



GOVERNMENT
COMMUNICATIONS
SECURITY BUREAU
TE TIRA TIAKI



New Zealand
Security Intelligence
Service
Te Pā Whakamarumaru

JDGO BUSINESS PLAN 2021/2022



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JDGO BUSINESS PLAN 2021/2022 Joint Strategy Policy and Performance

WORKSTREAMS	DELIVERABLES	INTERDEPENDENCIES	DELIVERY TARGET
Strategy	<ol style="list-style-type: none"> Contribute to DPMC's work to develop New Zealand National Security Strategy Develop NZIC Strategy Support for Budget '21 initiatives – s6(a) Contribute feedback to strategic and defense assessments from across government Contribute to long term insights briefings Contribute feedback to national security sector investment proposals where required Maintain central agency engagement Work with Treasury and Finance on cost pressure forecasting Develop Budget Strategy (in consultation with Finance and other Directorates) for Budgets 2022 and 2023 	<ul style="list-style-type: none"> DPMC is leading the work on New Zealand's National Security Strategy 	<ol style="list-style-type: none"> Ongoing 31 Dec 2021 31 Dec 2021 Ongoing 30 June 2022 Ongoing Ongoing 31 Dec 2021 31 Dec 2021
Contribute to legislative review (2.2)	<ol style="list-style-type: none"> Establish Legislation Team to support review of ISA. Develop clear agency positions on issues outlined in ISA Review ToR, develop induction programme for reviewers and secretariat. Support to the cross agency regulatory stewardship programme led by Ministry of Justice Support to the New Zealand Space Agency's review of OSHAA 	<ul style="list-style-type: none"> Will need to establish a reference group or similar across GCSB / NZSIS – will require Directorate time 	<ol style="list-style-type: none"> 30 Nov 2021 Ongoing 30 June 2022
Contribution to the broader policy environment (2.2)	<ol style="list-style-type: none"> s6(a) s6(a) Support to cross government counter terrorism work programme s6(a) s6(a) s6(a) Direct access agreement with NZP s6(a) 	<ul style="list-style-type: none"> In most cases NZSIS and GCSB are not the lead agencies for policy development so we are dependent on others to deliver on this plan. 	<ol style="list-style-type: none"> Ongoing 31 Dec 2021 Ongoing Ongoing Ongoing Ongoing 31 Dec 2021 As required
Support to the National Security System	<ol style="list-style-type: none"> Support implementation of machinery of government recommendations from the RCOI Support to DG's to attend SIB Contribute to the review and implementation of the NSIPs 		<ol style="list-style-type: none"> Ongoing Ongoing 31 Dec 2021
Management of emerging issues	<ol style="list-style-type: none"> Incident management support to GCSB and NZSIS, eg: <ol style="list-style-type: none"> Cyber attributions, watch groups, etc Support to IGIS inquiries and reports. Support to the GCSB and NZSIS on variety of briefings to the Minister Drafting of Cabinet papers, including facilitating internal and external consultation Support Ministerial and DG engagements across government, with industry, local government and communities Provide NZSIS and GCSB comment on Cabinet papers from across government 		<ol style="list-style-type: none"> Ongoing As received Ongoing Ongoing Ongoing Ongoing
Official Information, Ministerial Services and Accountability	<ol style="list-style-type: none"> Management of routine Official Information Act requests, Privacy Act requests and Ministerial services; including correspondence, parliamentary questions etc Management of historic OIA and privacy act requests Develop timeline of NZSIS history for the website Lifting organisational knowledge of accountability requirements Develop and implement process improvement for OIA and Privacy Act requests. Development, drafting and finalising GCSB and NZSIS annual reports Support provision of advice to Minister on regulatory functions eg TICSAs and OSHAA. General support to the Ministers office Support for Minister and DG's at GCSB and NZSIS Cabinet and Select Committee appearances Externally initiated reporting relating to privacy eg: Word SECRET NZEO to draft Privacy Self-Assurance reporting and Transparency International. 		<ol style="list-style-type: none"> Ongoing Ongoing Sept 2021 Ongoing Ongoing 30 Sept 2021 Ongoing Ongoing As required As required As required



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JDGO BUSINESS PLAN 2021/2022 International Strategy and Engagement

WORKSTREAMS	DELIVERABLES	INTERDEPENDENCIES	DELIVERY TARGET
Strategic thinking	<ol style="list-style-type: none"> Draft, consult and implement new international strategy and engagement plans for NZSIS and GCSB Prepare DG commissioning letters for outgoing senior liaison officers which capture strategic goals for the relationship and posting, as well as directorate goals Review and contribute to strategic planning for overseas liaison offices 	<ul style="list-style-type: none"> Delivery of the international strategy and engagement plans will require additional resource (contractor) Commissioning letters require input from relevant directorates 	June 2022
Managing overseas secondments, exchanges and postings	<ol style="list-style-type: none"> Review processes and procedures associated with posting of staff overseas, including development of a handbook and scheduled review of the Overseas Secondments Exchanges and Postings (OSEP) policy Continue to develop a fit-for-purpose approach to support for the offshore OSEP network in response to COVID-19 challenges Engagement in cross-agency processes focused on support to the NZ Inc offshore network s6(a) 	<ul style="list-style-type: none"> Delivery of the handbook and policy review reliant on contractor resource. Engagement of multiple affected business units, including Sourcing, HR, Facilities, Financial Services, Payroll, PERSEC, Cover Team, Psychological Services, LOS/DLOs and secondees. Consultation and approval of policy changes. 	June 2022
Transition of passports and visa function to International Engagement	<ol style="list-style-type: none"> Transition (from HR) of passports and visa support for the whole of business (GCSB and NZSIS) Develop of SOPs to support a more consistent and predictable approach to visa and passport issues Provide expert visa advice and support across the business, including in response to specific border entry and MIQ requirements as a result of COVID 	<ul style="list-style-type: none"> New P&V FTE due to start at PHoP in June. NZSIS P&V to be transitioned after the application process has been automated. 	March 2022
Royal Commission of Enquiry	<ol style="list-style-type: none"> Support to liaison officer network on Royal Commission findings Engagement with international partners on findings of the Royal Commission 	<ul style="list-style-type: none"> This work will depend on the release date of the RCOI and the findings 	From Nov 2020
Engagement (2.1 & 3.2)	<ol style="list-style-type: none"> Support DGs and SLT in their international engagement, including through visits, briefing, protocol and relationship management advice s6(a) s6(a) s6(a) s6(a) 	<ul style="list-style-type: none"> Recruitment is underway to fill a vacant Senior Adviser position in JLE. Delivery of these functions at any one time reflects staffing capacity and relative prioritisation against new or competing tasks. 	Ongoing
Management of emerging issues	<ol style="list-style-type: none"> Support to GCSB and NZSIS on emerging issues Support to Ministers on emerging issues and engagements 		Ongoing
NZIC and cross government work	<ol style="list-style-type: none"> Support to cross-government policy and engagement work with an international dimension (in concert with JDGO / JSPP and other teams). s6(a) 	<ul style="list-style-type: none"> s6(a) 	Ongoing
Objective 5: Enhancing our regional security understanding	<ol style="list-style-type: none"> s6(a) 	<ul style="list-style-type: none"> s6(a) s6(a) 	Ongoing



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Communications

WORKSTREAMS	DELIVERABLES	INTERDEPENDENCIES	DELIVERY TARGET
Response to the Royal Commission of Inquiry's recommendations	<ol style="list-style-type: none"> Coordinate with the cross-agency response to the Royal Commission of Inquiry's response to recommendations. Support GCSB and NZSIS response to recommendations 	<ul style="list-style-type: none"> Our approach to communication, particularly around timing, is dependent on coordination of initiatives and activities with other agencies and DPMC 	Ongoing
Engage and inform stakeholders	<ol style="list-style-type: none"> Secure a range of speaking opportunities for Directors-General. Ensure briefings, talking points, and other supporting arrangements are provided as required. 	<ul style="list-style-type: none"> Timing for these engagements depends on the timing of the Ministers national security speech. 	Ongoing
Engage and inform staff	<ol style="list-style-type: none"> Maintain and enhance internal communication channels with innovative and engaging content Deliver regular updates on time to the standards expected by key customers, especially DGs Ensure staff receive access to important information and advice Support DGs and senior leaders with staff engagement advice and collateral for speeches, town halls and other events 		Ongoing
Engage and inform New Zealanders	<ol style="list-style-type: none"> Ensure website content is up to date and accurate Engage with news media to generate positive news media stories that explain the agencies and their role Support recruitment efforts Identify opportunities for proactive media engagement Generate and facilitate speaking opportunities to a range of audiences Progress the establishment of a corporate social media channel 	<ul style="list-style-type: none"> Social media is restricted by our security settings and the resource-heavy nature of the channels Need to change assumptions of partners that the intelligence agencies never want to be acknowledged in support to those partners Evolving media landscape means it is getting more challenging to create proactive opportunities about the intelligence agencies. 	Ongoing
Protect the reputation of the NZSIS and GCSB	<ol style="list-style-type: none"> Respond to incoming media requests and issues in an effective and timely way Provide support to Minister and Ministers office on responding to emerging issues Identify risks as early as possible and ensure plans and supporting collateral are prepared Support DGs in media engagements with advice, messaging and collateral as required ensuring NZSIS and GCSB views are put forward and fairly reflected in media stories to the extent possible based on the issue 	<ul style="list-style-type: none"> Ongoing engagement required with communications teams from partner agencies to ensure joined up approach and awareness of emerging issues. 	Ongoing
Refresh NZIC websites and visual identity	<ol style="list-style-type: none"> Support the project to refresh NZIC websites and visual identity Ensure the project is delivered on time and within budget Deliver new websites that meet customer expectations and meet needs Deliver refreshed visual identity and ensure implementation across both NZSIS and GCSB 	<ul style="list-style-type: none"> Visual identity refresh dependent on sign-off from a range of internal and external partners and agencies. 	September 2021