**GOVERNMENT
COMMUNICATIONS
SECURITY BUREAU**
TE TIRA TIAKI

**New Zealand
Security Intelligence
Service**
Te Pā Whakamarumaru

Statement of Strategic Intentions:
Government Communications Security Bureau
and New Zealand Security Intelligence Service
2020 – 2024

*Presented to the Intelligence and Security Committee
pursuant to section 39 of the Public Finance Act 1989*

Contents

Chief Executives' Introduction

The New Zealand Intelligence Community (NZIC) contributes to building a safer and more prosperous New Zealand. NZIC agencies work to ensure that New Zealand is protected from harm, that New Zealand decision makers have intelligence that provides a decision advantage, and that New Zealand's international reputation and interests are advanced. This includes the provision of protective security services, advice and assistance, such as information assurance and cybersecurity activities.

Intelligence provides the foundation for the whole-of-Government national security effort, including identifying, investigating and responding to significant threats. It supports New Zealand's interests internationally through collecting and assessing foreign intelligence aligned to our foreign policy goals, providing our decision makers with a decision advantage. And it plays a significant role in enabling the Government and key economic entities to protect their information, assets and people from activities that could damage the national interest.

This statement of strategic intentions provides a high level overview of the Government Communications Security Bureau (GCSB) and the New Zealand Security Intelligence Service (NZSIS), how we will deliver on our purpose, and what we are aiming to achieve through to the end of the 2023/24 financial year.

Statements of Responsibility

Government Communications Security Bureau

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Government Communications Security Bureau. This information has been prepared in accordance with section 38 and 40 of the Public Finance Act 1989.

Andrew Hampton
Director-General of the GCSB
September 2020

New Zealand Security Intelligence Service

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the New Zealand Security Intelligence Service. This information has been prepared in accordance with section 38 and 40 of the Public Finance Act 1989.

Rebecca Kitteridge
Director-General of Security
September 2020

Minister Responsible for the GCSB and the NZSIS

I am satisfied that the information on strategic intentions prepared by the Government Communication Security Bureau and the New Zealand Security Intelligence Service is consistent with the policies and performance expectations of the Government.

Hon Andrew Little
Minister Responsible for the GCSB
Minister Responsible for the NZSIS
September 2020

Nature and Scope of Functions

An agile, coordinated and customer focused community that can sustainably meet the Government's security and intelligence priorities.

Who We Are

Under the Intelligence and Security Act 2017, the intelligence and security agencies are:

- Government Communications Security Bureau (GCSB); and
- New Zealand Security Intelligence Service (NZSIS).

Our Purpose

The purpose of the intelligence and security agencies is to protect New Zealand as a free, open, safe, and democratic society. Under the Intelligence and Security Act 2017, the principal objectives of the intelligence and security agencies are to contribute to:

- the protection of New Zealand's national security;
- the international relations and well-being of New Zealand; and
- the economic well-being of New Zealand.

Votes

The intelligence and security agencies administer the following votes:

- Vote Communications Security and Intelligence (GCSB); and
- Vote Security Intelligence (NZSIS).

Legislative Authority

NZSIS and GCSB operate under the Intelligence and Security Act 2017.

Roles and Functions

NZSIS and GCSB take a community approach, engaging with the wider intelligence community to ensure that we are meeting the Government's intelligence and security objectives. This recognises that the threats we are managing and the opportunities we are seeking to capitalise on are often complex and multifaceted. Successful national security outcomes in the modern operating environment require a team approach – no one agency can do it all.

Government Communications Security Bureau

Protecting and enhancing New Zealand's security and wellbeing

GCSB's principal objectives are those set out in the Intelligence and Security Act 2017, and we pursue these objectives in accordance with the policy and priorities set by the New Zealand Government. We contribute to these objectives by supporting:

- the safety of New Zealanders at home and abroad;

- New Zealand's domestic and foreign policy objectives;

- the reduction of strategic surprise;

- the protection and advancement of New Zealand's economic interests; and

- the ability of New Zealand and New Zealanders to go about their daily lives free from hostile foreign political interference.

The work we do that contributes to these objectives includes:

- providing the Government and other authorised recipients with intelligence to inform their decision making;

- services, advice and assistance to protect New Zealand's most important information and infrastructure from technology-borne compromise;

- services that enable the government to operate while protecting its most sensitive information;

- specialist assistance to NZSIS, the New Zealand Defence Force, and the New Zealand Police in the performance of their functions; and

- regulating telecommunications network operators to ensure the security of nationally significant infrastructures.

New Zealand Security Intelligence Service

Insight advantage guarding Aotearoa

NZSIS's principal objectives are those set out in the Intelligence and Security Act 2017, and we pursue these objectives in accordance with the policy and priorities set by the New Zealand Government. We do this by:

- collecting and analysing intelligence in accordance with the Government's priorities;

- providing protective security services, advice and assistance to the New Zealand Government and others; and

- assisting GCSB, the New Zealand Defence Force and the New Zealand Police to discharge their functions.

NZSIS undertakes a range of functions relevant to New Zealand's security. These include:

- investigating and reporting on matters relevant to New Zealand's security;
- giving advice on protective security measures;
- conducting enquiries and making recommendations on whether individuals should be granted security clearances;
- making recommendations relevant to security relating to immigration and citizenship matters; and
- collecting foreign intelligence.

Operating Intentions
What is the NZIC seeking to achieve?

Operating Environment

New Zealand's intelligence and security agencies operate in a complex, challenging and uncertain domestic and international security environment.

Espionage and Foreign Interference

Foreign political and economic espionage is a significant and increasing threat to New Zealand's interests. Some foreign states are engaged in such activity against New Zealand, for various purposes, and we expect this will continue and grow. The clandestine nature of espionage and the sophistication of methods used by some intelligence services are major challenges, requiring well-coordinated, long-term counter-espionage efforts.

Foreign interference, meanwhile, threatens the integrity of New Zealand's political, media and academic sectors, and exposes some communities to undue and undesirable pressures. Multiple states remain engaged in such activity in New Zealand, using various methods for different purposes. Increased awareness of foreign interference, both publicly and in the sectors at risk, will probably limit the effectiveness of some methods, but we expect foreign states engaged in such activity will continue to adapt.

Terrorism and Violent Extremism

The threat of harm from violent extremism is a prevailing security issue both domestically and internationally. The March 2019 Christchurch attack was unprecedented in New Zealand and its impact on the threat environment is significant and enduring. Propaganda and online material associated with the Christchurch attack will likely continue to play at least a partial role in inspiring some individuals to consider engaging in ideologically motivated acts of violence in New Zealand or elsewhere in the medium to long term.

The often disparate, individualised or incoherent views of the people and groups adhering to some violent extremist ideologies, and the use of online platforms to radicalise others and share violent extremist ideologies, will continue to be a challenge for security agencies around the world for the foreseeable future.

Regional Security

The Pacific region and the countries within it are of high importance to New Zealand given our strong historical, cultural and people connections and its geographic proximity. The Pacific is an increasingly contested international arena with many nations seeking to build influence there. This will have a detrimental effect on regional security and stability.

The Government has reoriented New Zealand's engagement in the Pacific, seeking to work more proactively and supportively with the countries in our region. There is growing demand for intelligence and advice from New Zealand's government agencies and Pacific partners are increasingly seeking out New Zealand as a partner for security capability-building initiatives.

Cyber Security

Malicious cyber actors, including both state-sponsored and criminal actors, continue to target computer systems for an ever increasing range of reasons, utilising the continually evolving range of technologies and tools at their disposal.

New Zealand continues to experience cyber security incidents. Recorded incidents range in seriousness from small businesses targeted with ransomware and attempts to obtain credit card information, through to serious and persistent attempts to compromise the information systems of significant New Zealand organisations. Most recently we have seen a campaign of denial-of-service (DoS) attacks affecting New Zealand entities including NZX. In the international cyber security environment, the frequency of public reporting about cyber security incidents resulting in significant data breaches involving personally identifiable information has continued to increase. The range of industries impacted is indicative of the high value of personal information, targeted by both state-sponsored and criminal actors.

Emerging Technology

Technological acceleration represents a significant challenge for the NZIC and as new technologies emerge we must be able to react quickly. This includes the increasing use of the Internet of Things, along with Artificial Intelligence in our daily lives.

Digital transformation continues to evolve internationally, with ever more devices connected to the internet, and organisations increasingly reliant on technology for everyday activities.

New Zealand's telecommunications networks are a core part of our critical national infrastructure, and are integral to the daily lives and wellbeing of New Zealanders, as well as being a major economic driver. New Zealand networks are undergoing a number of changes, many of which are being accelerated in light of new demand for remote working and the growth in the Internet-of-Things devices. The advent of 5G mobile technology will drive broad technological change across the telecommunication sector. Other changes include the transition to cloud-based network management tools and services, new flexible network architectures such as network virtualisation, and increasing the roll-out and capacity of fibre services.

Encryption is the process of encoding data so that it can only be read by the intended audience. Encryption is a fundamental element of good information security, which is increasingly critical to New Zealand's national security and economic prosperity. GCSB supports New Zealand's use of encryption technology to help ensure privacy and protect sensitive communications. Encryption can, however, be an impediment to law enforcement and intelligence and security agencies, in their efforts to access communications critical to conducting their investigations. Developments in encryption technology and improved security challenges continue to present new and unique challenges to our lawful intelligence collection activities.

National Security and Intelligence Priorities

The National Security and Intelligence Priorities (NSIPs) direct the intelligence and security agencies' intelligence investigations and analysis. The NSIPs outline key areas of national security interest to the New Zealand Government. The priorities assist agencies that have a national security role to make informed, joined-up decisions, and define key areas of focus.

New Zealand takes an 'all hazards, all risks' approach to national security. This means the priorities cover a large range of risks to New Zealand's security and wellbeing.

The NSIPs are coordinated by the Department of the Prime Minister and Cabinet (DPMC) and a range of agencies, including GCSB and NZSIS, work toward achieving them. The current priorities were approved in December 2018 and are listed below in alphabetical order:

- **Biosecurity and human health** – Threats to New Zealand's biosecurity and human health arising from human activity.

- **Environment, climate change and natural resources** – International environment, climate change and natural resources challenges that may impact New Zealand's interests and national security.

- **Foreign influence, interference and espionage** – Acts of interference, influence and espionage in and against New Zealand that would erode New Zealand's sovereignty, national security or economic advantage.

- **Global economy, trade and investment** – Developments in international trade governance, and New Zealand's bilateral, plurilateral and multilateral trading relationships.

- **Implications of emerging technology** – The implications of emerging technology and innovation trends for New Zealand's national security, international relations and economic wellbeing.

- **International governance, geopolitics and global security** – Developments in international governance, geopolitics and global security that may impact New Zealand's interests.

- **Malicious cyber activity** – Cyber threats to New Zealand from state-sponsored and other malicious actors.

- **Middle East regional security** – The implication of events in the Middle East region on New Zealand's national security, international relations and economic wellbeing.

- **New Zealand's strategic interests in the Asia region** – The implications of events in the Asia region on New Zealand's national security, international relations and economic wellbeing.

- **Pacific regional stability** – Protecting and promoting stability, security and resilience in the Pacific region.

- **Proliferation of weapons of mass destruction and conventional weapons** – Non-proliferation and counter-proliferation of weapons of mass destruction and conventional weapons.

- **Space security** – The implications of the exploitation of space and space-based technology on New Zealand's national security, international relations and economic wellbeing.

- **Territorial security and sovereignty** – Threats to New Zealand's territorial security and sovereign rights arising from illegal, unregulated, negligent, harmful (or potentially harmful) human activity.

- **Terrorism** – Threats to New Zealand, New Zealanders and New Zealand's interests from terrorism (ideology, politically or religiously motivated violence) at home and abroad.

- **Threats to New Zealanders overseas** – Threat to the safety and success of New Zealand people, platforms and missions (military, police, diplomatic and civilian) overseas.

- **Transnational organised crime** – Threats to New Zealanders and New Zealand's interests from transnational organised crime, including trafficking, irregular migration, financial crime, fraud and corruption.

NZIC Strategic Objectives

How are we going to achieve our operating intentions?

Government Communications Security Bureau

GCSB has two ideal end-states we are seeking to achieve:

- **Indispensable Intelligence** – Our intelligence products and services consistently generate unique policy and operational impacts for New Zealand.

- **Impenetrable Infrastructure** – Our services, advice and assistance means New Zealand's most important information infrastructures are impenetrable to technology-borne compromise.

To achieve these end-states, we will focus on building our capability and capacity in the following areas:

- **Products and services that are used and valued.** Customers consistently use and value our intelligence products, cyber security services, and information security advice and assistance to inform their decisions.

- **Relationships with purpose.** We plan, prioritise, and pursue relationships with New Zealand Government agencies, international partners, and private sector agencies with a clear understanding of how those relationships contribute to our work. The strength of our relationships means we are trusted, valued, and influential.

- **Recruit and retain the best people.** GCSB's profile as an employer of choice will allow us to recruit, develop, and retain the most skilled people. Recruiting and retaining the best people ensures we have the skills, experience, and diversity to allow us to respond to the security and intelligence challenges New Zealand and New Zealanders face on a daily basis.

- **Government's information security authority.** We are trusted as the New Zealand Government's authority on information security. With respect to information security, we lead on risk management for the New Zealand Government. The New Zealand Government's information security consistently improves because of GCSB's work.

- **Specialist intelligence accesses and tradecraft.** GCSB's access and analytical posture mean we have a portfolio of intelligence accesses and analytical tradecraft that protects New Zealand and New Zealanders and promotes New Zealand's national advantage.

- **Trusted technology.** Our technology enables our work, and facilitates better collaboration with our domestic and international partners. GCSB and other agencies in the sector have access to infrastructure and platforms that are reliable and resilient, and are delivered efficiently.

New Zealand Security Intelligence Service

NZSIS seeks to achieve three primary outcomes for New Zealand:

- New Zealanders are safe;

- New Zealand's key institutions are protected; and

- New Zealand's national advantage is promoted.

The NZSIS Strategy is focussed on Discover. Discover is about:

- finding the right information at the right time;

- knowing our adversaries and understanding where threats, risks and vulnerabilities may appear;

- generating enriched security and intelligence insights for our customers;

- strengthening our foundations, leveraging trusted information and knowledge for decision making;

- understanding the skills and experience we need from our people and the factors that will entice and retain those people; and

- being open and exploring different ways to do our business.

Five Strategic Objectives have been developed to deliver the Discover Strategy.

- **Optimising our use of data and information.** We can access the data we need when we need it. Our people have the skills, experience and tools they need to analyse data and information, leading to insights that matter. We manage and share data and information in a way that is trusted, producing consistent and reliable outputs. Inefficiencies are removed, policies and processes improved or automated and we have an alive innovation culture.

- **Creating a discover environment.** Our authorising environment is enabled, fostering fast access and information use to find those who intend harm to New Zealand and New Zealanders. We know the threat, risk and vulnerability indicators and have ways of identifying future threats. We have strong relationships with the right people and organisations allowing us to produce timely, evidence based insights and services that our customers value.

- **Strengthening our customers.** Our priority entities have the knowledge and abilities they need to prevent and manage their security risks and vulnerabilities. They feel supported by our services and proactively find and report suspicious activities.

- **Advancing our workforce.** We are a desirable place to work and attract the right people with the skills and experience we require. We anticipate future workforce needs and are agile to changes in our environment.

- **Enhancing our regional security understanding.** We understand our regional context and the role we play. We know what is normal and can see shifts in behaviours and actions that could indicate areas interest, risk and vulnerabilities to New Zealand's regional priorities.

Diversity in the Workforce

To better protect New Zealand's interests, the NZIC must reflect the community we serve. GCSB and NZSIS are committed to developing a dynamic and agile workforce to harness the benefits of different ideas, perspectives and cultural experiences.

The Diversity and Inclusion Strategy launched by NZSIS and GCSB in March 2018 provides a roadmap of the steps the organisations are committed to taking. The strategy has four goals:

- **Workforce diversity:** The NZIC has strategies in place to support the employment and retention of identified diverse groups.

- **Diversity through workforce leadership:** The NZIC will empower, enable and equip its leaders to recruit, develop and retain a diverse and competent workforce.

- **Workforce inclusion:** The NZIC will foster a culture that encourages collaboration, flexibility and fairness to enable all employees to realise their potential and increase retention.

- **Sustainability and accountability:** The NZIC breaks down systematic barriers to inclusion by embedding diversity and inclusion policies and practices, and equipping leaders with the ability to manage diversity and be accountable for the results.

Our initial focus areas have related to increasing the number of women and Māori, Pacific and Asian people across all levels of our workforce. These areas will continue to be focus for us. As part of our Diversity and Inclusion Strategy refresh in 2021 we will also have an increased focus on wellbeing, flexibility and making our organisation a supportive environment for people with disabilities.

As part of the Diversity and Inclusion Strategy, NZSIS and GCSB have sought to recruit a more diverse workforce. Our efforts have included developing marketing material to reflect that we want a more diverse workforce, and advertising our recruitment on a wider range of platforms.