



CBAFF Presidents Report – December 2025

As we reflect on the past year, 2025 has been one of the most active and progressive periods in recent years for CBAFF. Guided by our long-term pillars of Engagement, Education, and ESG, we have focused on shaping a resilient and future ready sector, with strong regulatory understanding, strengthened our advocacy, expanded member services, deepened industry partnerships. This report brings together the progress achieved to date, highlighting the collective effort of our members, CEO, Council, partners, and wider industry community.

Strengthening Governance and Strategic Direction

The year began with foundational work to ensure CBAFF is fit for the future. Significant governance work was completed to ensure CBAFF is fully aligned with the Incorporated Societies Act 2022, and re-registration was completed on 01 October.

At our AGM in May, members welcomed three new Council representatives - Lisa Coleman, Glenn Turner, and Lincoln Hollis - alongside re-election of seven experienced members. With refreshed portfolios and new energy around the table, Council has actively led strategic priorities, ensuring robust member representation and stronger alignment across all areas of work.

Council members lead the following portfolios:

- Dean – Air freight
- Emma – Border Agencies
- Gary – Border Agencies
- Glenn – Education
- Lincoln – Sea freight
- Lisa – Generation Future
- Steve – Border Clearance Working Group

This year marked the completion and launch of CBAFF's long-term strategic framework, anchored in our Vision principles. This provides a clear roadmap for impact, accountability, and future direction.

Education: Building a Future-Ready Workforce

Education remained at the core of our initiatives throughout the year.

- Development of the 8-module Customs Broker UUI framework progressed strongly, with the refreshed course set for release in 2026. Further development of elective modules will be released in 2026 also.
- A range of targeted learning opportunities, including webinars such as *Navigating US Tariffs* and *KiwiRail MetroPort*, provided timely, practical support for members.
- Throughout the year, WiseTech Academy continued offering extensive online learning options.

Building on the strong foundations set down in 2024, our Generation Future programme has experienced significant growth:

- The refreshed Young Achievers Award attracted strong interest, with dedicated managers and mentors supporting the next generation of professionals.
- Commitment to school visits and career expo's, raising awareness of industry opportunities.
- The Cadet Register expanded, securing warehouse and 3PL placements with, and attracted new supporters from across industry organisations.

- Work is ongoing to secure more office-based placements and shadowing opportunities, ensuring young talent can gain hands-on experience across a variety of roles.
- A successful networking event – Quiz Night – the first of its kind, proved a success and the groups will continue to arrange further industry engagement opportunities.
- Social media presence helping to raise awareness of our industry for younger generations.

These initiatives reflect our commitment to nurturing a skilled and sustainable workforce that supports the sector's long-term resilience.

Engagement: Advocacy, Industry Collaboration & Member Connection

Engagement across all levels - government, industry, members, and partners - has been a defining feature of the year.

With new portfolios in place across Council, CBAFF represented members in discussions with a wide range of stakeholders, including ICLC, CAA, MPI, New Zealand Customs, NZ Transporting, Ports of Auckland and Tauranga, KiwiRail, OneReg, IVS, and many others. These engagements ensured member voices were present in shaping policy, border processes, and operational frameworks.

Significant advocacy milestones included:

- Presenting at the TNOG Border Forum, calling for improved threat reporting systems, shared intelligence, and better protection for frontline logistics professionals.
- Providing formal submissions on key reforms including Biosecurity Act amendments, Customs Levies Amendment Bill, MPI Transitional Facility reviews, and the TEC Vocational Education Reform.
- Our CEO securing a place on the Establishment Advisory Board (EAG), ensuring we remain influential in vocational education.
- Feedback on effective maritime legislation, Maritime Security Act 2004 and Maritime Transport Act 1994.
- Refreshed Border Clearance Working Group bringing together a diverse group, meeting monthly to provide invaluable insight into shaping industry policies and best practices.

Members also saw the launch of the CEO Roundtable and the Quarterly Business Review webinar series. CBAFF were also instrumental in supporting the launch of the LinerGame™ in New Zealand, an educational tool for broadening opportunities for meaningful dialogue and professional development.

Member engagement continued to grow, supported by:

- An enhanced Member Portal with new feedback and engagement tools
- Multiple webinars hosted by Council and industry experts
- A strong digital presence ensuring industry is kept up to date, with LinkedIn followers increasing by 38% year-on-year

The successful return of Trots Night after 13 years and several networking events further reinforced the strength of our community.

AirCertifyNZ is a flagship programme for the industry, and this has been a key focus for the year. Having moved from strength to strength, the OneReg licence agreement secured on 01 November, ensuring long-term stability and alignment for the export industry. The first in a series of educational and awareness webinars, AirLock was launched and will continue to feature in the 2026 calendar.

Engagement with industry to advance a standardised Consignment Security Declaration (CSD) form continued, aiming to simplify processes and deliver a standardised form for members.

Progress continued right through to year-end, with December marking the launch of our new partnership with TradeWindow. Through TradeWindow Origin, members can issue Certificates of Origin within minutes via 24/7 access, delivering faster, more secure documentation and enhanced productivity and compliance. Member engagement in this service also generates sponsorship credits that will be reinvested into future member events.

Conference Success

The 29th Annual Conference in Napier was a standout highlight - two days of insight, connection, and forward-focused discussion. The event also provided the platform to celebrate excellence through the Ian Jenner Award, the Kakariki Award, and the Generation Future Young Achievers Award, honouring individuals and organisations who exemplify leadership, innovation, and commitment to both industry and community.

With overwhelmingly positive feedback, the Conference reaffirmed the importance of shared spaces to learn, collaborate, and reflect on what's ahead.

You are invited to Save the Date for our 30th Anniversary Conference, taking place at Christchurch's Te Pae Convention Centre from 22–24 September 2026. We are also pleased to share that Mandeville Limited has been appointed as our Professional Conference Organiser for this milestone event.

Freight Advisory Council

CBAFF was invited to represent industry on the Freight Advisory Council which ensures we play an active role in shaping national freight, enabling industry to influence discussion. As President, I represent CBAFF at meetings, where government agencies provide updates on priority workstreams affecting freight and logistics. Member engagement will allow us to have the opportunity to offer feedback, highlight sector concerns, and support more effective engagement across stakeholders.

Looking Ahead

As we close the year, our foundations are stronger than ever. Our focus for the future includes:

- Delivering the first phase of the Customs Broker training framework
- Advancing AirCertifyNZ's growth and visibility
- Continuing strong advocacy to improve border systems
- Deepening ESG commitments and governance excellence
- Expanding pathways and opportunities for the future workforce
- Continued representation as Chair (Executive Committee) on the Biosecurity Business Pledge
- CEO appointment on the Industry Skills Board for Transport

Looking ahead to 2026, CBAFF will introduce a minimal membership fee increase, carefully considered to ensure we maintain momentum, enhance core services, and continue investing in the initiatives that strengthen both our members and the wider sector.

In Closing

The momentum achieved this year under the organisational stewardship of our CEO reflects the collective commitment of our members, partners, and the wider logistics community. Together, we are shaping a sector that is confident, connected, and well-equipped for the challenges and opportunities ahead. It remains a privilege to work alongside such dedicated professionals as we continue to build a resilient and future-focused industry.

Finally, I would like to acknowledge our Council for the significant work they continue to deliver, and extend my thanks to our Executive Committee, Simon and Katrina, for their ongoing dedication and support.

Thank you.

A handwritten signature in black ink, appearing to read 'Rachel Madden'. The signature is stylized with a large, looping 'R' and a long horizontal stroke at the bottom.

Rachel Madden
CBAFF President