme is moving towards implementation, and it is timely to review the group's terms of reference.	

	– The Steering Group would like to do more 'heavy lifting', more strategic thinking and input, not just comment on the work of others. – Members would like greater clarity from each discussion on key messages to communicate back to their networks. – There is quite a lot of diversity of opinion about the role of the group, and how it should work in future. • James Buwalda spoke briefly about a possible operating model for Biosecurity 2025 that he has been thinking about, to convene and leverage commitments from among a range of players, help drive programme delivery, and energise the 'coalition of the willing'. He will work with the Secretariat to bring his ideas to the next Steering Group meeting for further consideration.	1. James Buwalda to work with the Secretariat to support discussion by the Steering Group at the next meeting on a possible operating model to deliver Biosecurity 2025.
6	**Programme update** 6.1 Grant Bryden spoke to the two status reports. He commented that in addition to the resourcing identified in the report, there is one more dedicated analyst (Jonathan Rudge) who will be part of the secretariat this year. 6.2 John Walsh provided an update on the launch of the 'This Is Us' campaign. He said that work on the branding has been completed, and that the campaign is anticipated to be launched in late September. 6.3 John also spoke briefly about the launch of the Implementation Plan at the Biosecurity Forum on 12-13 November. He said Tim Fraser will circulate an update out of session to the Steering Group on plans for the Forum.	2. Tim Fraser to circulate an update out of session to the Steering Group on plans for the Biosecurity Forum.
7	**Key messages** 7.1 The Secretariat will circulate key messages as soon as possible following the meeting.	3. Secretariat to circulate key messages as soon as possible.
8	**Next steps and close** 8.1 The Steering Group agreed that the time for the next meeting should be extended to enable the agenda to include: • The revised draft Implementation Plan • A workshop on engagement on the Implementation Plan • A workshop on governance • The role of the Steering Group • A possible operating model to deliver Biosecurity 2025	4. Secretariat to arrange for extended Steering Group meeting for August.

Biosecurity 2025 Implementation Planning Steering Group Meeting
11th June 2018

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	11 June 2018, 12.00 pm-4.30 pm
Chair	Glenice Paine
Members	Cath Wallace, Sally Giles, James Buwalda, Graeme Marshall, Rob Phillips, Kimberley Crewther, Amber Bill, Steve Rich (until 2.00 pm), Grant Bryden (1.50-2.20 pm)
Apologies	Rosemarie Dawson, Roger Smith, Nick Maling
Attendees	Andrew Bell, Janet Chambers, Frances Lane Brooker, Jonathan Rudge, Jacob Ennis, Lisé Hutcheon, Catherine Coombs, Tim Fraser, Sara Clarke
Guests	From Science Working Group (for Agenda item 2) – Ian Ferguson, Nigel Taptiklis, Andrea Byrom, Nick Waipara, Naomi Parker
Date of next meeting	27 July 2018; time TBC *(members have requested a longer duration for the next meeting and to begin in the morning, given its likely very full agenda)* Fusion Meeting and Events, 85 The Terrace, Level 4, Wellington

Key points, decisions and actions

No.	Key discussion and decisions	Actions
1.	**Administrative items** 1.1 Minutes for 10 May and 30 April meetings were agreed as true and correct records.	. Include system governance discussion as agenda item for the next meeting, which should be extended to begin in the morning [Secretariat]
	1.2 It was agreed that discussion on governance will be postponed to the next meeting.	
	1.3 A quick update was given on the baseline research for Strategic Direction 1 and on the launch of the website for 'This Is Us', which is scheduled for the week of 23 July.	. Circulate the URLs for the 'This Is Us' website and web content to accompany them, in advance of the launch [Secretariat]
	1.4 The Steering Group would like access to the two URLs for the website (thisius.nz and biosecurity2025.nz) and potential web content to accompany the URLs in advance of the launch so that members can incorporate the URL into other sites in advance of the launch.	
	1.5 The Steering Group asked for the Minister for Biosecurity's feedback on the 'This Is Us' campaign. Tim Fraser will circulate.	. Circulate feedback from Minister for Biosecurity on 'This Is Us' briefing [Tim Fraser]
	1.6 The terms of reference for the project to develop biosecurity system health KPIs, were sent to Steering Group members for consideration out of session. Feedback is sought 17 June.	

	Programme Planning & Support, and Programme Implementation <u>dashboards and timeline</u> 1.7 It was requested that the dashboards have a section to track the priorities communicated to the Minister for Biosecurity. Co-chair discussion – 1.8 The potential for a co-chair of the Steering Group was discussed. The group did not reach a consensus and discussion will resume at the next meeting. The Secretariat will summarise the discussion and advise potential process for appointment at the next meeting. Discussion about programme team resources 1.9 The Steering Group raised concerns that the programme was not adequately resourced. 1.10 Biosecurity 2025 remains a priority for the Minister and MPI. MPI noted current funding expires end of June 2018 and future resourcing was being reprioritised internally. The Steering Group requested assurance from MPI about resourcing prior to the next meeting, and Glenice Paine agreed to raise the Steering Group's concerns directly with Nick Maling.	. Provide feedback to Janet Chambers on draft TOR for the system KPI project by 17 June [Steering Group members] . Include new section in programme dashboards to track progress of priorities communicated to the Minister for Biosecurity [Secretariat] . Co-chair discussion as agenda item for the next meeting [Secretariat] . Report back on resourcing to be circulated before next meeting on 27 July [Secretariat]

2.	**Biosecurity research, science and technology priorities update** 2.1 Ian Ferguson presented an update on the work to date of the Science Working Group, and their approach to delivering research, science and technology priorities for biosecurity. 2.2 Steering Group members offered support to address all areas including community and human health needs. 2.3 The Steering Group asked to be provided with a list of who has been engaged in the project to date. Ian will provide this. 2.4 Steering Group members are invited to share ideas on the approach to the Science Working Group between now and the next Steering Group meeting. 2.5 A draft consultation paper will be provided to the Steering Group for approval at the 27 July meeting.	. Discuss the science priorities project engagement with Cath Wallace, and human health with Sally Giles. [Ian Ferguson] . Provide the Steering Group with a list of who has been engaged in the science priorities project to date. [Ian Ferguson] 1. Steering Group members to provide any ideas to the Science Working Group [Steering Group members, via the Secretariat] 2. Provide consultation draft with Steering Group for

		approval at 27 July meeting [Ian Ferguson]
3.	**Pulling together an Implementation Plan** 3.1 The Steering Group was provided with information about the proposed approach and structure of the Implementation Plan, and how engagement is planned to be undertaken as part of that. 3.2 Members were supportive of the structure, and generally supportive of the approach. 3.3 Some key points from the discussion included: • The Implementation Plan should make it more evident why each 'big idea' is critically important and potential barriers. • Concern was raised about the level of engagement on the developing plan, and an event for Steering Group members to present progress was requested for July. • The Steering Group noted the timeframe and discussed what was essential for the August deadline and what could be delivered later to provide space for consultation and buy-in. The Secretariat will provide potential new timeframe for consideration. 3.4 The Steering Group adopted the recommendations in the Implementation Plan proposal paper: **Agree** that the Implementation Plan will be structured around a series of 'big ideas' which are based on major transformational programmes from each Strategic Direction's work plan **Note** that some limited engagement will be undertaken while the Implementation Plan is being developed, and that ongoing collaboration and engagement will be the central pillar of the Implementation Plan.	. Report back to Steering Group on organising an engagement event in early July [Secretariat] . Revised timeframe proposal to be included in Implementation Plan agenda item at next meeting [Secretariat]

	Note that a draft of the Implementation Plan will be completed and presented to you at your July meeting.	

4.	**Cross-cutting themes** 4.1 An analysis of cross-cutting themes was presented to the Steering Group along with a proposed approach to addressing them in the Implementation Plan. The Steering Group noted general comfort but further discussion was requested for human health and community.	14. Liaise with Cath Wallace and Sally Giles about how the cross-cutting themes for community and human health should be incorporated into the Implementation Plan [Secretariat]

5.	**Public messaging around announce-ables** 5.1 This was incorporated as part of discussion for the next agenda item.	

6.	**Programme Communications Update** 6.1 The Steering Group received an update on programme communications, and discussed a range of issues arising. Draft pamphlet for stakeholder engagement 6.2 The Steering Group briefly discussed the pamphlet, and suggested minor amendments to wording, particularly including the 'big ideas' and regarding strengthening the call to action. Acknowledgement of working group members 6.3 Suggestions were made about draft letters including reference to the four 'big ideas'. Implementation Communications Plan 6.4 The Steering Group were comfortable with the plan but noted need for supporting face-to-face communication. Press release 6.5 The Steering Group wants to send out a press release timed to follow as soon as possible after the Minister's public announcement – which is understood to follow Fieldays. A draft press release will be prepared and circulated soon. Production of a Biosecurity booklet 6.6 The production of a Biosecurity booklet was discussed as an alternative to re-issuing the Direction Statement (which is regarded as a substantive foundational document that should not be amended). The booklet would be bi-lingual in English and te reo Māori. It would include the values, principles, goals and outcomes from the Direction Statement, and would be	. Circulate amended acknowledgment letters to reflect the feedback, and to incorporate the 'big ideas' [Secretariat] . Circulate amended pamphlet to reflect the feedback, and to incorporate the 'big ideas' [Secretariat] . Adapt and update the communications resource kit for the Steering Group after the 'This Is Us' launch, and again after the Implementation Plan is launched [Secretariat] . Circulate a draft press release as soon as possible [Secretariat] . Provide a draft Biosecurity booklet for

designed to be attractive and appealing to a wide range of audiences. The Steering Group was comfortable with this, suggested some tweaks to the language. The Secretariat will develop the concept further and provide a draft for consideration at the next meeting.	consideration at the next meeting [Secretariat]
Joint Graduate Students (Biosecurity and Biodiversity) at Auckland University 6.7 It was noted that engagement with the University of Auckland Joint Graduate Students included discussion on science research and technology priorities, and that that opportunities for graduate research should be identified/earmarked in some way to take back to the various graduate school programmes. 6.8 The Steering Group adopted the seven recommendations in the Programme Communications Update paper.	20. Liaise with Biosecurity Science Working Group about identifying opportunities for graduate research [Secretariat]

7	**Key messages** 7.1 There were no key messages from the meeting that the Steering Group wanted to record here.	

Details of next meeting

Date	27 July 2018	**Time**	10.00am – 5.00pm
Venue	Fusion Meetings and Events, 85 The Terrace, Level 4, Wellington		

Minutes approved:

Roger Smith, Click here to type Date

Biosecurity 2025 Implementation Planning Steering Group Meeting

10th May 2018

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	10 May 2018, 11.30 am-12.30 pm
Chair	Roger Smith
Members	Cath Wallace, Sally Giles, Glenice Paine (by phone), James Buwalda (by phone), Graeme Marshall (by phone), Rob Phillips (by phone, for part of meeting)
Apologies	Steve Rich, Rosemarie Dawson, Kimberley Crewther, Amber Bill, and Grant Bryden
Attendees	Janet Chambers (SD4 Lead), Frances Lane Brooker (Programme Manager), Jonathan Rudge (SD2 and SD5 Lead), Jacob Ennis (SD3 Lead), Lisé Hutcheon (Strategic Communications), Stacey McCarthy (Programme Support)
Date of next meeting	11 June 2018; 12 – 5pm Fusion Meeting and Events, 85 The Terrace, Level 4, Wellington

Key points, decisions and actions

Item	Key discussion and decisions	Actions
1.	**Welcome** It was explained that the purpose of the meeting was to consider the paper that was circulated in advance of the meeting, and agree the list of announce-able activities to be shared with the Minister, so that he can make a public announcement about them in mid-June, potentially at Fieldays. James Buwalda's contribution to development of the paper on behalf of the Steering Group was acknowledged. It was also acknowledged that comments on the paper were shared in advance of the meeting by Kimberley, Steve, Cath and James, and those comments informed the discussion. It was also mentioned that the "This is us" proposed unifying idea will be presented to the Minister for Biosecurity next week (week of 14 May).	
2.	**Discussion of priority Actions paper** Key points from the discussion included: • The activities should not be called 'priority actions' because this suggests other activities in the programme for the first two years are not priority (and it is premature to suggest this before the Steering Group has had a chance to fully consider the wider list). Instead, they could be referred to as announce-able activities for 'initial focus'.	

- The number of announce-able activities should be fewer than the 17 in the table in the paper.
- The list should make it evident that they are being led, resourced and delivered by a broad range of system participants.
- The list should reflect the breadth of values and interests in biosecurity such as Māori, biodiversity and participation (and reflect more than primary production aspects of biosecurity).
- Definitive, succinct examples of 'do-able' activities with demonstrable results should be included.
- They should be presented in a way that supports story-telling about what the programme will be delivering.

The brief for the Minister that will accompany the list should include an introductory narrative that explains the context, covering:
- Biosecurity for New Zealanders
- Biodiversity and the environment
- Inclusiveness and participation
- Future proofing and alignment to get the best outcomes.

The Steering Group agreed that the activities will be presented under two categories:

Building inclusiveness and participation

and

Improving robustness of the system.

The following activities were identified for possible inclusion in the list, subject to further assessment by the Secretariat, and then further consideration by the Steering Group:

Under 'Building inclusiveness and participation' –
- System leadership across a network of networks / role of Steering Group
- Iwi/Māori engagement and participation
- Early learning, schools and education
- Tauranga Moana - Biosecurity Capital of NZ
- Data commons empowering system participants to share data and learning, culture of openness
- Independent biosecurity unifying idea/identity/brand to make biosecurity relevant to 4.7 million people

Under 'Improving robustness of the system' –
- Science, technology and research
- Innovation
- Networks and linkages
- International linkages and exchanges
- National marine pathways plan

1. Develop draft list and circulate by email to Steering Group for agreement [Secretariat, week of 14 May]

2. Prepare draft brief for Minister for Biosecurity; circulate for agreement by the Steering Group [Secretariat, after action 1]

3. Supply brief to the Minister for Biosecurity [Chair, after action 2]

	The Secretariat will develop a draft list based on the above, and it will be circulated by email to the Steering Group for agreement during the week of 14 May. Following this, the Secretariat will prepare a short draft brief for the Minister for Biosecurity, circulated for agreement by the Steering Group. It will be supplied to the Minister by the Chair.	

Biosecurity 2025 Implementation Planning Steering Group Meeting
30 April 2018

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	30 April 2018
Chair	Roger Smith
Members	James Buwalda, Graeme Marshall, Steve Rich, Cath Wallace (by phone), Glenice Paine, Rob Phillips, Kimberly Crewther, Sally Giles, Amber Bill, Grant Bryden
Apologies	Rosemarie Dawson
Attendees	Janet Chambers (SD4 Lead), Frances Lane Brooker (Programme Manager), Lisé Hutcheon (Strategic Communications), Stacey McCarthy (Programme Support)
Date of next meeting	11 June 2018 , 12 – 5 pm Fusion Meeting and Events, 85 The Terrace, Level 4, Wellington

Key points, decisions and actions

Item	Key discussion and decisions	Actions
1.	**Administrative Items** **1.1 Minutes of the previous meeting** The minutes were agreed, subject to the following addition to paragraph 3.1.2 (re: the Steering Group's role): The Steering Group recognised that the terms of reference provide the Steering Group with the mandate to continue to drive forward the development of the implementation plan, and to oversee delivery of the implementation programme, until enduring governance arrangements are in place. This includes supporting delivery of the six core functions needed to strengthen the biosecurity system (discussed in paragraph 3.1). During the discussion of these minutes, the Steering Group decided that the Steering Group's mandate to continue to oversee delivery of Biosecurity 2025 should be communicated widely to system participants, to support public confidence in continued momentum for the programme. **1.2 Implementation planning dashboard and timeline** The implementation planning dashboard and timeline were not discussed. **1.3 Other matters** The Steering Group raised questions about the planned scope and purpose of the reissued Direction	1. Communicate the Steering Group's ongoing mandate and intention to oversee delivery of Biosecurity 2025 to system participants (Secretariat). 2. Prepare and circulate information about the planned scope and purpose of the reissued Direction Statement, and how it will inter-relate with the Implementation Plan – for discussion at the next Steering Group meeting (Secretariat). 3. Prepare and circulate options for thanking working group members and for keeping them engaged in the programme – for discussion at the next Steering Group meeting (Secretariat).

		Statement, and how the document will inter-relate with the Implementation Plan. It was agreed that information about this will be provided to the Steering Group for discussion at the next meeting. The Steering Group briefly discussed how members of the working groups will be thanked, and plans to keep them engaged in the programme. It was agreed that options for these will be provided to the Steering Group for discussion at the next meeting. The Steering Group briefly discussed the need to respond back to the Strategic Direction 4 leadership & governance working group on their advice re: the governance review. The Steering Group decided to consider this further once they have met with the Minister. Questions were raised concerning ways to ensure interested and affected people can contribute to the development of the implementation plan, for example, those who signalled their interest to be on one of the working groups, but were not included. Advice on options for such engagement will be shared with the Steering Group for discussion at the next Steering Group meeting. A question was raised about whether the Steering Group should play a role with respect to a possible select committee review of biosecurity, and whether it would have authority to do so on behalf of the Biosecurity 2025 programme. This will be an agenda item for discussion at the next Steering Group meeting.	4. Further discuss as to what should be communicated back to the Strategic Direction 4 working group re the governance review (Steering Group, at its next meeting). 5. Prepare advice on options for wider engagement – for discussion at the next Steering Group meeting (Secretariat). 6. Discuss whether the Steering Group should play a role with respect to a possible select committee review of biosecurity – at the next Steering Group meeting (Secretariat).
2		**Baseline Research Paper Update** A presentation was made by representatives from Colmar Brunton about the results of their two surveys to provide baseline information for the Strategic Direction 1 targets. The Steering Group found the results very interesting, with key weaknesses and opportunities to be addressed across the system, and signalling where resources may need to be prioritised – e.g., youth and tertiary education. The Steering Group wants to ensure the insights and ideas are used beyond SD1 to inform development of the entire implementation plan (e.g., leadership & governance, toolbox for tomorrow). It was proposed that the results be shared with key groups, such as the Biosecurity Communications Network, for ideas about how Biosecurity 2025 can use and build further on this work. It was also emphasised that for the results to reach their intended audiences, they will need to be	7. Draw on the survey results to inform development of the implementation plan. Incorporate into the Biosecurity 2025 Communications Plan ways that others can be engaged in building on this work (Secretariat).

		better explained and interpreted, so that appropriate conclusions can be drawn.	
3		**Minister for Biosecurity Hon Damien O'Connor** Prior to the Minister's arrival, the Steering Group discussed key messages they intended to convey, which included:	
	3.1	Biosecurity 2025 has work streams under five strategic directions – i.e., that it comprises more than building a biosecurity team of 4.7 million	
	3.2	The programme has broad buy-in and support; more than 80 people from across the system have provided significant contribution thus far.	
	3.3	The Minister's public endorsement of the programme is critical to maintaining momentum and stimulating further contribution of time and resources to the programme by industries, iwi/Māori, NGOs and community groups, and central and local government agencies.	
	3.4	The programme, through the Steering Group, can bring a 'coalition of the willing' to support the Minister's priorities for the biosecurity system. When the Minister arrived, the above points and further matters were discussed. Some key points from this discussion included:	
	3.5	The Minister agreed that he will publicly endorse Biosecurity 2025, and acknowledge the wide buy-in and breadth of contribution across the system.	
	3.6	The Minister would like to publicly announce some priority actions to be undertaken during the programme's first two years. This should be distilled from the list of activities he has seen (which were considered by the Steering Group at its last meeting). He expects to receive advice from the Steering Group on these priority actions in time for the Mystery Creek Fieldays (13-16 June 2018). The advice should include information about the nature, source and scale of resourcing likely to be required for delivery of those actions.	8. Develop a draft list of priority actions, and then circulate to Steering Group for review and comment, before providing to the Minister (James Buwalda and Secretariat to meet on 3 May to develop draft list).
	3.7	The Steering Group asked the Minister about whether or not there will be a select committee review of biosecurity.	
	3.8	The Minister did not have further advice on whether this will happen.	
	3.9	The Minister is happy to come back and meet again with the Steering Group After the Minister left, the Steering Group discussed how it should develop the list of priority actions to share with the Minister. It was agreed that James Buwalda will meet with the Secretariat to develop a	

		draft list, which will then be circulated to the Steering Group for review.	
4		**Final Presentation of SD1 Brand Concept** Representatives from Clemenger attended to present the final SD1 brand concept. Key points from the discussion about this included:	
	4.1	The Steering Group strongly endorsed the brand concept that was presented.	
	4.2	Biosecurity 2025 will retain 'ownership' of the brand.	
	4.3	The brand concept will be presented to the Minister in mid-May; the aim is to publicly launch the brand/campaign in June (but probably not at Fieldays).	
5		**Key Messages from Meeting** (for use by the Steering Group in communications)	
	5.1	The Bio 2025 implementation plan is being prepared. We are synthesizing the 100+ actions to develop a single structured plan. Although we aim to finalise the plan in August, its structure will allow it to be updated and changed as required.	
	5.2	The Minister for Biosecurity Hon Damien O'Connor met with us on 30 April and we discussed the following with the Minister:	
	5.3	Biosecurity 2025 has broad buy-in and support; more than 80 people from across the system actively providing significant contribution over the last 10 months.	
	5.4	The Minister publicly endorsing the programme of work as it was seen as critical to stimulating further contribution of time and resources by industries, iwi/Māori, NGOs and community groups, central and local government agencies.	
	5.5	How the Steering Group, through the programme, can bring a 'coalition of the willing' to support the Minister's priorities for the biosecurity system.	
	5.6	The Minister indicated a willingness to publicly endorse Biosecurity 2025 at an appropriate time and to acknowledge the wide buy-in and breadth of contribution.	
	5.7	Baseline research of the public and business have been completed. This research looks at the attitudes and behaviours of people and business to biosecurity. This data will inform ongoing work across the programme. The research will be publicly released in June.	

Biosecurity 2025 Implementation Planning Steering Group Meeting
3rd April 2018

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	
Chair	Roger Smith
Members	James Buwalda, Graeme Marshall, Steve Rich, Cath Wallace (by phone), Glenice Paine, Rosemarie Dawson (by phone), Rob Phillips, Kimberly Crewther, Sally Giles, Grant Bryden
Apologies	Amber Bill
Attendees	Janet Chambers (SD4 Lead), Frances Lane Brooker (Programme Manager), Jonathan Rudge (SD2 and SD5 Lead), Jacob Ennis (SD3 Lead), Lisé Hutcheon (Strategic Communications), Stacey McCarthy (Programme Support)
Date of next meeting	30 April 2018 , 2 – 5 pm Fusion Meeting and Events, 85 The Terrace, Level 4, Wellington

Key points, decisions and actions

Item	Key discussion and decisions	Actions
1.	**Welcome**	
2.	**Discussion about the agenda** 2.1 Key points raised:2.1.1 **Interim arrangements** - At the previous meeting the Steering Group agreed six core functions are needed to strengthen the biosecurity system, and how these are delivered is likely to be part of the select committee inquiry into biosecurity. The focus of this discussion now should be on what should be done during the interim until enduring governance arrangements are in place. 2.2.2 The need to keep **programme momentum** alive, and ensure mechanisms are in place to deliver programme activities.	
3.	**Governance review** 3.1 Key points raised: 3.1.1 **Select committee inquiry into biosecurity** – there is likely to be an opportunity for the work from Biosecurity 2025 to inform that process, in terms of the review of governance, and also the wider range of work being undertaken for the implementation plan. 3.1.2 **The Steering Group's role during the interim** – The Steering Group agreed that the group's terms of reference are clear, which state that the group will lead the establishment and initial stages of the implementation process, until enduring governance arrangements for the system have been set in place.	

	3.2 **Paper (3.1) on implementation focus for first two years**	
	3.2.1 It was agreed that the activities listed in the appendix (subject to amendments) will form a key part of communication with the Minister for Biosecurity at the end of April, and with other stakeholders in the near term. It will be presented as an early indication of the plan for the first two years.	1. Provide feedback on implementation focus activities to Stacey McCarthy by Friday 5 April (Steering Group).
	3.2.2 Amendments to the paper were sought at the meeting. Steering Group members are to provide any additional comments on the listed activities to Stacey McCarthy by end of Friday 5 April.	2. Prepare further communications material about the programme, the implementation focus for the first two years, and the biosecurity system. (Secretariat)
	3.2.3 It is important to share this information with stakeholders because Biosecurity 2025 was launched a year and a half ago, and people want to see what is being planned. An interim communication is needed to provide an update on progress and enable stakeholders to endorse the early thinking about focus for implementation for the first two years – as well as the intention to support delivery of the six core system functions.	
4.	**Ministerial and stakeholder engagement**	
	4.1 When the Steering Group communicates with the Minister for Biosecurity, it will share the following key messages:	
	4.1.1 The breadth, momentum and wide buy-in for the Biosecurity 2025 programme.	
	4.1.2 That some programme activities are currently in the process of being implemented, while the implementation plan is being developed.	
	4.1.3 The proposed implementation focus for the first two years, and that the longer-term programme will be presented in the implementation plan later this year.	
	4.1.4 That the Steering Group proposes to continue to lead the establishment and initial stages of the implementation process, until enduring governance arrangements for the system have been set in place.	
	4.1.5 The six core system functions will be taken into account as programme 'touchstones', and the Steering Group will ensure that the implementation plan supports their delivery.	
	4.1.6 That the Steering Group expects that the select committee inquiry into biosecurity may include consideration of biosecurity system governance. The review of system governance being undertaken as part of Biosecurity 2025 could contribute to that process. At this stage, the focus of the review is on the 'what' (e.g., core system functions), rather than the 'how' (the particular option or structural model to deliver those functions).	3. Prepare an aide-memoire for the Minister in advance of the 30 April Steering group Meeting (Secretariat)
	4.2 An aide-memoire will be prepared by MPI. We will also contact the Minister's office immediately to seek a timeslot in the Minister's diary for the meeting.	
	4.3 The Steering Group agreed that it is important to go out to their networks with an update on current status to ensure buy-in and to keep programme momentum.	
	4.4 Further communications material will also be prepared about the programme, the implementation focus for the first two	

	years, and the biosecurity system. It will include online downloadable material, and some hard copy material, that will support the Minister when he communicates with Cabinet colleagues, and that can also be used more widely by Steering Group members in communication with their constituents and stakeholders. 4.5 Stakeholders will be asked to consider how they may be able to contribute to delivery of the proposed activities in the plan. 4.6 The Steering Group expressed their appreciation of the work undertaken by the Secretariat to support them. **Next Meeting** 30 April 2018, 2 – 5 pm Fusion Meeting and Events, 85 The Terrace, Level 4, Wellington	
5.	**Key Messages from Meeting** (for use by the Steering Group in communications) 5.1 The Steering Group is thrilled with the breadth, momentum and wide buy-in for the Biosecurity 2025 programme has achieved. 5.2 This buy-in means a number of programme activities have started while the implementation plan is developed. 5.3 The implementation plan will be launched late 2018 and focuses on two years of activity. The longer term actions will also be presented but not in detail. 5.4 The Steering Group will continue to lead the implementation process until enduring governance arrangements are in place. 5.5 Communication material is being prepared for external stakeholders to bring them up to date on progress and the focus for the first two years. It will: • help stakeholders to understand and sanction the implementation focus for the first two years and stimulate their involvement • will describe the six core system functions, the 'touchstones' that will support the delivery of the programme. 5.6 It is expected the Biosecurity Select committee inquiry into biosecurity will consider biosecurity system governance.	

Biosecurity Implementation Planning Steering Group Meeting
21st March 2018

Biosecurity Implementation Planning Steering Group

Meeting Minutes

Date	21 March 2018
Chair	Roger Smith
Members	James Buwalda, Graeme Marshall, Steve Rich, Cath Wallace, Glenice Paine, Amber Bill, Rosemarie Dawson
Apologies	Rob Phillips, Kimberly Crewther, Sally Giles, Grant Bryden, Andrew Bell
Attendees	Janet Chambers (SD4 Lead), Frances Lane Brooker, Grace Brady, Jonathan Rudge (SD2 and SD5 Lead), Stacey McCarthy
Guests	MartinJenkins (Phillipa Bowron and Kevin Jenkins), Clemenger BBDO (Brett Hoskins, Linda Major, Bethany Omari), SD4 Working Group Chair (John Hellstrom), SD3 MPI Representative (Sam Leske) SD1 Lead (Tim Fraser), Communications (Lisé Hutcheon)
Dates of next meetings	3 April and 30 April 2018

Key points, decisions and actions

Item	Key discussion and decisions	Actions
1.	**Welcome** A welcome was extended to visitors.	
2.	**Confirming on-going membership** A letter from the Chair has been sent inviting Steering Group members to confirm they are able to continue in their service to the Steering Group, given that the revised programme timeline significantly exceeds the commitment originally asked of them. To date we have received confirmations from: Glenice Paine, James Buwalda, Graeme Marshall, Rosemarie Dawson, Kimberley Crewther and Grant Bryden. Amber Bill, Steve Rich and Cath Wallace confirmed at the meeting.	
3.	**Governance review** MartinJenkins spoke to their report and responded to questions. 3.1 John Hellstrom spoke to the Strategic Direction 4 working group's perspective on the report: the working group unanimously commends the report to the Steering Group, agrees with its conclusions and recommendations, and the rationale that supports them. 3.2 The Steering Group acknowledged the work of the working group, and expressed appreciation for the knowledge and effort they brought to their oversight of the process to develop the report. Key issues explored by the Steering Group were:	

	3.3 The need to de-couple consideration of the "what" (the breadth of the system, its needs, and the core system-wide functions), from the "how" (the form to deliver those functions).	
	3.4 The "what" is the most important part of the consultant's report. The Steering Group agreed that the six core functions set out on page 20 of the report are appropriately framed, and are needed to strengthen the biosecurity system.	
	3.5 Resourcing for delivery of these functions will be a critically-important consideration.	
	3.6 It makes sense for the select committee inquiry into biosecurity to pick up consideration of governance arrangements for the system. This means that establishment of enduring governance arrangements are likely to take considerable time, perhaps 2 years or more, taking into account government policy decisions that may flow from the select committee inquiry, and possible legislative change that may be required.	
	3.7 Delays in establishing governance arrangements creates risk of losing programme momentum, and the considerable stakeholder buy-in and goodwill that have been built to date.	
	3.8 The establishment of interim arrangements will be very important, and this needs to be the focus of urgent attention.	
	3.9 There is an open question of what the Steering Group's own role should be with respect to interim arrangements. Should the Steering Group continue to be responsible for oversight of Biosecurity 2025 until enduring arrangements are in place (as set out in the Group's terms of reference)? Should the Steering Group take on responsibility for the wider range of core functions during the interim? If so, from where would it get its mandate to do so? What would be the implications of this, including for individual members (e.g., personal liability issues)?	
	3.10 Consideration needs to be given to how and when to communicate with the Minister for Biosecurity about the governance review, the Biosecurity 2025 programme, and interim arrangements.	
	The Steering Group wants to discuss further whether/when to share the consultant's report with the Minister.	

4.	**Clemenger BBDO presentation**
	
	3 key ideas for a unifying concept were presented by the Clemenger BBDO team and discussed:
	
	     "This is Us"
	     "Keep It Humming"
	     "All We've Got"
	
	These ideas are options for one of the early components in the development of a campaign to support the 4.7 million movement set out in the engagement plan. The consultants explained some implications/uses for the ideas across different parts of the system and how they could be applied.
		1. Consider recommendations for final unifying concept when work is progressed further in May 2018 (Steering Group).

	There was general comfort in the ideas presented, and support for the consultants to progress this work. The group looks forward to seeing the results when the work has progressed further, likely to be in May 2018.	
5.	**Information needs analysis proposal** The Steering Group discussed the paper with the proposal to undertake an initial information needs analysis. The Steering Group: Agreed - 5.1 To endorse undertaking the analysis. 5.2 The work needs to be aware of and understand the core system-wide functions (discussed under agenda item 3, above), and assess the data needs and requirements to support delivery of these. This should be included in the terms of reference for the subgroup being set up to oversee this work. Noted – The work will be contingent on funding being secured to undertake the work.	2. Include the core system-wide functions identified in the Governance Review into the terms of reference for the subgroup being set up to oversee this work (Secretariat).
6.	**Biosecurity Forum update** The Steering Group was provided with an early update on planning for the forum which will run over two days in November 2018 in either Auckland or Wellington. Key points included: 6.1 The overall theme will be to link biosecurity and biodiversity. 6.2 On the first day there will be some presentations and discussions regarding a range of interesting topics, including some related to Biosecurity 2025. 6.3 At the end of the first day there will be an awards dinner. Retaining the 6 award categories from last year and adding 2 new categories this year, emerging leaders and science. In 2019, some more award categories like journalism and a school project award may be introduced. 6.4 On the second day there may be workshops and field trips. 6.5 Tickets to the dinner will be a mix of ticket sales to offset costs and complimentary tickets. The judges will be the same as last year's forum. 6.6 Sponsorship will be sought. 6.7 The feedback from the Steering Group was that the forum needs to be planned to ensure wide representation from the system – in particular supply-chain representatives (coastal and air shipping, ports, etc.) were mentioned as needing to be included. Comments were made about the importance of it being a Biosecurity 2025 system-wide event, and concern that it not be seen to be an MPI event.	3. Work with organisers to ensure the Biosecurity Forum includes wide representation from the biosecurity system (Secretariat).

7.	**Ministerial engagement, opportunities and challenges** The Steering Group discussed this item in the context of their earlier discussion (see agenda item 3 about the governance review and interim arrangements). The Steering Group is keen to arrange a meeting with the Minister ahead of the 30 April meeting, to inform the Minister's understanding of Biosecurity 2025, governance arrangements (including interim arrangements), the Steering Group's own role in this, and where the mandate for it should come from. As stated under agenda item 3, above, the Steering Group agreed to meet during the first week of April to further discuss the above points, and agree how and when to engage with the Minister about them.	4. Meet during the first week of April to discuss system governance, interim arrangements, the Steering Group's role in this, and when and how to engage with the Minister (Secretariat and Steering Group).
8.	**Strategic communications** The Steering Group discussed the paper on the strategic communications update.	
9.	**Science Plan** [out of session paper, not on the agenda] The Steering Group agreed that work can proceed on developing a Statement of Current Biosecurity Research, Science and Technology Priorities in accordance with the proposal that had been circulated. The Steering Group said that the work should focus on identifying current priorities, gaps and future trends, and the output is not intended to be the comprehensive Biosecurity Science Plan identified in the Biosecurity 2025 Strategic Direction Statement and endorsed by the SD2 working group.	5. Agree that work can proceed on developing a Statement of Current Biosecurity Research, Science and Technology Priorities in accordance with the proposal that had been circulated (Secretariat).
10.	**Key actions/areas of focus for first two years of implementation** This paper was not considered at the meeting, but will be considered when the Steering Group meets during the first week of April.	6. Defer consideration of paper "key action/areas of focus for first two years of implementation" until next Steering Group meeting in early April (Secretariat).

Key messages (for use by the Steering Group in communication to their networks)	
10.1 The report *Governing a high performing biosecurity system for New Zealand* was presented to the Steering Group and discussed at length.	
10.2 The Steering Group expressed their appreciation of the SD4 working group for their work in overseeing the process to develop the report.	
10.3 The Steering Group will meet again in early April when they will discuss system governance, interim arrangements, the Steering Group's role in this, and when and how to engage with the Minister. They will also discuss actions and areas of focus for the first two years of implementation at this meeting.	
10.4 Early planning is underway for a biosecurity forum to be held over two days in either Auckland or Wellington. The theme will be *the close link between biosecurity and biodiversity*.	
10.5 Work is underway to develop a Statement of Current Biosecurity Research, Science and Technology Priorities.	

Biosecurity 2025 Implementation Planning Steering Group Meeting
31st January 2018

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	31st January 2018
Chair	Roger Smith
Members	Kimberley Crewther, Julie Collins, James Buwalda, Graeme Marshall, Steve Rich, Rob Phillips, Cath Wallace, Glenice Paine, Sally Giles, Amber Bill, Rosemarie Dawson
Apologies	No apologies
Attendees	Andrew Bell, Janet Chambers (SD4 Lead), Frances Lane Brooker, Grace Brady,
Guests	No guests
Date of next meeting	21 March 2018

Key points, decisions and actions

Item	Key discussion and decisions	Agreed actions
1	**Administration** (Papers 1.2-1.4)	
1.2	**Minutes from 11 December:** Action 1: To support Steering Group members with common messaging around the background to the Biosecurity 2025 programme, it was agreed that MPI will provide the Steering Group with copies of the Biosecurity 2025 briefings to the Minister.	1. Provide the Steering Group with copies of the Biosecurity 2025 briefings to provide additional background to the Biosecurity 2025 Programme. (Secretariat)
1.3	**Biosecurity Implementation planning dashboard:** Dashboard status: The dashboard provided with the Steering Group papers reflected the timeline agreed in August 2017. A new timeline was agreed for the programme (see Item 2) which will be reflected in the next iteration of the dashboard. The Steering Group asked for early confirmation of the date for the "world café" facilitated workshop to be held by Clemenger BBDO so as many members as possible can attend. The Steering Group also asked to see the list of who Clemenger BBDO was contacting to gain a better understanding of the biosecurity system. Programme implementation activities: The Secretariat is working on a template for a regular progress report to the Steering Group on programme implementation activities. This will provide the	2. Confirm date for the "world café" facilitated workshop to be held by Clemenger BBDO. (Secretariat) 3. Provide the Steering Group with a list of who will be interviewed by

		Action
	basis for the report to the next Steering Group meeting on 21 March. **The Working Groups:** When the work plans are completed, the Working Groups will cease in their current form in accordance with their terms of reference. The Steering Group discussed how the collective knowledge and commitment from the working group members should be acknowledged. Options to ensure the contribution of Working Group members is appropriately acknowledged, will be considered at the next Steering Group meeting. Some working group members have indicated they wish to continue to participate in the programme. The Steering Group would like to ensure that the programme is able to harness the energy and momentum that working groups have initiated. Suitable vehicles will need to be found for those who are interested in continuing work in the Working Groups. The programme team will provide options on how this could be done for the Steering Group to consider at a future meeting. **Governance Review** Update on the review: The SD4 working group considered an initial draft report on the review at their 25 January meeting. The revised draft report will be considered at their next (final) meeting on 27 February before it is forwarded to the Steering Group. The Steering Group will consider the final draft report together with advice from the SD4 working group at the Steering Group meeting on March 21. John Hellstrom will be invited to the next Steering Group meeting to present the SD4 working group's view.	Clemenger BBDO to provide them with a better understanding of the biosecurity system. (Secretariat) 4. Programme team to consider ways to acknowledge the contribution of Working Group members and propose options for consideration by the Steering Group at the next meeting. (Secretariat) Programme team to consider ways to enable ongoing contribution from working group members once working groups are disestablished, for consideration by the Steering Group at a future meeting. (Secretariat) 5. SD4 working group chair (John Hellstrom) to be invited to attend the next Steering Group meeting to present the SD4 working group's view on the Governance review. (Secretariat)
1.4	**Outline work plan submissions** The draft outline work plans were circulated for comment in December. Twenty-three submissions were received. As the development of the implementation plan is still evolving, the team is open to receiving further comments. It was noted the draft work plans were not sent to many NGO and community groups. The Team will work with Cath Wallace to ensure non-governmental organisations and community groups are made aware of the implementation planning process and have opportunity to provide input.	6. The Team will work with Cath Wallace to ensure NGO and community groups are made aware of the implementation planning process and have opportunity to provide input. (Secretariat)
2	**The implementation planning discussion:**	
2.1	**The implementation plan – proposed approach, contents, design and layout:**	

	The Steering Group discussed the design and layout of the implementation plan and an amended re-issued Direction Statement. The Steering Group agreed that the documents will cater to two audiences: - • The audience for the re-issued Direction Statement will be wider including the general public. It will incorporate key elements of the original Direction Statement (e.g., principles, the strategic directions, goals, outcomes, and targets). It will be a glossy printed publication (also available online), and will be bi-lingual in te reo Māori and English. It will also include key elements of the implementation plan including the high level programme of work for the first two years, and the enabling framework. • The audience for the implementation plan will principally be those who are already invested in the biosecurity system and will use the document as a working reference for their activities. This document will be available online and people could download it and print it if they wish. The Steering Group expects that the implementation plan will include a synthesis of what has been put forward by the working groups in their separate work plans, and will also draw on the subsequent analysis of gaps, overlaps and cross-cutting issues.		
2.2	**Biosecurity 2025 process for 2018** The timeline for delivering the Implementation Plan has been extended to the end of August 2018. The team is currently working on both producing the implementation plan, and assisting with a number of programme delivery activities planned for early implementation under the strategic direction work plans. Determining an implementation focus for the first 2 years has been included in the timeline as a new milestone for 21 March to provide the basis for a discussion with the Minister about his priorities. An invitation will be sent to the Minister inviting him to attend the Steering Group meeting in March**.**	7.	Draft a letter inviting the Minister to attend the next Steering Group meeting. (Secretariat)
3	**Science Plan (** Biosecurity Science Plan **)**		
	The Steering Group considered and discussed the "Biosecurity Science Plan" paper that had been provided. Comments included that – The paper should make it explicit that the science plan incorporates technology and research:	8.	The Biosecurity Science Plan paper will be revised to reflect feedback and will be circulated out of session. (Secretariat)

	- Is operating as a 'metaplan' (rather than a specific science plan) and needs to recognise that a performance change in science is needed: - needs a range of skill sets to deliver the plan; and - it should explain how this plan would fit in with the current science road map. Department of Conservation (DOC) expressed an interest in assisting with the Science Plan. The paper will be revised to reflect the feedback from the Steering Group and an updated version will be circulated out of session. The Steering Group asked that a link be shared with the group to the 2007 Science Plan.	9. Share the link of the 2007 Science Plan. (Secretariat) Link: A Biosecurity Science Strategy for New Zealand
4	**Wrap up and key messages**	
	Next meeting: 21 March 2018.	
	Key Messages from meeting **Biosecurity 2025 – Implementation Planning Process** - Draft work plans were sent out for comment in December 2017. - Feedback was received and the working groups are now incorporating the submissions as they finalise their plans. - The implementation plan will be delivered in August 2018. - Next steps for delivering the plan include: o finalising the work plans in February 2018, o determining the implementation focus for the first two years by the end of March 2018, o additional engagement in April and July 2018, o preparation of the draft plan between February and June 2018, o Revise the plan between June and July 2018, o Finalise the plan by August 2018. - When the work plans are completed, the working groups will cease in their current form in accordance with their terms of reference. - The Steering Group is considering how the collective knowledge and commitment from the working group members should be acknowledged. - Some working group members have indicated they wish to continue to participate. Options to enable this will be brought to a future Steering Group meeting. - The Minister for Biosecurity has been invited to attend the next Steering Group meeting to discuss the programme, and the implementation focus for the next two years. - The Steering Group is considering a proposal to develop a high level plan identifying key directions and priorities for biosecurity research, science and technology to provide more effective input into the mid-term review of the 2018	

| | | National Science Challenges. It is an early action identified in the draft work plan for Strategic Direction 2. | |
| | • | The biosecurity system governance review is nearing completion. The Steering Group will consider the final draft report together with advice from the SD4 working group at the Steering Group meeting on March 21. | |

Details of next meeting

Date	21 March 2018	**Time**	1.00pm – 4.00pm
Venue	Fusion Meetings and Events, 85 The Terrace, Level 4, Wellington		

Minutes approved:

Roger Smith, Click here to type Date.

Biosecurity 2025 Implementation Planning Steering Group Meeting

11th December 2017

Biosecurity 2025 Implementation Planning Steering Group

Meeting Minutes

Date	11th December 2017
Chair	Roger Smith and Glenice Paine
Members	Kimberley Crewther, Julie Collins, James Buwalda, Graeme Marshall, Steve Rich, Rob Phillips, Cath Wallace, Glenice Paine, Sally Giles, Amber Bill, Rosemarie Dawson
Apologies	Bill Dyck (SD2 Chair), Andrea Murray (SD5 Chair), Richard Palmer (SD3 Chair), John Walsh (SD1 Chair)
Attendees	Andrew Bell, Janet Chambers (SD4 Lead), Frances Lane Brooker, Grace Brady, Jacob Ennis (SD3 Lead), Jonathan Rudge (SD2 & SD5 Lead)
Guests	<u>MartinJenkins</u>: Kevin Jenkins and Philippa Bowron <u>SD4 working group:</u> Basil Chamberlain, Dan Coup, Justine Gilliland, Barry O'Neil, Steven Wilson, Melanie Mark Shadbolt <u>Working Group Chairs:</u> John Hellstrom (SD4 Chair), Tim Fraser (SD1 Lead), Ian Ferguson (SD2 representative), Sam Leske (SD3 representative), Darion Embling (SD5 representative)
Date of next meeting	31 January 2018

Key points, decisions and actions

Item	Key discussion and decisions	Agreed actions
1	**Administration** (Papers 1.2-1.3)	
1.2	**Minutes from 9 November 2017:** Noted a missed action to provide the Steering Group with background information on the B**iosecurity 2025** programme. Action 3 re cross-cutting issues – minutes need to be amended to reflect that at the previous meeting the Steering Group had asked that business/industry be included as one of the cross-cutting issues to be considered.	1. Provide background information on the programme for Steering group to use in messaging. (Secretariat)
1.3 **1.3.1**	**Biosecurity Implementation planning dashboard:** **Circulation of the draft outline work plans** Working Groups have prepared draft outline work plans for their strategic directions. The draft plans have been shared with: Government Industry Agreement partners (via Steve Rich as the contact point)	2. Review the Biosecurity 2025 implementation planning timeline in the New Year. (Secretariat)

	Biosecurity Ministerial Advisory Group Te Tira Whakamātaki External biosecurity 2025 reference group Internal MPI biosecurity 2025 reference group Regional councils (via Stephen Hall as the contact point) Government agencies (following an agency meeting in late December) Recipients have been asked to provide comments by late January on: • The draft work plans • The actions in the work plans and what they think should be priority actions • The cross-cutting issues which need to be addressed cohesively across all the strategic directions, and • What they think may be missing. Recipients were advised that the work plans are still incomplete, and that the working groups will continue to develop them early in the New Year, taking on board any suggestions and comments on drafts.	
1.3.2	**Scope of the implementation plan, and the timeframe and approach for its preparation** The programme team will be reviewing the draft outline work plans over the next four weeks and considering how to approach development of the implementation plan. This work will inform discussion by the Steering Group at its next meeting on 31 January 2018. The aim is for the Steering Group – at that meeting - to provide guidance regarding what they expect to see incorporated within the implementation plan, whether/when wider engagement with participants should be undertaken, and the overall timeframe for next steps.	
2	**Governance Review Workshop – held jointly with SD4 Working Group** (MartinJenkins)	
	Kevin Jenkins and Philippa Bowron from MartinJenkins facilitated this workshop, after presenting an initial overview of the themes emerging from the interviews that have been conducted as part of the governance review. Attendees worked in small groups to explore the functions, principles and actions needed for future governance of the system. The report-back on these discussions was recorded by the consultants for them to take into account in development of their draft report, which will be provided to the SD4 working group in mid-January. The Steering Group requested the list of who has been interviewed as part of the governance review be circulated to the Steering Group.	3. Circulate list of people interviewed as part of the governance review. (Secretariat)
3	**Outline Work Plan Workshop SD1 – SD5**	

The chair or a representative from each working group spoke in turn about their draft outline work plans. This was followed by discussion with the Steering Group about key actions and themes. For SD1, the discussion was about the Engagement Plan, which was accepted by the Steering Group as the final product of the 4.7 million Working Group. The Steering Group was advised that the Engagement Plan will be a 'living document' that will continue to be updated and revised as the implementation plan is developed and implementation activity gets underway. Tim Fraser provided a verbal update of implementation activity under SD1 (see key messages below for summary) and it was noted that there will be ongoing reporting on implementation activity. It was acknowledged that human health will need to be appropriately reflected across the work plans and/or in the implementation plan. The work stream leads will work with Ministry of Health (Sally Giles) on this. Steering Group members were advised that they can send any comments they may have on the draft outline work plans back to the work stream leads via the Secretariat. The Steering Group discussed the ongoing role of the Group in the context of overseeing implementation after the implementation plan is completed. This is explicitly addressed in paragraph 18 of the Steering Group terms of reference, which state " The Steering Group will lead the establishment and initial stages of the implementation process, until more enduring governance arrangements for the system have been set in place ".	4. Provide any individual feedback on the draft outline work plans to the Secretariat. (Steering Group) 5. Work with Ministry of Health (Sally Giles) to ensure human health is appropriately reflected across the work plans and/or in the implementation plan. (Secretariat)	
4	**Wrap up and key messages**	
Next meeting: 31 January 2018 where the focus will be on reviewing the process and approach for development of the Implementation Plan and the timetable for this.		

Key Messages from meeting

Biosecurity 2025 -Implementation Planning Process

- The Working Groups for the five strategic directions of the Biosecurity 2025 Direction Statement have worked extremely hard over the last nine months to produce draft work plans.

- These work plans will contribute to an Implementation Plan which will be drafted in early 2018.

- The Implementation Plan will provide guidance and actions to take over the next 10 years. By doing this we can make sure we future proof our biosecurity system to keep New Zealand as free of pests and diseases as possible.

- The work plans are still incomplete, and because they are in draft form there may be notable differences between each plans' terminology and presentation.

- As the work plans are revised and finalised, some actions can be expected to be expanded upon or refined. Some may be removed.

- The work plans provide a base for the Steering Group to develop the implementation plan.

- There are over 100 potential actions and some appear in multiple work plans.

- The draft work plans have been sent to a select group of people, who have already been interested and/ or involved in the Biosecurity 2025 movement for their feedback. These people are not on the working groups.

- Feedback on the work plans is required by late January.

- The Working Groups will then take this feedback into consideration as they finalise their plans.

Governance Review
- The consultants (MartinJenkins) undertaking the governance review are coming to the end of their interviews. They have held a wide range of interviews with people across the system, including a focus group with post-graduate students at Auckland University. They will produce a draft report in January 2018 and a final report in February 2018.

Strategic Direction 1: Implementation activities

- Clemenger BBDO Touchcast is the preferred agency chosen to develop an independent brand, awareness, behaviour change campaign and digital content strategy.

- In the New Year they will facilitate a workshop for the Steering and Working Group members, a World Café, to gather information and ideas which will be used to shape

	the future work. The world Café session is scheduled for early February 2018.	
	• MPI is developing a communications approach for the 4.7 million programme.	
	• Building a partnership and collaboration initiative with Tauranga Moana iwi, Bay of Plenty primary industry businesses, industry groups, community groups, education agencies to create "Tauranga – biosecurity capital of the world". An initial scoping workshop will be held in the New Year.	
	• A review and planning for the NZ Biosecurity Awards with the intention of expanding this into a premier event for biosecurity participants.	
	• Work with Customs, Brokers and Freight forwarders Federation of New Zealand (CBAFF) and Dairy Companies Association of New Zealand (DCANZ) to promote and encourage biosecurity in the boardroom.	

	• Biosecurity capability building for Māori:
	
	  o through myrtle rust surveillance
	
	  o development of a rangatahi biosecurity scholarship programme; and
	
	  o hapu-specific biosecurity collaborations.	

Details of next meeting

Date	31 January 2018	Time	1.00pm – 4.00pm
Venue	Fusion Meetings and Events, 85 The Terrace, Level 4, Wellington		

Minutes approved:

Roger Smith, 14/12/2017

Biosecurity 2025 Implementation Planning

Steering Group Meeting

9th November 2017

Biosecurity 2025 Implementation Planning Steering Group

Key points and decisions from meeting held 9 November 2017

Fusion Meetings and Events, 85 The Terrace, Level 4, Wellington

Attending: Roger Smith – Chair, Kimberley Crewther, Julie Collins, James Buwalda, Graeme Marshall, Steve Rich, Rob Phillips, Cath Wallace, Glenice Paine

Apologies: Martin Kessick, Caroline McElnay, Rosemarie Dawson

Also in attendance: Bill Dyck (SD2 Chair), Simon Lawrence (MartinJenkins), Andrew Bell, Janet Chambers (SD4 Lead), Frances Lane Brooker, Grace Brady

Condolences to Rosemarie Dawson on the passing of her husband.

ACTIONS

Matter	Actions	Who
Administrative items:	1. Investigate options for saving emails in a format that is easy to open in the shared workspace. 2. Communications and stakeholder engagement strategy will be considered and signed off once communications have been planned through to the end of April 2018.	Secretariat
Minister's update	3. Invite Minister O'Connor to the January 2018 Steering Group meeting.	Secretariat
Governance Review	4. Circulate the governance review interview list with the RFP and SD4 working group's paper on 'what success would look like' (which is incorporated by reference as criteria for the review). 5. Circulate the notes from the MPI Biosecurity Governance Board discussion about the governance review.	Secretariat
Cross cutting issues	6. Invite Logan Draper, who is working on cross-cutting issues, to attend the next Steering Group meeting to hear discussion by the Steering Group when those issues may be discussed. 7. Share the cross-cutting issues paper from today's meeting with the working groups.	Secretariat
Other Business	8. Invite SD4 working group to the 11 December meeting for a joint workshop to consider and discuss the consultant's update on the governance review.	Secretariat

| | 9. Invite the working group chairs to the 11 December meeting for a joint workshop on the five work plans – to consider emerging themes, cross-cutting issues and possible gaps. | |

Steering Group Meeting

Matter	Key discussion points and actions
Administrative items: Minutes from the previous meeting 21 September	There are documents in the shared workspace (emails) that are saved as MSG files and some members can't open these documents. **ACTION 1**: Investigate options for saving emails in a format that is easy to open in the shared workspace. Action point 6 Post-border review is still with SD4 Working Group. Next working group meeting is on 22 November. **ACTION 2:** Communications and stakeholder engagement strategy will be considered and signed off once communications have been planned till end April 2018. SD1 Engagement Plan: Secretariat to amend the last bullet point in the Minutes from the previous meeting 21 September to read: "…For this reason the Steering Group agreed to recommendation 6 to extend the life of the SD1 working group to the end of the 2017 calendar year. At that time, if the life of working group is proposed to be extended further, this will be considered in the context of whether different membership may be appropriate for the next stage of the programme." Action point 2 - Three providers have been shortlisted for the creative agency, and SD1 will check in with the Steering Group before the provider is appointed and this will be done by way of a paper circulated out of session. SD1 will attend the next Steering Group meeting and will provide an update on progress with implementation in terms of SD1's high level plan. Dashboard status: Work stream leads are confident of being able to deliver largely completed draft work plans to the Steering Group at end of November for consideration at the joint workshop in December. There are over 80 working group members contributing to the development of the work plans and the Steering Group would like to acknowledge their time and contribution. Should there be

Minutes from the previous meeting 9 October	a delay in delivering the implementation plan, it would be a function of the challenge of bringing all of the five work plans together into one cohesive whole, and time that may be needed to engage with key stakeholders. The Steering Group suggests some ways we can assist with communications: I. Summary text II. Open toolbox III. One Page of text (Information from the BIM) IV. Webinar to assist understanding of the programme. V. Media release at appropriate point
Biosecurity Implementation planning dashboard	The governance review under SD4 dashboard is amber for 'time' because there was a delay to commencement of the work, and the draft report will now be provided in January rather than December.
Risk Register	The risk register was discussed and the Steering Group invited to provide comment. Some initial feedback was that ROO1 needs to be expanded to ensure there it encompasses business, not just a post border view. R003 - Risk for Māori may be more around how Māori see themselves in the Biosecurity space.R004 – Suggested an additional risk around the challenges of pulling together a credible implementation plan from the wide expanse of information being generated through the working group process.
Update on the Minister	Although Roger and Julie have met with Minister O'Connor, he has not yet been briefed on Biosecurity 2025. **ACTION 3**: Invite Minister O'Connor to the 31 January Steering Group meeting.
SD2 Working Group update	Bill Dyck (SD2 Chair) presented on progress with SD2 (PowerPoint presentation), explained that work is proceeding well, and that the working group expects to provide a draft work plan at the end of November.
Governance Review update	Simon Lawrence from MartinJenkins reported that that half of the interviews have been completed, and he discussed themes that have been emerging from the interviews thus far. At this stage, each additional interview is still adding value, as new ideas or perspectives are being provided. **ACTION 4**: Circulate the governance review interview list with the RFP and SD4 working group's paper on 'what success would look like' (which is incorporated by reference as criteria for the review). **ACTION 5**: Circulate the notes from the MPI Biosecurity Governance Board discussion about the governance review.

| Cross cutting issues | This paper was considered and discussed. It was acknowledged that it is only a 'snapshot' of the working groups' efforts at the time the paper was prepared a fortnight ago, but nevertheless is useful to inform consideration of gaps and emerging themes. The Steering Group was advised that a new member of the B2025 team (Logan Draper) is focused on assessing cross-cutting issues; it was felt that he should attend the next meeting of the Steering Group to hear discussion when those issues are may be considered.

ACTION 6: Invite Logan Draper, who is working on cross-cutting issues, to attend the next Steering Group meeting to hear discussion by the Steering Group when those issues may be discussed.
ACTION 7: Share today's cross-cutting issues paper with the working groups. |
|---|---|
| Other Business | Next meeting will be 11th December:
The agenda will be in 2 parts
Part 1 –SD4 working group will participate in a joint workshop with the Steering Group to consider and discuss the consultant's update on the governance review.
Part 2 - The working group chairs (or a representative of the working group if the chair is unable to attend) will participate in a joint workshop on the five work plans – to consider emerging themes, cross-cutting issues and possible gaps.

Steering Group TOR will be attached to all meeting papers for reference.

There will be a standing item on each agenda from now on to get an update on progress with Biosecurity 2025 implementation.

ACTION 8: Invite SD4 working group to the 11 December meeting for a joint workshop to consider and discuss the consultant's update on the governance review.

ACTION 9: Invite the working group chairs to the 11 December meeting for a joint workshop on the five work plans – to consider emerging themes, cross-cutting issues and possible gaps.

KEY MESSAGES: |

	1. The Steering Group is working directly with 80 external stakeholders from across the system to develop the Biosecurity 2025 Implementation Plan. 2. Working Groups for the five strategic directions have made good progress on their draft work plans, which will be produced by the end of November. These work plans will inform the draft Implementation Plan. 3. Broader engagement to enable input and comment on the draft work plans and the implementation plan is being organised. 4. As part of the process of developing the Implementation Plan we are looking at issues and themes that cut across strategic directions, such as marine, freshwater and human health. We are assessing each issue and theme to ensure there are no gaps and that nothing is being missed in the work plans. 5. The biosecurity system governance review is underway. A draft report will be produced in January with a final report due in February

Biosecurity 2025 Implementation Planning

Steering Group Meeting

9th October 2017

Biosecurity 2025 Implementation Planning Steering Group

Notes of the workshop with working group chairs/representatives at the B2025 Steering Group meeting 9 October 2017

Fusion Meetings and Events 85 The Terrace, Wellington

Attending: Roger Smith – Chair, Kimberly Crewther, Julie Collins, James Buwalda, Graeme Marshall, Steve Rich, Rob Phillips, Rosemarie Dawson, Cath Wallace

Also in attendance: Richard Palmer (SD3 chair), Justine Gilliland (SD4 representative), Andrea Murray (SD5 chair), Tim Fraser (SD1 Lead), Janet Chambers (SD4 Lead), Andrew Bell, Frances Lane Brooker, Grace Brady

Apologies: Glenice Paine, Martin Kessick, Caroline McElnay, John Walsh (SD1 chair), John Hellstrom (SD4 chair), Bill Dyck (SD2 chair), Sara Clarke (SD3 Lead), Jonathan Rudge (SD2 & SD5 Lead)

Working group representatives did brief presentations on the status of the work being done by each working group, each followed by wide ranging discussion about the issues raised, particularly regarding potential overlaps or gaps between the work streams.

ACTIONS

Matter	Actions	Who
Cross-cutting Issues	1. A paper will be prepared on cross-cutting issues for consideration by the Steering Group at its next meeting on 9 November.	Janet Chambers
Strategic Direction 1: A biosecurity team of 4.7 million	2. SD1 will check in with the Steering Group once the preferred provider for the creative agency has been selected	Tim Fraser

Key points from this discussion

Matter	Key discussion points and actions
Working group introduction	• Each of the working groups reported that work is proceeding well and that they expect most of their work to be completed this calendar year. SD2 and SD3 reported that they may require some additional time, but this will be reviewed later this year to confirm.
Cross-cutting issues	• Various questions were raised that explored how working groups are addressing issues that touch on multiple strategic directions. Steering Group members are keen to maintain a watching brief on these issues, and especially on potential gaps regarding issues that may not be well enough addressed between and across the working groups. Some of

	the cross-cutting issues raised at the meeting included marine biosecurity issues, international/offshore issues, social licence, and Māori-related issues. It was agreed that a paper will be prepared on cross-cutting issues and gaps that have been identified to date, for consideration by the Steering Group at its next meeting.
	ACTION: A paper will be prepared on cross-cutting issues for consideration by the Steering Group at its next meeting (Janet Chambers).
	• Distribution of planned initiatives/actions across the biosecurity system – The Steering Group would like a gap analysis to be done which maps proposed initiatives and activities to parts of the biosecurity system as described in appendix 1 of the Biosecurity 2025 Direction Statement – so that it enables the Steering Group to consider whether parts of the system may need more attention. This will be done as part of the development of the draft implementation plan.
Strategic Direction 1: A biosecurity team of 4.7 million	• The Steering Group noted that the 'audiences' identified for focus in the Engagement Plan do not include overseas visitors to friends and families resident in New Zealand. It was explained that the working group, prioritised focus on where the Engagement Plan could be most effective. After further discussion the Steering Group asked that this group be re-included as an audience in the Engagement Plan because they constitute a high biosecurity risk. • Tim Fraser explained that six creative agencies are being invited to provide expressions of interest on the Unification Programme under the Engagement Plan. The Steering Group discussed their participation. Which will be at strategic points. This includes the Steering Group being advised of the 'short list of one' for their endorsement of the decision before any commitment is made to engage them. **ACTION:** SD1 will check in with the Steering Group once the preferred provider for the creative agency has been selected (Tim Fraser).
Strategic Direction 2: A toolbox for tomorrow	• Because the Chair of the SD2 working group was unable to attend the meeting, it was agreed that he will be invited to attend the 9 November Steering Group meeting to provide an update at that time.
Strategic Direction 4: Effective leadership and governance	• Work is proposed to begin now on developing whole-of-system KPIs. It will involve a wide range of stakeholders under the guidance of an oversight group, drawn from members of the Steering Group, working group, and others in the system. This work is part of a wider framework which will support overall delivery of a state of Biosecurity report. It was explained that this work on measuring system

	performance will be just one part of an overall monitoring and evaluation plan being developed by the SD4 working group, which is expected to also include monitoring and reporting on delivery of Biosecurity 2025 targets, key actions and programmes, goals & outcomes, and preparation of a State of Biosecurity report. This monitoring and evaluation plan will be provided to the Steering Group as part of the SD4 work plan; and the work plans for SD1, 2, 3 and 5 will also include proposals on what should be monitored and reported on these will inform the Steering Group's determination on what will ultimately be measured and reported on
Other Business	Next meeting 9th November: SD2 working group chair will be invited to attend (or a representative of the working group if the chair is unable to attend) the Steering Group meeting to discuss the progress of the group. **KEY MESSAGES /UPDATES:** • SD1 is on track • SD2 will be invited to present to Steering Group at the 9 November meeting • SD3 may need more time but making progress. Will be assessed later in the year. • SD4 is on track • SD5 is on track

Biosecurity 2025 Implementation Planning
Steering Group Meeting
21st September 2017

Biosecurity 2025 Implementation Planning Steering Group

Key points and decisions form meeting held 21 September 2017

Pastoral House, 25 The Terrace, Level 17, Wellington

Attending:	Roger Smith – Chair, Kimberley Crewther, Julie Collins, James Buwalda, Graeme Marshall, Steve Rich, Rob Phillips, Rosemarie Dawson
Apologies:	Cath Wallace, Glenice Paine, Martin Kessick, Caroline McElnay
Also in attendance:	John Walsh (SD1 Chair), Tim Fraser (SD1 Lead), Janet Chambers (SD4 Lead), Andrew Bell, Frances Lane Brooker, Lisé Hutcheon, Grace Brady

ACTIONS

Matter	Actions	Who
Governance Review	1. James Buwalda will provide input to the governance review RFP process on behalf of the Steering Group.	James Buwalda and SD4 Lead
Biosecurity Implementation Dashboard	2. Update the "time" traffic lights from green to amber on the dashboard for SD2-SD5 (Secretariat). 3. Circulate the risk register to the Steering Group for review and input. 4. Update the shared workspace to provide restricted access for Steering Group confidential documents and discussions. 5. Update the shared workspace to provide restricted access for Steering Group confidential documents and discussions.	Secretariat Secretariat Secretariat Secretariat
Post-border review	6. Provide an update on the post-border review TOR at the next Steering group meeting 9 November.	Secretariat
Draft communication and stakeholder engagement strategy	7. Further consider and sign off the communication and stakeholder engagement strategy when it has been finalised.	Secretariat
Other Business	8. Invite working group chairs to the next Steering Group meeting to discuss the progress of the working groups. If the chair cannot be present then a working group representative will be invited instead.	Secretariat

Steering Group Meeting

Matter	Key discussion points and actions
Minutes from the previous meeting	*Action point 3* is underway and SD3 will be hosting the first meeting with the working group chairs in October. *Action point 4*: The Secretariat reported that SD1 and SD4 have community representatives on their groups and a NZ Forest and Bird representative has recently joined SD5. SD2 and 3 working groups have been unsuccessful in finding a representative and

	are looking at alternative ways to get input including representation on an external reference group. *Action point 6:* The governance review RFP was sent to eight consultants, and proposals were received from four of them. A review panel is in the process of considering the proposals. The Steering Group would like oversight of the process without impeding or slowing it down. It was agreed that James Buwalda will provide input to the process on behalf of the Steering Group. He will liaise with Janet Chambers regarding how best to provide such input at this stage of the process. **ACTION:** James Buwalda will provide input to the governance review RFP process on behalf of the Steering Group. (James Buwalda and SD4 Lead)
Biosecurity Implementation Dashboard	**Dashboard status**: The Steering Group questioned the green traffic light "time" status for SD2-SD5 working groups and asked for these to be shown as amber as the timeline to deliver will be tight and there is still some uncertainty. Julie Collins is following up with potential candidates to lead SD2 and Steve Rich will pass on the details of potential candidates to Julie. **ACTION:** Update the "time" traffic lights from green to amber on the dashboard for SD2-SD5 (Secretariat). **Risk Register**: The Steering Group would like to have the opportunity to discuss and further establish the programme risks and asked for the risk register to be circulated. **ACTION:** Circulate the risk register to the Steering Group for review and input. (Secretariat) **Shared workspace**: The shared workspace has been set up and all members have received invitations to join. The Steering Group asked for the shared workspace to be updated to provide restricted access for the Steering Group confidential documents and discussions. **ACTION:** Update the shared workspace to provide restricted access for Steering Group confidential documents and discussions. (Secretariat)
Post-border review	SD4 is still discussing the TOR out of session and have taken BMAC's advice that the scope of the post-border review is broad into consideration. The Working Group will complete this work and report back to the Steering Group on the 9th October. **ACTION:** Provide an update on the post-border review TOR at the next Steering Group meeting 9 November. (Secretariat)
Draft communication and stakeholder engagement strategy	Lisé Hutcheon explained the proposed strategy and communications community of practice. The Steering Group endorsed the direction of this work and asked that they be given opportunity to sign off the strategy once it has been finalised. **ACTION:** Steering Group will further consider and sign off the communication and stakeholder engagement strategy when it has been finalised. (Secretariat)

SD1 Engagement Plan	John Walsh presented the SD1 Engagement plan to the Steering Group. The Steering Group endorsed the work, and were very supportive of what has been achieved by the working group. This was acknowledged as a significant piece of work that sets out a compelling and ambitious way forward to deliver on the SD1 goals and outcomes. The Steering Group discussed the SD1 presentation and next steps and considered these in the context of the role of the Steering Group relating to the Engagement Plan, implementation plan, and the group's accountabilities and responsibilities. Key points from that discussion included: • The Steering Group's oversight responsibility includes ensuring alignment across all the working groups and the work plans, and to identify possible gaps or inconsistencies. • The Steering Group will be responsible for signing off the implementation plan and for oversight of implementation until more enduring governance arrangements are in place. This includes oversight of all the initial actions, such as the Engagement Plan. • The Steering Group needs to ensure that the implementation plan reflects the interests of system participants, and that it presents sufficient justification to enable various audiences (including Ministers) to understand the rationale behind what it includes or excludes. In considering the recommendations in the paper: • The Steering Group noted recommendations 1 and 2 and the work done to date by the SD1 working group. • The Steering Group noted that initial work will be undertaken by MPI on actions set out in recommendations 3 and 4. • The Steering Group expects to continue to be engaged at key strategic or important stages of this work as it proceeds, to enable the Steering Group to fulfil its oversight responsibilities. • The Steering Group noted recommendation 5 and acknowledged the value in having the working group continue to finalise the Engagement Plan, and further scope the next steps to begin implementation of the actions set out in recommendation 3. For this reason the Steering Group agreed to recommendation 6 to extend the life of the SD1 working group to the end of the 2017 calendar year. At that time, if the life of working group is proposed to be extended further, the Steering Group will consider whether different membership may be appropriate.
Other Business	Next meeting 9th October: the chair of each working group will be invited to attend (or a representative of the working group if the chair is unable to attend) the Steering Group meeting to discuss the progress of the group. **KEY MESSAGES:**

	- We need to keep building the momentum across the system for involvement in Biosecurity 2025.
	- The five strategic direction working groups are now developing their work plans which will inform the Biosecurity 2025 Implementation Plan.
	- As the working groups' plans are developed, the Steering Group is making sure there is consistency and alignment across all the strategic directions.
	- Strategic Direction 1 has developed its Engagement Plan and is now taking its out across the system to elicit support for the creation of a biosecurity team of 4.7 million.
	- The Biosecurity 2025 Implementation Plan is being collaboratively developed and owned by a wide range of groups from across the system.
	- The effort and work the working groups have put into developing their work plans for the Implementation Plan is significant. Without this commitment and drive we would not be able to successfully deliver the Plan next year.

Biosecurity 2025 Implementation Planning
Steering Group Meeting
7th August 2017

Biosecurity 2025 Implementation Planning Steering Group

Key points and decisions from meeting held 07 August 2017

The Terrace Conference Centre, 114 The Terrace, Wellington

Attending**:**   Roger Smith - Chair, Kimberly Crewther, Julie Collins, Allan Ross, Glenice Paine, James Buwalda, Graeme Marshall, Steve Rich, Rob Phillips, Cath Wallace, Rosemarie Dawson (by phone)

Apologies: Caroline McElnay, Richard Palmer (SD3 Chair)

Also in attendance: John Walsh (SD1 Chair), John Hellstrom (SD4 Chair), Andrea Murray (SD5 Chair), Andrew Bell, Frances Lane Brooker, Grace Brady, Janet Chambers, Sara Clarke and Tim Fraser (Implementation Planning Team)

ACTIONS

Matter	Actions	Who
Workshop on the Implementation Planning process	1. Consider how to ensure a community perspective is reflected in each strategic direction area, including through working group membership. 2. Update the stakeholder engagement list to reflect NGO and community organisations. 3. Establish regular meetings for the working group chairs to meet as the implementation planning progresses. 4. Review and confirm the implementation planning timeline in September after feedback from working groups.	- Secretariat/ Working groups - Secretariat - Secretariat/ Working Group chairs - Secretariat/ Steering Group
Post-border review terms of reference	5. SD4 working group will advise if the Post-border Terms of Reference appropriately reflect the Direction Statement which states the initial action is to *"Review the readiness–response–pest management parts of New Zealand's 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.",* by the next Steering Group meeting on September 21.	- Secretariat/SD4 Working Group
Governance review request for proposals (RFP)	6. Review the options for progressing the Governance review request for proposals balancing openness of procurement process against suitable delivery timeframes.	- Secretariat/SD4 Working Group
SD4 Working Group	7. Steering Group members Roger, Julie, Cath, Glenice and Steve will attend SD4 Working Group meeting on 30 August.	- Secretariat/SD4 Working Group

Matter	Actions	Who
SD3 Working Group meeting	8. A Steering Group member is invited to attend the first SD3 Working Group meeting on the 15 August.	- Secretariat/ Steering Group
	9. Key points/messages from the meeting will be provided to Steering Group members after each meeting.	- Secretariat/ Steering Group

Workshop with the Working Group chairs

Matter	Key discussion points and actions
Welcome and Introductions Implementation Planning Workshop	• Roger welcomed the working group Chairs to the meeting to take part in the workshop discussion about the implementation planning. He outlined his expectations to have a full and frank discussion to get a clear consensus within the Steering Group about what is being delivered and in what timeframe. • An overview was provided of what is to be included in the work plans and implementation plan. The programme plan timetable which maps out the time between now and the end of February 2018, showing an additional 2 months to deliver the implementation plan.
Round table discussion on the implementation plan	*Implementation planning process* • There was a discussion about the small number of community representatives on the working groups. There is a need to encourage engagement of community and NGO groups through a range of mechanisms. This includes working group membership, and through SD1 (4.7 million). **Action:** Consider how to ensure a community perspective is reflected in each strategic direction area, including through working group membership (Secretariat/Working group chairs) • An offer was made by Cath to work with the Secretariat to review and update the stakeholder engagement list to ensure it has good NGO and other community representation. **Action:** Update the stakeholder engagement list to reflect NGO and community organisations (Secretariat). • Overlaps, intersections, and potential duplication between working groups were likely to be significant and dialogue is needed across the working groups to work these through. It was agreed there needed to be a mechanism for the chairs from the working groups to meet and discuss any overlaps and to compare notes as the implementation planning progresses. **Action:** Establish regular meetings for the working group chairs to meet as the implementation planning progresses (Secretariat). • The working group chairs were asked whether the working groups were clear about their role in delivering on the Biosecurity 2025

Matter	Key discussion points and actions
	Direction Statement and how much scope the working groups have to revisit the direction provided. The working group chairs, responded that it was still early days for some of the groups, and there were no indications of a desire to shift away from the Direction Statement. The Biosecurity 2025 Direction Statement provides flexibility about how to give effect to its direction. *Timeline* • The Steering Group will defer finalising the timeline until working groups have had an opportunity to consider the work they need to do and whether they can deliver within the timeframe. **Action**: Review and confirm the implementation planning timeline in September after feedback from working groups (Secretariat/Steering Group). **Action**: Steering Group members Roger, Julie, Cath, Glenice and Steve will attend the SD4 Working Group meeting on 30 August (Secretariat). *Costing the actions and programme budget* • The programme is currently funded out of baseline funding for MPI. Some additional funding to assist with the implementation planning was obtained through the Budget 2017 process (see Steering group 30 June meeting paper 6.1). • Future actions are likely to be funded from a mix of sources including existing baselines (e.g. MPI, DOC and regional councils), external club or group funded initiatives and new initiative bids. • Under the revised timeline a funding bid for new initiatives would not be ready for the Budget 2018. *Evaluation and monitoring and risks* • Monitoring and evaluation is integral to the Steering Group's governance role. • Implementation planning risks are a combination of programme risks and strategic risks. These will be included in a risk register for discussion at future meetings.
Post-border review terms of reference	• The Post-border Review Terms of Reference was discussed. The Steering Group was advised the Biosecurity Ministerial Advisory Committee has considered the Terms of Reference and considered its scope may be too broad. **Action***: SD4 working group will advise if the Post-border Terms of Reference appropriately reflect the Direction Statement which states the initial action is to *"Review the readiness–response–pest management parts of New Zealand's biosecurity system, including greater clarity regarding roles and responsibilities of all system participants, and the transition*

Matter	Key discussion points and actions
	process from response to long-term pest management operations" by the next Steering Group meeting on 21 September.

John Hellstrom Governance Review request for proposals (RFP)	• The Steering Group made a further amendment to the RFP, which now includes the wording (in italics): "The consultant will liaise with the Strategic Direction 4 Working Group to gain further insight into the expectations and preferences that this group believes should be taken into account as part of the governance review. *The consultant will provide interim updates to the Working Group on how the work is progressing, as the Working Group will be overseeing the biosecurity system governance review, and will be responsible for ensuring that the report covers the scope of work set out in this request for proposals."*
	
	• The Steering Group is comfortable with the amendments to the RFP suggested by the Working Group.
	
	• The Steering Group would now like to proceed with inviting consultants to tender for the work. The group discussed the possibility of putting the RFP up on the GETS government tendering site, to ensure the widest range of possible consultants are given the opportunity to submit a proposal. However, they want the Working Group to make the decision whether or not this should be done.
	
	• The Steering Group would like the Working Group to make the call on the trade-offs implicit in this choice and determine whether:
	   - A. SD4 Working Group should proceed immediately to send out the RFP only to the consultants on the cover page of the RFP (which means the work is likely to be completed by November/December); or,
	   - B. Proceed immediately to post the RFP to GETS, invite a wider range of possible consultants to tender (and potentially push completion of the work out to January/February).
	
	Action: Review the options for progressing the Governance review request for proposals balancing openness of procurement process against suitable delivery timeframes. (SD4 Working Group).

Steering Group Meeting

Matter	Key discussion points and actions
Minutes from the previous meeting	• There was a discussion at the last meeting highlighting the need for community groups and NGO groups to be included in each of the working groups. However this discussion was not recorded in the minutes. An email with a list of NGO names was sent to be circulated to all Working Group leads. This list has been circulated to the Working Group leads to enable consideration by each Working Group. • **Budget**: The programme timetable will not enable any new actions to make the 2018 budget bid. Will look at 2019 budget. By then the work programmes and plans will be in place to guide the budget.
Iwi Chairs forum	• Glenice Paine reported on a meeting of the Iwi Chairs Forum on 3 August 2017 where Iwi came together and passed 7 recommendations unopposed in relation to Biosecurity. These were: - **Confirm** the importance of Biosecurity to iwi/hapū/whānau. - **Endorse** the need to embed Māori engagement and values within NZ's Biosecurity system. - **Provide** iwi guidance on the way forward for Māori including the organising of a Māori Biosecurity Forum. - **Establish** a basis for partnership in the development of national seed banking and conservation protocols. Promote the development of Iwi seed banks. - **Promote** the proposition to the Crown that they create and resource a statutory Māori Biosecurity Komiti. - **Mandate** Te Tira Whakamātaki (TTW) mahi thus far, support its ongoing endeavour in this arena and support the resourcing of key Iwi/Māori stakeholders and technicians to be trained in biosecurity surveillance, response, management etc. - **Direct** the Crown to recognise the role of Te Tiriti o Waitangi within the biosecurity system.
Biosecurity Implementation Dashboard	• The timeline presented today will be used to reset the dashboard. • The Steering Group would like to have some summary points/key messages drafted from each meeting to be able to use when they are communicating externally about the implementation planning process.
Other business	**Action:** A Steering Group member is invited to attend the first SD3 Working Group meeting on the 15 August (Secretariat/Steering group). **Action:** Key points/messages from the meeting will be provided to Steering Group members after each meeting (Secretariat/Steering Group).

Biosecurity 2025 Implementation Planning Steering Group Meeting
30th June 2017

Biosecurity 2025 Implementation Planning Steering Group
Key points and decisions from meeting held 30 June 2017
Pastoral House, 25 The Terrace, Wellington

Attending**:** Roger Smith - Chair, Kimberley Crewther, Julie Collins, Allan Ross, Glenice Paine, James Buwalda, Graeme Marshall, Steve Rich, Caroline McElnay, Cath Wallace (by phone)
Apologies: Rob Phillips

Also in attendance: Frances Lane Brooker, Janet Chambers, Grace Brady; John Walsh and Tim Fraser (for agenda items 2 and 3)

KEY DECISIONS AND ISSUES

Matter	Key decisions, issues
Discussion of minutes from previous meeting – Establishment of working groups – Setting expectations of working groups	• The Steering Group would like to maintain an overview of the composition of the lists of nominees for the working groups - to assess whether there may be gaps in skills or experience, or uneven strengths, and to ensure coherence across the programme. The current list of nominees was circulated at the meeting; these lists are being used as the basis for contacting nominees and inviting them to participate in the working groups. Updated lists will be circulated with the Steering Group's interim programme update (in 2-3 weeks). The lists will be circulated again before the 7 August Steering Group meeting, at which point the groups should all have been convened. • There was a brief discussion of the role of the reference group (or groups) to support the work of the working groups and enable a wider range of people to participate in implementation planning. • It was agreed that James Buwalda and Roger Smith will attend the first meeting of the Strategic Direction 4 working group 'Effective leadership and governance' on 17 July to share the Steering Group's expectations with them.
Update on Strategic Direction 1	• John Walsh gave a presentation that explained the core components of the engagement plan being developed by the working group (creating a movement, Māori participation, and awareness and knowledge). He outlined three programmes that will comprise 'creating a movement': organic, driven, and unification. • He explained that the engagement plan will focus on behaviours that have been segmented into three 'buckets': movement of goods and people at the border and within New Zealand, readiness and vigilance, and pest control and management. The Steering Group discussed how these will be developed further, how priority audiences will be identified, and how particular programmes will be selected, and expressed general comfort with the work proceeding along those lines. • The SD1 working group is expected to compete its draft engagement plan at end of July, and the Steering Group will see

Matter	Key decisions, issues
	it in September.
	• Tim Fraser explained that the working group members have signalled they want ongoing involvement in implementation planning, at least through to Christmas. The Steering Group discussed this in the context of this not being in accord with their expectation [*i.e., the Steering Group has previously set out its expectation that working groups will be disbanded when each work plan/engagement plan has been completed; this is set out in the working groups' terms of reference*]. On the one hand, the Steering Group wants to enable the programme to benefit from the energy and momentum of the working group. But on the other hand the current members of the working group may not be the right ones to take the work further over the medium to longer term. The Steering Group agreed that they will review the situation once the SD1 work plan/engagement plan has been completed.
Biosecurity Awards	• John Walsh provided a brief overview of the awards and the status of planning for the award ceremony in August. Information about this will be circulated with the minutes.
	• Steering Group members expressed interest in seeing the awards in future be leveraged to build wider engagement in B2025, including coordinating with industry, DOC, NGOs, and others. It could be an event combined with a bi-annual biosecurity forum. It could showcase people who are doing interesting and noteworthy work.
Communications	• Tim Fraser described communications activities that have been undertaken regarding Biosecurity 2025 implementation planning, including the key outcomes, key messages, and some of the initiatives underway.
	• This led to a brief discussion regarding communications, and the Steering Group decided they will discuss this further at their next meeting on 7 August.
	• The group asked for a more strategic overview of communications – regarding bringing NZ along on the journey as we develop the implementation plan. This reflects the group's decision at its first meeting that there will be no formal consultation stage at the end (when a draft plan has been completed). Instead, wider engagement will be ongoing during the implementation planning process. The group wants to see how this will be done, and how well it has been working to date.
	• The Steering Group began to consider what collateral is needed, so that as many people as possible can use/refer to it when undertaking communications activities. Steering Group members also want to be provided with material they can use when doing presentations, such as templates, slides, notes. The Secretariat will pull some material together for Steering Group members to use.
Update on programme planning and establishment of working groups	• The format and content of the update document was discussed. The group found the dashboard and timeline useful, but would like more information about the working groups' milestones, expectations, and what has and hasn't happened. The dashboard was seen to be suggesting a more positive overall status for the

Matter	Key decisions, issues
	programme than is warranted (i.e., too many green and orange status markers and not enough red ones).
	• The challenges on resourcing the secretariat were explained, including delays in getting the work stream lead roles filled to support each of the working groups. This has been exacerbated by the critical needs of the various biosecurity responses drawing MPI staff away from B2025. The group felt we should incorporate lessons learned from this so that implementation BAU can happen alongside future responses.
	• The group wondered whether the programme team could draw on other resources outside of MPI, including making more effective use of the Steering Group members.
	• The group briefly explored the conversation we will want to have with an incoming Minister, and the likely time frame within which such a conversation will be held. The group decided to explore this further in the context of a wider look at the overall programme time frame, milestones and deliverables, at the next meeting on 7 August.
	• The group also discussed the need for alignment between and cross-pollination of ideas across the working groups, and ways to facilitate this happening. It was agreed that the chairs of the working groups will be invited to the 7 August meeting at which the overall programme will be discussed, including the plans, timelines and status of each working group. In advance of that meeting, a revised realistic programme timeline will be prepared and circulated that compares it against the previous timeline, shows slippages, and clearly explains the assumptions underlying it.
– Steering Group communications	• Steering Group members would like a mechanism/process by which they can keep abreast of emerging issues and B2025 programme activities, receive more timely information, provide comments and feedback, and engage with each other about ideas and proposals being suggested. The secretariat will investigate establishing a secure online space for the Steering Group that will enable this to take place.
Budget for Biosecurity 2025	• Julie Collins briefly spoke to the paper and provided an overview of how the budget funding will be utilised for the programme.
	• The Steering Group discussed the need to consider how to present a collective B2025 voice on what the system needs, to inform next year's budget bid process. It was agreed that this will be an agenda item for the 7 August meeting.
Post-border review	• The draft terms of reference for this project was discussed. Some key points and outcomes from this discussion included:
	- This is an initial action that sits under Strategic Direction 4, and will be incorporated into the SD4 working group's work plan.
	- The timing for this work has not been prescribed by the Direction Statement; what is more important is developing a consensus view on the approach to the work, understanding the issues and relationships, and having a clear problem definition; that will take some time to achieve, and will probably not be completed before Christmas.
	- It will be important to take into account impacts on ecosystems,

Matter	Key decisions, issues
	social issues, mental health issues, and other non-financial implications.
	- The stock take should look at effectiveness of tools and processes, what works and what doesn't work.
	- The project should use case studies to inform this picture. Suggested case studies to include are velvet leaf, eucalyptus beetle, great white butterfly, tyleria and myrtle rust.
	• The draft terms of reference will be amended to incorporate the above points, and will be shared with the SD4 working group for their review and comment. It will then be provided back to the Steering Group for further consideration.

ACTIONS

Matter	Actions	Who
Establishment of working groups	• Circulate the updated list of working group nominees to the Steering Group with the interim programme update (in 2-3 weeks).	- Secretariat
Setting expectations of working groups	• Attend the first meeting of the Strategic Direction 4 working group 'Effective leadership and governance' on 17 July to share the Steering Group's expectations with them.	- James Buwalda and Roger Smith
Update on Strategic Direction 1	• Review whether or not to extend the life of the SD1 working group once the SD1 work plan/engagement plan has been completed.	- Steering Group
Biosecurity Awards	• Circulate information about the awards criteria, nomination forms, and the ceremony with the minutes.	- Secretariat
Communications	• Provide information about what is being done to bring NZ on the journey as we develop the implementation plan, and how well it has been working to date – for discussion at the 7 August Steering Group meeting. • Provide the Steering Group with material they can use when doing presentations, such as templates, slides, notes.	- Secretariat
Update on programme planning and establishment of working groups	• Arrange a session at the next Steering Group meeting on 7 August for the group to explore the conversation we will want to have with an incoming Minister. This will be in the context of a wider look at the overall programme time frame, milestones and deliverables. • Invite the chairs of the working groups to attend the next Steering Group meeting on 7 August to discuss the overall programme, including the plans for and status of each working group. • Prepare and circulate a revised realistic programme timeline that compares it against the previous timeline, shows slippages, and clearly explains the assumptions underlying it.	- Secretariat

Matter	Actions	Who
Steering Group communications	• Establish a secure online space for the Steering Group that will enable them to receive timely information, provide feedback, and engage with each other.	- Secretariat
Budget for Biosecurity 2025	• Arrange a session at the next Steering Group meeting on 7 August for the group to discuss how to present a collective B2025 voice on what the system needs, to inform next year's budget bid process.	- Secretariat
Post-border review	• Amend the draft terms of reference to reflect the suggestions made by the Steering Group as outlined above. • If Steering Group members have any further suggestions for incorporation into the draft TOR, they should be provided to the Secretariat by Wednesday 5 July. • Share the revised draft with the SD4 working group for their review and comment, before returning it to the Steering Group for further consideration.	- Secretariat

Biosecurity 2025 Implementation Planning Steering Group Meeting

15th May 2017

Biosecurity 2025 Implementation Planning Steering Group
Key points and decisions from meeting held 15 May 2017
Pastoral House, 25 The Terrace, Wellington

Attending**:** Roger Smith - Chair, Julie Collins, Kimberley Crewther, Rob Phillips, Allan Ross, Glenice Paine, James Buwalda, Graeme Marshall (by phone for the discussion on the governance review RFP)
Apologies: Steve Rich, Harriette Carr

Also in attendance: Andrew Bell, Frances Lane Brooker, Janet Chambers

Matter	Key decisions, issues

Steering Group terms of reference	• Amendments will be made to paragraph 2 in the principal part of the document ("through" to "via"), to the timetable in attachment 1 (showing workshops for meetings on 7 August and 21 September, and delay in sending out governance review RFP), and to the diagram (dotted vs solid lines). A revised version will be prepared and circulated to members.
	 • Key matters addressed included -
	    - <u>The timetable</u> - Steering Group members considered that the timetable will need to carefully balance the tension between:
	      1. Taking sufficient time to do effective quality work, to allow organisations to engage with their constituents/stakeholders, and to build genuine ownership by system participants in the process and in the implementation plan that will emerge from this; while
	      2. Demonstrating genuine progress to the incoming Minister in October, with material evidence of this.
	      We are embarking on what is effectively a change process, and the journey is as important as the destination. This means that the draft timetable may need to be relaxed, or the nature of what is to be produced by October may need to be reviewed.
	    - <u>Nature and frequency of communication</u> – Steering Group members need sufficient and timely information on the programme to enable them to exercise their oversight and assurance roles. Members will be provided with an update between each of their six-weekly meetings. This will include information about programme risks.
	    - <u>Strategic input</u> – The Steering Group meetings scheduled for 7 August and 21 September will be 4-hour facilitated workshops to which the chairs of the working groups will be invited. The purpose of the workshops will be to assess the work plans (7 August) and the preliminary draft implementation plan (21 September) – taking a strategic view to consider overarching issues, coherence, alignment, and whether there may be any gaps.

Matter	Key decisions, issues
Establishment of working groups	- Terms of reference for the working groups – Amendments to these will include: - The attachment is to be regarded as part of the terms of reference. - The body of work already in place or underway within the system will be taken into account by the working group. The key point is that there is much existing work to be built on, and working groups are not starting from scratch. - Setting expectations – One or two Steering Group members will attend the initial meeting of each working group to communicate the Steering Group's expectations. The Secretariat will prepare a one-page brief to support communication of a common set of messages across all the working groups. - Working group for Strategic Direction 4 (SD4) 'Effective leadership and governance' – The Steering Group agreed that a working group will be convened for SD4. One of its roles will be as a reference group for the governance review, including reviewing and providing feedback to the Steering Group on the governance review RFP. The working group will also consider the consultant's report and provide its views on it to the Steering Group. - Membership of the working groups - The Steering Group considered the draft short lists of possible members for the remaining four strategic direction working groups. In the interests of facilitating more rapid establishment of the working groups, the Steering Group selected most members of the groups at the meeting. The Secretariat will circulate these lists as soon as possible to Steering Group members, who will provide suggestions for any additional members to the Secretariat by Friday 19 May.
Governance review	- The approach being taken for the governance review was discussed. Key matters addressed included - - The Steering Group decided it is appropriate to use a closed tender rather than open tender approach for this work, given the likely size of the contract and scale of work involved. - Steering Group members will further consider the paper provided for this meeting, including the list of possible consultants, and provide any suggested amendments or any additional consultants' names for inclusion to the Secretariat by Friday 19 May. - As explained above, the working group for SD4 will be a reference group for the governance review, including providing comment on the draft RFP. Thus the timeframe for going out to tender for the work will be delayed until after that happens.
Communications	John Walsh spoke briefly about the approach being planned for communications about Biosecurity 2025 implementation planning. The communications plan will be circulated to the Steering Group when it is completed.
Strategic Direction 1 update	John Walsh and Tim Fraser provided only brief comments on the status of this work as the meeting ran out of time. A paper will be circulated to the Steering Group which provides an update on the work.

Matter	Key decisions, issues
Post-border review	• James Kilbride provided only brief comments on the purpose of this work as the meeting ran out of time. A paper will be circulated to the Steering Group which provides an update on the work.

Matter	Actions	Who
Steering Group terms of reference	- Circulate a revised version of the terms of reference to Steering Group members. - Provide members with a programme update between each Steering Group meeting. - Extend the time for Steering Group meetings scheduled for 7 August and 21 September to be 4-hour facilitated workshops to which the chairs of the working groups will be invited.	- Secretariat
Establishment of working groups	- Amend terms of reference as agreed by the Steering Group - Arrange for one or two Steering Group members to attend the initial meeting of each working group. Prepare one-page brief to support communication. - Circulate lists of working group members as soon as possible to Steering Group members.	- Secretariat
	- Steering Group members to provide suggestions for any additional working group members to the Secretariat by Friday 19 May.	- All members
Governance review	- Steering Group members to consider the paper provided for this meeting, including the list of possible consultants, and provide any suggested amendments or any additional consultants' names for inclusion to the Secretariat by Friday 19 May.	- All members
Communications	- The communications plan will be circulated to the Steering Group when it is completed.	- Secretariat
Strategic Direction 1 update	- A paper will be circulated to the Steering Group which provides an update on the work.	- Secretariat
Post-border review	- A paper will be circulated to the Steering Group which provides an update on the work	- Secretariat

Biosecurity 2025 Implementation Planning Steering Group Meeting
10th April 2017

Biosecurity 2025 Implementation Planning Steering Group
Key points and decisions from meeting held 10 April 2017

Pastoral House, 25 The Terrace, Wellington

Attending

Roger Smith chair, Julie Collins, Kimberley Crewther, Steve Rich, Rob Phillips, Allan Ross, Glenice Paine, James Buwalda, Graeme Marshall, Harriette Carr

Andrew Bell, Janet Chambers

Matter	Key decisions, issues
Declaration of interests form	• Members will review and provide their signed copies to Janet Chambers at janet.chambers@mpi.govt.nz

Role and scope of Steering Group	• Steering Group members will act as champions of the Direction Statement, showing leadership, talking about work to develop the implementation plan, as well as raising the profile of other relevant work.
	• Terms of reference for the Steering Group will be amended to reflect decisions on role and scope, which include that the Steering Group:
	  - Provides visibility and assurance to participants across the biosecurity system that their interests are being reflected.
	  - Reports to the Minister through the Director General, MPI.
	  - Will be disestablished when new governance arrangements are in place, not when the implementation plan is completed.
	  - Will guide and review (rather than confirm) membership of working groups.
	  - Will be responsible for commissioning any research or studies undertaken, through MPI. Decisions will be made by the steering group on how research or studies will be funded.

Meeting schedule and timeframe	• Steering Group meetings will be held 6-weekly. • The timeframe should bring forward the final milestone (approve final implementation plan and recommend to Minister for endorsement) to end of the 2017 calendar year rather than April 2018. • The draft implementation plan will be provided to the Steering Group for review in September, and will then be shared with the incoming Minister in October. • Formal public consultation on the draft implementation plan will not be necessary. The expectation is that working groups will engage and communicate with stakeholders as part of their contribution to implementation planning. • The Chair will receive fortnightly updates on the programme. The Steering Group will receive updates on working groups' progress at each meeting.

The implementation plan	• The implementation plan will:
	  - Be a 'living document' subject to periodic review and updating.
	  - Set out key milestones and deliverables across the entire period to 2025, but will focus on the most important actions to be undertaken over the first three years. Activities for later years will be signalled in more general terms.
	  - State what needs to be measured and reported on to ensure the programme is on the right course and achieving the right outcomes.

Governance review	• The draft request for proposals and names of possible consultants will be circulated to Steering Group members out of session.
Working groups' terms of reference	• Working groups will sign off their own terms of reference. • The Steering Group will review draft working groups' terms of reference to ensure consistency across TORs and alignment to Direction Statement. • When the terms of reference for the Strategic Direction 4 (Leadership and Governance) working group is circulated, Steering Group members will consider

	whether or not this working group is necessary; i.e., given that SD4's two initial actions are underway, will there be sufficient other work to justify convening the working group.
Working groups' membership	• The Steering Group will have an opportunity to review proposed membership of working groups to provide suggestions about balance and breadth of skills and interests. • Create linkages between working groups through some shared membership.
Key contact person	• The key contact person for the Steering Group secretariat is Janet Chambers (contact details below)

Matter	Actions	Who
Contact details	• Members' contact details will be circulated to everyone in the Steering Group • Steering Group secretariat key contact person: Janet Chambers at janet.chambers@mpi.govt.nz, phone 04 894 0878	• Secretariat
Declaration of interests forms	• Members to review and provide their signed copies to Janet Chambers at janet.chambers@mpi.govt.nz	• All members
Terms of reference for Steering Group and working groups	• Update terms of reference for Steering Group and working groups to reflect agreed timeframe adjustment; share these terms of reference with members for their review. • Steering Group members to consider whether or not SD4 working group is necessary, given that SD4's two initial actions are underway.	• Secretariat • All members
Governance review	• Draft request for proposals and names of possible consultants will be circulated to Steering Group members out of session.	• Secretariat
Meetings	• Send out Doodle Poll to members to arrange 6-weekly meeting times for the rest of the calendar year.	• Secretariat
Programme updates	• The Chair will receive fortnightly updates on the programme. The Steering Group will receive updates on working groups' progress at each meeting.	• Secretariat