



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

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# **NZSIS STRATEGY**

## 2024-2029

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# Foreword

I am pleased to be able to share the NZSIS's organisational strategy.

NZSIS's strategy is about setting the direction for how we intend to enhance our impact on Aotearoa New Zealand's national security over the next five years.

We want to be clear with New Zealanders, our colleagues in the national security sector and with our own people on what we aim to deliver for them, where we can work together and what will be our main areas of focus.

Our strategy positions us to confront the complex threat environment. We are facing more persistent foreign interference activity both in New Zealand and our home region as well as the constantly shifting nature of violent extremism.

Our strategy highlights what we plan to do to stay ahead of the threats we face and ultimately how we intend to carry out our mission to keep New Zealand and New Zealanders safe and secure.

Andrew Hampton

Director-General of Security

NZSIS

# NZSIS STRATEGY 2024-2029

Our strategy is driven by our Mission and shows how our efforts align to keeping New Zealand and New Zealanders safe and secure.

Our Services describe what we do and our Impacts are the contributions we make to national security.

There is further information about our Mission, Services and Impacts on the following pages.





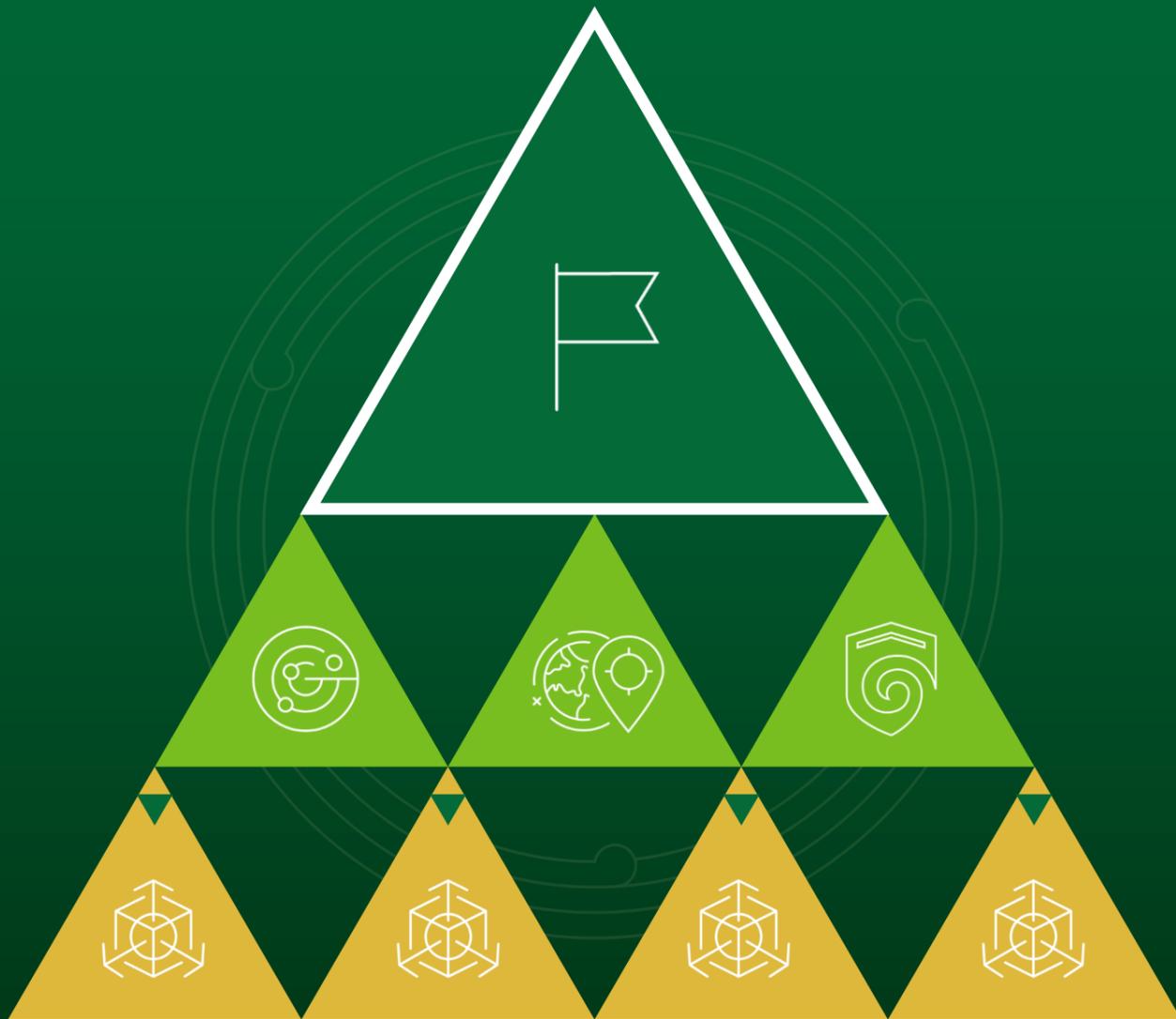
## Our Mission

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### **Keeping New Zealand and New Zealanders safe and secure**

We are driven to protect Aotearoa New Zealand as a free, open and democratic society for future generations by staying ahead of the threats we face. We will achieve our goals by making an impact in our key focus areas.

Our mission speaks to our role of guardian and protector, which is exemplified in the metaphors associated with our Māori name: Te Pā Whakamarumarū, The Sheltering Citadel. In fulfilling our mission, we act in accordance with Te Tiriti o Waitangi.





# Our Services



## Security Intelligence

Detecting, investigating, assessing and mitigating threats to Aotearoa New Zealand.



## Foreign Intelligence

Collecting, analysing, and sharing intelligence to further New Zealand's interests and those of our region.



## Protective Security

Providing services and advice so New Zealand government agencies and organisations can protect their people, information and other assets.





## Our Impacts



### Countering espionage and foreign interference

Detecting, investigating and disrupting activity in or against New Zealand. We act as the lead agency in seeking to understand and assess these threats so action can be taken to disrupt and deter.



### Countering violent extremism and terrorism

Detecting and investigating threats posed by violent extremism in New Zealand and overseas. We work with other agencies to stop these threats escalating into acts of terrorism.



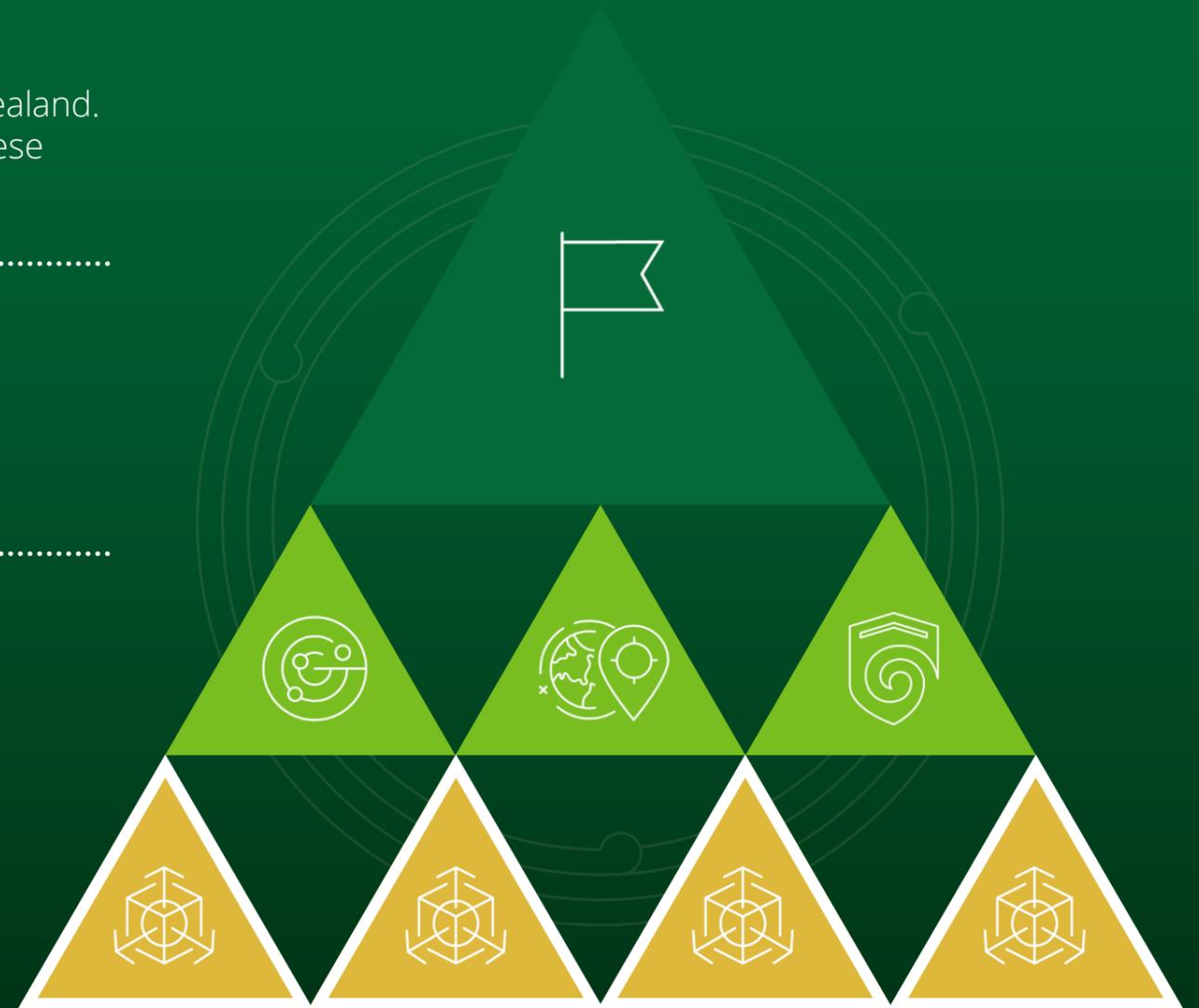
### Protecting people, information and assets

Enhancing the ability of New Zealand government agencies and organisations to protect their people, information and other assets through our Protective Security leadership role.



### Contributing to a secure, prosperous and resilient Pacific

Working with others to detect, disrupt and deter activities which undermine New Zealand's national security and that of our partners in the Pacific. This includes supporting Pacific partners to build their protective security.



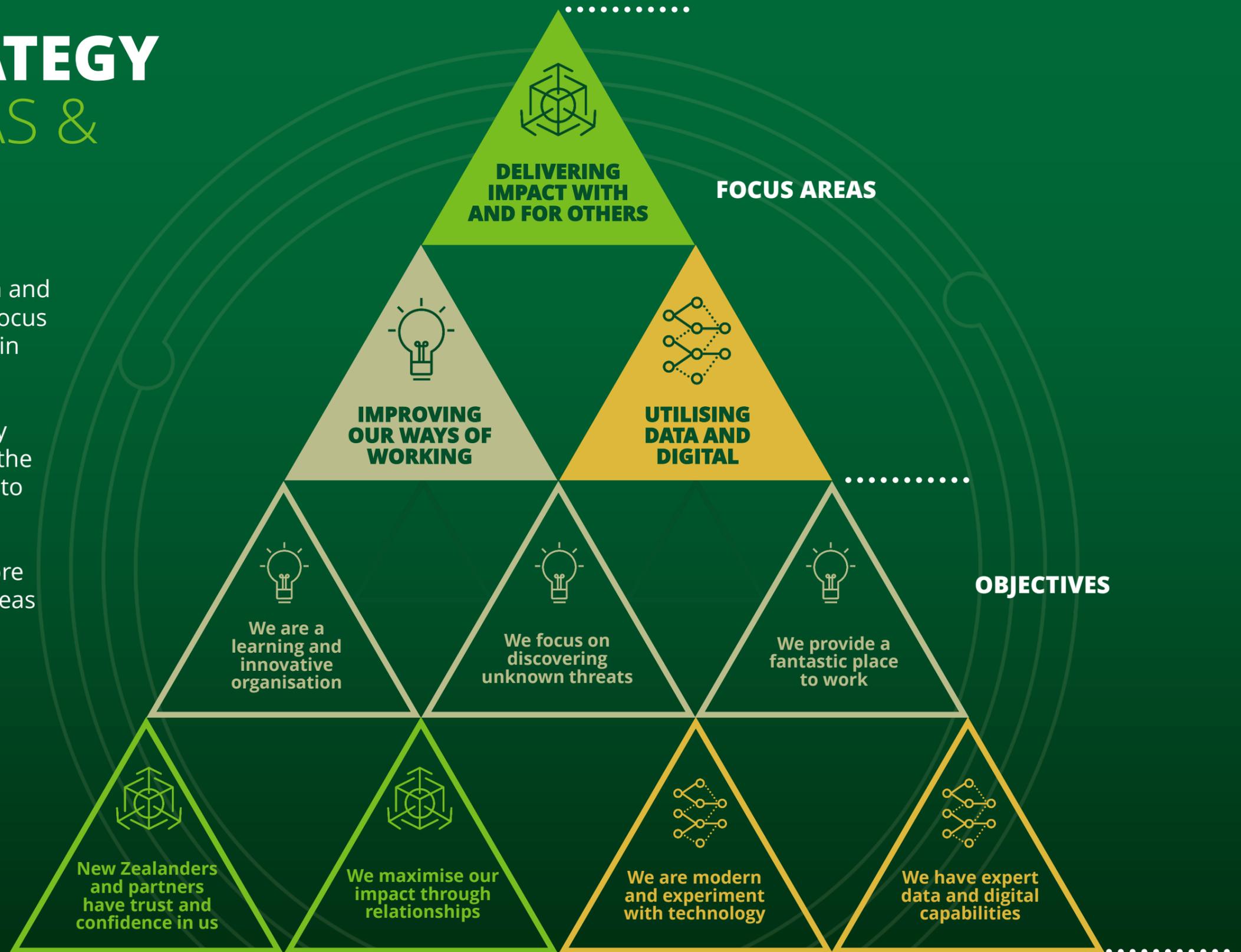
# NZSIS STRATEGY

## FOCUS AREAS & OBJECTIVES

In order to advance our Mission and maximise our Impacts, we will focus on enhancing the way we work in three key areas.

Each Focus Area is supported by seven Objectives that will drive the delivery of these areas through to 2029.

The following pages provide more information about our Focus Areas and Objectives.





# DELIVERING IMPACT WITH AND FOR OTHERS

The unique value we provide Aotearoa New Zealand is well known and understood. We are set up to partner with New Zealanders from across society to keep our country safe and secure. We are open and transparent in our communication and trusted to use secrecy as an important part of our work.

NZSIS delivers national security outcomes in accordance with Te Tiriti o Waitangi. We are regarded as professional and culturally competent.

## OBJECTIVES:

### We maximise our impact through relationships

We have a deep understanding of our customers, stakeholders, and partners to help us find ways to deliver better outcomes together. We work in partnership with communities, including with iwi and Māori organisations.

### New Zealanders and partners have trust and confidence in us

We foster public trust and confidence by making our unique role known, by being open and transparent about the threats we face and by giving practical effect to Te Tiriti o Waitangi in how we deliver.





# IMPROVING OUR WAYS OF WORKING

NZSIS is a cohesive, professional, financially sustainable and well regarded organisation set up to adapt to the threats we face.

Our people are put first and they are set up to succeed.

NZSIS is a diverse, inclusive, culturally competent and adaptable organisation that innovates and experiments to keep Aotearoa New Zealand safe and secure.

## OBJECTIVES:

### We focus on discovering unknown threats

We find, understand and mitigate threats by looking not just for what we know but also for the unknowns.

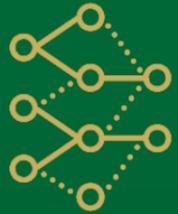
### We provide a fantastic place to work

We have a productive & engaged workforce by providing modern and flexible working, celebrating diversity, and attracting the best talent to support our mission.

### We are a learning and innovative organisation

We have a collaborative environment by encouraging cross-agency working, measuring the impact of our services, and fostering our people to experiment and innovate.





# UTILISING DATA AND DIGITAL

Quality data is at the heart of our insights and decision-making. We are trusted and innovative users of data to solve the most complex challenges in security intelligence.

Our people are equipped with the tools, data and skills they need to stay ahead of trends and emerging technologies.

## OBJECTIVES:



### We are modern and experiment with technology

We respond to the pace of the changing threat environment and needs of our customers by investing in modern and emerging technologies, minimising duplication and inefficiencies and enabling our people to use their expertise for our mission.



### We have expert data and digital capabilities

We use modern data science tools to integrate and examine our different streams of intelligence information, informing our decision making and improving how we deliver national security outcomes.

Legal compliance underpins our approach.





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# Implementing Strategy 2024-2029

Short and long-term initiatives are underway as part of our strategy implementation programme alongside the delivery of our core services. We are constantly working to understand our environment to determine the next phase of initiatives that will continue driving us towards our strategic goals.

It is important that the nature of many of those initiatives are classified so that NZSIS's capabilities remain effective against those who wish to cause harm. There are governance arrangements in place and under development which hold us to account.

There will always be a large secret component to our work but through publishing our strategy we shed more light on what the NZSIS aims to achieve for New Zealand in delivering our Mission through the next six years and beyond.