



**Te Tira Tiaki**  
Government Communications  
Security Bureau

# GCSB Strategy

## 2023-27

Intelligence advantage and cyber resilience  
to successfully navigate an unpredictable world.

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# Foreword

The GCSB Strategy sets out the greatest possible contribution GCSB can make to our national security and economic wellbeing over the next four years.

It is set against a turbulent international backdrop where a complex set of issues are placing extraordinary and unprecedented pressure on the international rules-based architecture that Aotearoa New Zealand, as a small trading nation, relies upon to maintain order, peace and stability.

Threats to digital infrastructure continue to grow as Aotearoa New Zealand faces a greater volume of more sophisticated malicious cyber activity from both state and non-state actors. The realisation of technologies such as quantum computing and artificial intelligence will make it harder for individuals, firms and the New Zealand Government to protect data and digital assets.

**GCSB's mission is to equip our customers with the intelligence and cyber resilience necessary to forecast and successfully navigate Aotearoa New Zealand's changing strategic environment.**

Our work protects New Zealanders living here and abroad and it enables our Government to be more confident in policy choices and tactical decision-making. Our success enables the digital economy to thrive and builds the resilience of our nationally significant organisations.

Our ability to achieve our mission relies on the combination of GCSB's highly skilled workforce, specialist intelligence and cyber security capabilities, and our partnerships. Success is something we cannot achieve alone, and our partnerships are as important now as they have ever been, including our close relationship with the NZSIS and Five Eyes partners.

The Key Shifts set out on the next page outline what we will deliver for Aotearoa New Zealand. We must continue to invest in our people, technology and assets, so that our workforce is equipped to do their very best.

Our starting point for success rests on the GCSB having a stable and resilient core that is capable of responding to a wide range of disruptions and security challenges.

Every single day I am humbled by the dedication and capability of GCSB's people. Their agility, cooperation and innovation sits at the heart of our mission excellence. The GCSB Strategy 2023-2027 aims to drive the important roles they play in helping keep New Zealand a safe and prosperous nation.

Andrew Clark  
 Director-General  
 Government Communications Security Bureau



**Protecting Aotearoa**

**A resilient GCSB**

*By pursuing our Strategy, we will achieve the following key shifts for Aotearoa New Zealand:*

- 1 Deep insights on regional security - for Aotearoa New Zealand and for the Pacific.**

We will prioritise our work on regional security to ensure the New Zealand Government has deeper insight and forewarning on the array of security challenges facing the Pacific. We will develop our role in building regional resilience by providing support to government agencies whose responsibilities include responding to security issues in our region.
- 2 Consolidate national cyber security leadership.**

We will establish GCSB's role as the lead agency for cyber security operations in Aotearoa New Zealand. We will consolidate reporting pathways and response triage for cyber security incidents. Through an expanded mandate for the Government Chief Information Security Officer (GCISO), we will enhance our leadership of information security across the Public Sector.
- 3 Embed our responsibilities as a Treaty partner to advance cyber resilience with iwi, hapu and Māori organisations.**

We will work with partners to define and give effect to our role in lifting the cyber resilience of iwi, hapu and Māori organisations.
- 4 Lift Aotearoa New Zealand's ability to keep pace with emerging technology risks and opportunities.**

We will employ a more structured approach, which combines insight from all of GCSB's functions and capabilities, to assist the Government to keep pace with the risks and opportunities that emerging technologies present to New Zealand.
- 5 Catalyse our customers' use of intelligence.**

This strategy is designed to get GCSB working in a cross-mission way, so that our customers benefit from the full range of what we have to offer. We will join the dots for our customers, including on how they can use our products, advice and services.
- 6 Positioning ourselves to effectively meet security challenges and increased demand.**

We have a focus on continuing to make GCSB a great place to work, prioritising our recruitment and our physical work environment. We will modernise our workplace, enhancing how we connect and collaborate with our customers, partners and suppliers and build adaptability to short-term shocks and longer-term changes in our operational environment.

# GCSB Strategy 2023-27

Our Strategy is formed around six outcomes, three focused on our work to protect Aotearoa New Zealand, and three focused on ensuring that GCSB itself is a strong and resilient agency.



## PROTECT - TIAKI TANGATA

We protect Aotearoa New Zealand; our people, infrastructure and information.



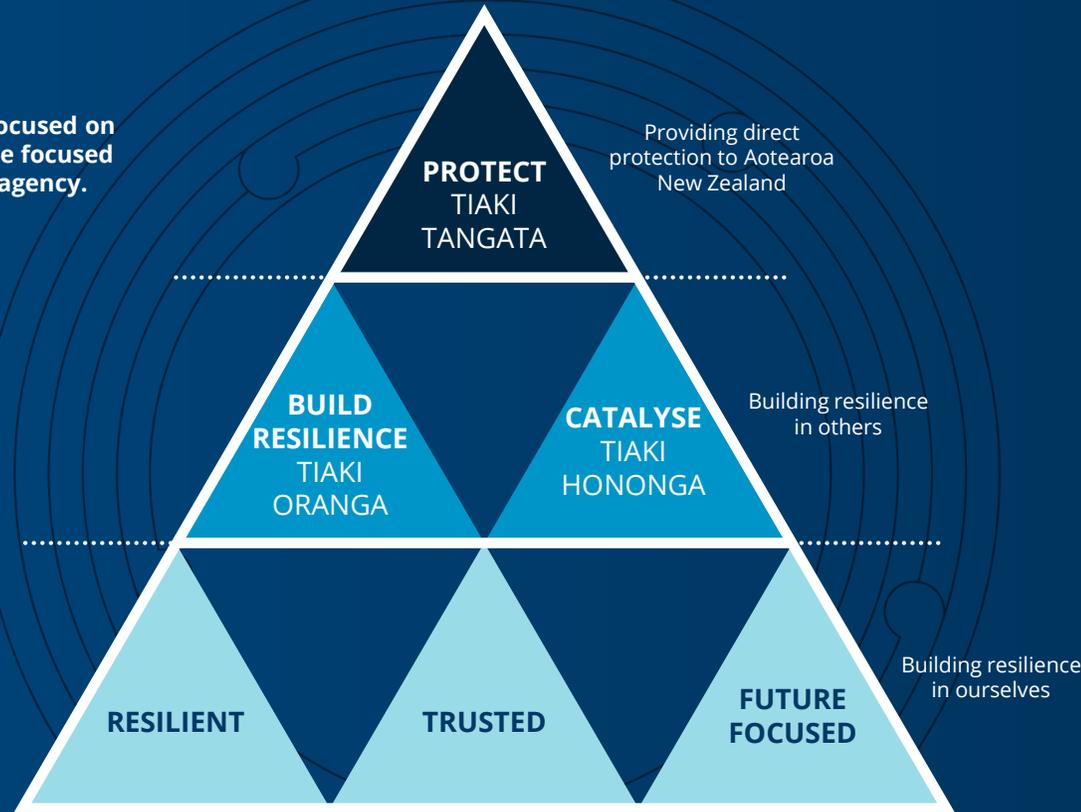
## BUILD RESILIENCE - TIAKI ORANGA

We build resilience in others so that Aotearoa New Zealand can confidently navigate future security challenges.



## CATALYSE - TIAKI HONONGA

Our products and services are based on customer partnerships and enable real-world outcomes that advance New Zealand's values and interests.



## RESILIENT

We invest in GCSB's resilience so that we can better serve New Zealand.



## TRUSTED

We are a trusted and confident organisation. We make a positive impact, and the value we bring to New Zealand is well understood.



## FUTURE FOCUSED

We will ensure we have the right relationships, co-ordination, and tradecraft to respond to and counter both existing and emerging threats.

We have woven these outcomes together using the niho taniwha tukutuku pattern. The interconnected niho, or teeth represent the core aspects of our strategy, building up from a strong and resilient organisational base to the direct application of our advanced capabilities to protect Aotearoa New Zealand. Each niho is as important as the other - they are mutually reinforcing.



*We **protect** Aotearoa New Zealand;  
our people, infrastructure and information*

Against the backdrop of a deteriorating strategic environment, we will continue to build our capabilities to monitor, detect and disrupt threats to New Zealand. We will ensure policy makers have the intelligence to understand and keep ahead of regional and global shifts.

Tiaki Tangata will see GCSB sharing more about our work and how our capabilities can assist other agencies, including enforcement agencies. NZSIS will remain a critical partner for GCSB across all areas of this outcome.

Tiaki Tangata describes how we apply our unique capabilities to protect Aotearoa New Zealand. GCSB's protections are unique because:

- They involve sensitive, classified capabilities and tradecraft; and
- We are the only entity in Government and in New Zealand with the legal authorisation, capability and relationships to carry out this work.

### Key results

These key results will guide GCSB's activities between now and 2027. These results are supported by more detailed, classified initiatives.

1

#### Keep New Zealanders safe

We will deliver output that is relevant, timely and usable and contributes towards countering terrorism, transnational and organised crime and will continue our support to military operations to protect New Zealanders everywhere.

2

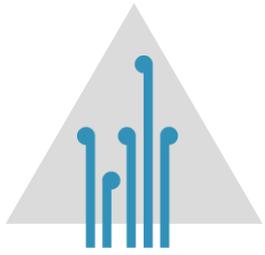
#### Protect data and systems

Through implementation of the National Cyber Security Centre's Strategy, we will maintain capability to detect and disrupt threats and vulnerabilities to New Zealand's nationally significant organisations and respond to national level harm.

3

#### Reduce strategic surprise

We will reduce strategic surprise to the New Zealand Government by providing timely and relevant intelligence in the areas covered by the National Security Intelligence Priorities.



# TIAKI ORANGA

## **BUILD RESILIENCE**

*We **build resilience** in others so that Aotearoa New Zealand can confidently navigate future security challenges*

Tiaki Oranga describes how we use our classified capabilities and insights to build strategic awareness and cyber security maturity in our customers.

Tiaki Oranga is about equipping our customers to protect their valuable information and manage risk.

Building mana as a trusted advisor and partner underpins all of our activities in this area.

### **Key results**

These key results will guide GCSB's activities between now and 2027. These results are supported by more detailed, classified initiatives.

- 1 Information security system leader**

Through fulfilling our GCISO mandate and system leadership role, GCSB will advance the Public Sector's information security maturity.
- 2 Trusted partner to iwi, hapu and Māori organisations**

We will work with Treaty partners to define and give effect to GCSB's role in lifting the cyber resilience of iwi, hapu and Maori organisations.
- 3 Build regional resilience**

We will work with Government and our Pacific partners to confirm our role in building regional resilience. This will include our role in enabling intelligence sharing, and providing cyber security support to government agencies whose responsibilities include responding to security issues in our region.
- 4 Emerging technology foresight**

We will clarify the shape of our leadership role in supporting the New Zealand Government to make evidence and risk-based decisions about emerging technologies.



*Our products and services are based on customer partnerships and enable **real-world outcomes** that advance New Zealand's values and interests*

Tiaki Hononga is about how we work and how we partner. It shows GCSB's ambition to achieve a more proactive approach to service delivery.

We will make it easier for our customers to use our intelligence, cyber security, and technology products and services to enable real-world outcomes that advance New Zealand's values and interests. We'll invest even more in our relationships with policy makers to counter those who seek to harm New Zealand.

We will be proactive in our stakeholder and customer engagement. We seek to anticipate the advice, products and services that our customers will need from us in the future, as well as fully understanding what they need from us now.

We will streamline how our Government customers can consume and share highly classified information including through Top Secret Networks.

### Key results

These key results will guide GCSB's activities between now and 2027. These results are supported by more detailed, classified initiatives.

- 1 We take a cross-GCSB view**

We will move from a Directorate-first to a GCSB-first way of operating. A cross-GCSB understanding of threats and GCSB's role will underpin all of our advice and service delivery.
- 2 More accessible intelligence**

Our service delivery will support both rapid tactical and strategic action on intelligence. We seek to reach as many of our customers as possible with easy to use intelligence, products and services.
- 3 Strong customer focus**

We will regularly assess the needs of our stakeholders and customers, and the emerging challenges affecting them. We will check that our products and services remain fit for purpose. If not, we will develop new ways of reaching out, trial new products and services and adjust our business models to provide the support that our customers need.
- 4 Secure top secret infrastructure**

We will enable government customers to appropriately share New Zealand's most sensitive information with confidence and ease.



## RESILIENT

*We invest in GCSB's core resilience so that we can better serve New Zealand.*

This mission outcome is about building GCSB's core resilience so that we can respond to a wide range of future security challenges.

Our people are our most important asset and we want them to flourish.

Recruitment, development and retention of our talented and specialist staff is essential to our resilience as an organisation. We want GCSB to be a place where people thrive on challenging work, and feel supported.

We are champions of diversity and inclusion and will continue to advance that work in line with our Diversity and Inclusion Strategy.

We want our leaders to be visible internally and externally, transparent, and give us confidence in the direction and decision-making that occurs to support our people and business.

We will continue to invest in our technology in line with our strategic objectives.

We will optimise our accommodation footprint, so that now and in future we can house our staff in facilities best suited to their work.

### Key results

These key results will guide GCSB's activities between now and 2027. These results are supported by more detailed, classified initiatives.

#### 1 He tangata, he tangata, he tangata

We will enable GCSB staff to thrive on challenging and unique work.

Our recruitment, development and retention strategy will reflect the market realities of our highly sought after workforce.

GCSB's leaders, managers and staff will be strongly connected to each other and to the mission.

We will continue to prioritise and continually lift our diversity and inclusion work.

#### 2 The right tools and systems

We will develop and implement fit-for-purpose platforms, capabilities, products and expertise so that our staff can access tools and systems that are secure, make us more efficient and enhance our sense of professional pride.

#### 3 Stable, fit-for-purpose property

Our working environment will allow staff to work efficiently, at a level of classification environment most suited to their role and in a way that helps to balance life and work commitments. We will build our mission resilience to anticipated hazards.



# TRUSTED

*We are a **trusted and confident** organisation. We make a positive impact, and the value we bring to New Zealand is well understood.*

The nature of our work and our history means that trust and confidence are key to everything GCSB does. This mission outcome focuses on how we maintain the trust and confidence of our oversight bodies and the public.

GCSB is committed to lifting our capability as a Treaty partner and in better understanding Te Ao Māori perspectives, contributing to better national security outcomes.

## Key results

These key results will guide GCSB's activities between now and 2027. These results are supported by more detailed, classified initiatives.

1

### Constructive oversight relationships

Government, Parliament and other oversight bodies, including the Inspector-General of Intelligence and Security will have a strong understanding of GCSB's work and contribution to national security.

2

### A capable Treaty partner

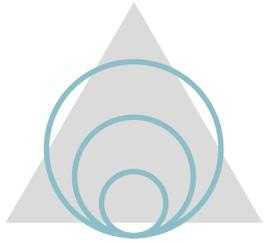
GCSB's responsibilities as a Treaty partner will be more understood across the agency, directly informing our service delivery and how we partner with Iwi, hapu and Maori organisations to build cyber resilience.

We will develop and implement a capability uplift plan to improve GCSB's understanding of Te Ao Māori.

3

### Improved public trust and understanding of the value we bring

We will continue to grow the public's understanding of our work, including the full range of our contributions to national security.



# FUTURE FOCUSED

*We will ensure we have the **right relationships, co-ordination, and tradecraft** to respond to and counter both existing and emerging threats.*

We invest in and evolve our own tradecraft and capability so we can keep successfully delivering our mission in a changing, challenging environment.

We deliberately design and connect our enabling mission to our mission goals so we can successfully and sustainably deliver over time. We constantly review and update our mix of supporting systems, capability and skills to ensure we can fully meet future challenges.

GCSB's Five Eyes partnerships represent a key source of security for Aotearoa New Zealand and remain a vital part of how we protect New Zealand. We will work alongside our Five Eyes partners on global security challenges that undermine the international rules-based system.

We will take the long term view, and we are purposeful in identifying and investing in the right partnerships to improve our delivery and amplify our reach.

## Key results

These key results will guide GCSB's activities between now and 2027. These results are supported by more detailed, classified initiatives.

1

### Constantly improving capability

We will develop a GCSB capability plan to assess our capability against emerging demands so we maintain the right mix of knowledge and skills to achieve our mission. We ensure that our tools and systems always deliver value relative to investment.

2

### Committed partner

We will maintain and lift GCSB's impact as a valued and highly capable Five Eyes partner.

3

### We protect what's important

We will take a risk-based approach to policy that safely enables innovation