



National Security
Workforce

*Building a community of skilled
and able professionals together*

NATIONAL SECURITY & INTELLIGENCE

THE ROLE OF GOVERNMENT AGENCIES

Whakapūpūtia mai o manuka, kia kore ai e whati.

*Cluster together the branches of the manuka, so they will not
break*

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WELCOME FROM THE NATIONAL SECURITY WORKFORCE

The **National Security Workforce** team (NS Wf) has created this booklet in order to provide an overview of the agencies and disciplines involved in the national security sector that play a role in contributing to a safe and secure Aotearoa. It is a living document that will be reviewed and updated regularly.

The NS Wf reports to the Security and Intelligence Board (SIB). The purpose of the NS Wf is to enable a more cohesive and integrated national security community that: is strongly connected by a shared sense of purpose; is diverse and inclusive; exhibits a culture of leadership at all levels; is an employer of choice; and is agile and mobile in meeting the challenges of our work.

Some of our initiatives include:

- The *Introduction to National Security Sector* course. This is run three times a year – one online-only course, one in-person in Auckland and one in-person in Wellington. This booklet is provided to the course participants.
- A [Mentoring Resource](#), the purpose of which is to support self-managed mentoring arrangements. The *Mentoring Resource* provides an introduction to mentoring and outlines guidance for mentors and mentees.
- We are exploring the opportunity, at a sector level, to strengthen diversity and inclusion in the collective workforce of agencies operating in the national security & intelligence sector so that it better reflects the community it serves and contributes to enhanced national security policy and intelligence outcomes.
- The establishment of a Leadership Development Community of Practice (COP). The COP is a group of individuals who are interested in developing their leadership capabilities with like-minded peers across the sector over regular events around different topics with the aim to support each other's leadership journey. It will assist in fostering and sharing knowledge to enhance and build an innovative and cohesive group of skilled professionals.
- We have developed an Intelligence Function Capability Assessment Tool (IF CAT). This is a guide to assist in assessing an intelligence function's level of maturity across five intelligence related capabilities (People, Processes, Partnerships, Products and Priorities) using a common set of maturity level indicators. It is intended this will provide a platform for wider discussions with colleagues across the sector to enable sharing of good practice and exploring opportunities for continuous improvement.
- We promote careers in the sector including through a Fortnightly Job Board, which publishes employment and secondment opportunities. If you do not currently receive these, you can [subscribe here](#).



DEPARTMENT OF CONSERVATION (DOC) – TE PAPA ATAWHAI

The **Department of Conservation (DOC)** protects and conserves the natural and historic resources of New Zealand. We fulfil a range of statutory and non-statutory functions, and critically, we need to deliver in partnership with others. DOC is a widely dispersed agency with over 2,000 fulltime employees spread over 130 offices, workshops and Visitor Centres across New Zealand and its outer islands.

Our role in security sector governance

DOC officials are members of many different security sector groupings, including the Maritime Security Oversight Committee, local and national forums and regular liaison with NZ Police through the 'Kaitiaki' framework. We are also a regulator and law enforcer, with functions and powers under the Conservation Act to protect indigenous species and ecosystems, as well as holding these functions under other key pieces of legislation, such as the Wildlife Act 1953, the National Parks Act 1980 and Marine Mammals Protection Act 1978. We also uphold the Convention on Trade in Endangered Species and regulate domestic and international trade of wildlife under the Trade in Endangered Species Act 1989. DOC is mandated to meet Protective Security Requirements (PSR) and works closely with the NZ Intelligence Community (NZIC) to increase our security maturity and compliance. PSR governance and reporting is met by DOC's Security and Investigation Unit (SIU) who are also responsible for threat and risk assessments across DOC sites and operations as well as providing assistance to partners who assist DOC in achieving conservation outcomes. The SIU liaise closely with NZP in forming threat and risk assessments particularly in the protection of strategic assets.



DEPARTMENT OF CORRECTIONS (CORRECTIONS) – ARA POUTAMA AOTEAROA

The **Department of Corrections (Corrections)** works to make New Zealand a better, safer place by protecting the public from those who can cause harm and by reducing re-offending.

Corrections Intelligence's purpose is *Supporting the Safety, Security and Wellbeing of All*. Corrections Intelligence works proactively to support environments that are conducive to rehabilitation and we do this by detecting, disrupting and deterring illegal and unlawful activities and preventing victimisation.

Our staff operate at the tactical, operational and strategic levels of intelligence and the varied roles provide opportunities across each level. We have approximately 60 intelligence staff throughout the country who maintain security clearances at secret or above. Most of our staff are located at prisons, and a small group at National Office.

Corrections Intelligence supports and contributes to responses to potential, emerging or actual national security crises. There are three main areas where Corrections Intelligence contributes to the National Security System:

- Organised Crime
 - Approximately one third of the prison population are gang members so organised crime is a big part of our business. We target high level and influential gang members, detect, disrupt and deter gang activity (such as recruitment, illicit activities, violence) and support multi-agency taskforces and operations with intelligence collection and analysis. The scope of our work covers domestic gangs, transnational organised crime and returning gang offenders from Australia.
- Violent Extremism (VE)
 - Corrections Intelligence is in a unique position to gather and provide intelligence on potential threats relating to violent extremism.
 - The team plays a critical role in identifying and understanding trends and characteristics of violent extremism and radicalisation within Ara Poutama Aotearoa; and we identify, collect and assess individuals of national security interest
 - Corrections Intelligence supports Watch Groups and is involved in various Working Groups. It is part of the Counter Terrorism Coordination Committee, has strong links with our international counterparts and is involved in various internal forums on VE. We also support domestic agencies with operational and intelligence activities.
- Response to nationally significant events
 - Our staff are trained to support critical incidents, such as the Kaikoura earthquake and most recently Covid-19. Our intelligence staff have also been deployed to the National Crisis Management Centre and interagency joint intelligence groups.
 - At a local level, our staff support Emergency Operations Centres in response to riots and other site-based emergencies.



Te Tari Taiwhenua Internal Affairs



DEPARTMENT OF INTERNAL AFFAIRS (DIA) – TE TARI TAIWHENUA

The **Department of Internal Affairs (DIA)** serves and connects people, communities and government to build a safe, prosperous and respected nation. We aim to make New Zealand a better place to live and to enhance the lives of New Zealanders. We work with people, communities, and other parts of government – both central and local, to build a safe, prosperous and respected nation.

We have a broad range of responsibilities and functions that span information and communication technologies (ICT) investment, information management, working with communities, ensuring effective regulatory frameworks are in place, supporting the Executive and local government and delivering a range of services to support and foster New Zealand's cultural identity.

Our system leadership roles include the Government Chief Digital Officer (GCDO) and the Government Chief Privacy Officer (GCPO) to lead the digital transformation of government across the public sector. In this respect, we support our public- sector colleagues to transform their services through better investment in ICT and to maintain the privacy of New Zealanders' government-held information.

What we do

- Managing and protecting the integrity of national identity information, including life events such as births, deaths, marriages, citizenship and issuing passports
- Regulating activities in several sectors including: gambling, censorship, countering violent extremism, government recordkeeping, charities, unsolicited electronic messages, anti-money laundering, private security personnel and private investigators
- Providing policy advice to Government on local government, ethnic communities, community and voluntary sector, fire and emergency services, identity, information and communications technology, information management, digital safety, gambling and racing
- Administering grant funding schemes and promoting trust and confidence in the charitable sector
- Supporting Ministers to ensure effective operation of Executive Government
- Supporting public and Government inquiries and reviews, including Royal Commissions of Inquiry
- Administering a range of statutory functions for the Minister of Local Government, including Lake Taupō and offshore islands

Incident response

Within our Digital Safety team, we are the lead agency for the co-ordination of the online domestic response protocol at both a national and international level.



DEPARTMENT OF THE PRIME MINISTER AND CABINET (DPMC) – TE TARI O TE PIRIMIA ME TE KOMITI MATUA

The purpose of the **Department of the Prime Minister and Cabinet (DPMC)** is to advance an ambitious, resilient and well-governed New Zealand. The Department plays a unique role as the trusted advisor, leader, and steward of the system of executive government. Amongst other Ministers, DPMC reports to the Prime Minister as Minister for National Security and Intelligence.

National Security Group (NSG)

The **NSG** is a business unit in DPMC. The NSG provides leadership, advice, support and coordination of the Government's national security strategy and priorities. It provides leadership across New Zealand's national security community to understand, prevent, prepare for, and respond to threats to our country, our people, and our interests. The NSG is comprised of the following:

National Security System Directorate

The National Security System Directorate leads, coordinates and supports our strategic crisis management activities through the ODESC system, which deliver a secure and resilient New Zealand.

National Assessments Bureau

The National Assessments Bureau provides independent and impartial intelligence assessments on events and developments relevant to New Zealand's national security and international relations. These assessments inform government decision making.

National Security Policy Directorate

The National Security Policy Directorate provides policy leadership on national security and intelligence issues. Its work supports the system through long-term planning, forward-looking examination of emerging trends and issues, and continuous learning and improvement processes. It has a lead role in the Government's response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain.

National Intelligence and Risk Coordination Directorate

The National Intelligence and Risk Coordination Directorate leads the strategic prioritisation and integration of intelligence and assessment across the national security community. It also oversees the National Risk Approach, a key governance and decision-making framework that spans both the national security and hazard risk sectors.

National Security Workforce Directorate

National Security Workforce Directorate initiatives are focused on building cohesion, people capability and leadership, and careers across the national security sector.

Strategic Coordinators

Strategic Coordinators lead New Zealand's security and intelligence sector coordination on specific complex cross-system risks, as determined by DPMC's Chief Executive and the Security and Intelligence Board.



GOVERNMENT
COMMUNICATIONS
SECURITY BUREAU
TE TIRA TIAKI



GOVERNMENT COMMUNICATIONS SECURITY BUREAU (GCSB) – TE TIRA TIAKI

The **Government Communications Security Bureau (GCSB)** is New Zealand's lead agency for Signals Intelligence (SIGINT) and cyber-security and resilience for organisations of national significance.

The GCSB's mission is to provide its customers with intelligence advantage and cyber resilience to successfully navigate an unpredictable world.

It has two primary objectives - to deliver Impenetrable Infrastructure and Indispensable Intelligence.

Impenetrable Infrastructure means the GCSB works to ensure New Zealand's most important information infrastructures are impenetrable to technology borne compromise. The National Cyber Security Centre (NCSC) leads the GCSB's work in this area.

Indispensable Intelligence means the GCSB's intelligence consistently generates unique policy and operational impacts for New Zealand.

These two primary objectives contribute to New Zealand's national security by:

- Providing information assurance and cyber security services, advice and assistance.
- Producing and disseminating signals intelligence in accordance with the Government's National Security Intelligence Priorities (NSIPS).
- Performing regulatory functions relating to the identification and mitigation of national security risks.
- Co-operating with, and assisting NZSIS, Police and the New Zealand Defence Force in the performance of their functions.

The GCSB's role in domestic counter-terrorism is to provide assistance to the NZSIS and the New Zealand Police at their request. This assistance is primarily the provision of technical capabilities and intelligence. GCSB teams can be deployed across a range of intelligence priorities and agency requirements.

The GCSB's National Cyber Security Centre (NCSC) detects, disrupts, and deters high-impact cyber threats. It delivers preventative advice and support to nationally significant organisations. The NCSC helps protect New Zealand's important systems, networks, and information from attacks and unauthorised access. The NCSC is the national authority on communications security, and it delivers secure information technology to government agencies, as well as providing technical inspection services and emanations security. The NCSC also supports regulatory regimes by providing risk assessments and advice to identify and manage risks to New Zealand's security.

The Director-General GCSB is also the Government Chief Information Security Officer (GCISO).

The GCSB has offices in three locations; Wellington, Auckland and Waihopai, near Blenheim. It also has a high frequency radio interception and direction-finding station in Tangimoana, near Palmerston North.



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI



**National Security
Workforce**

MINISTRY OF BUSINESS, INNOVATION AND EMPLOYMENT (MBIE) – HIKINA WHAKATUTUKI

The **Ministry of Business, Innovation and Employment (MBIE)** purpose is to grow Aotearoa New Zealand for all. Being a large and diverse organisation, its responsibilities are broad, ranging from the regulatory systems which govern New Zealand markets; enhancing economic development; developing New Zealand skills systems; science and innovation; labour market policy; and being custodians of New Zealand's immigration rules. MBIE is legislative administrator for 112 Acts and has a plethora of responsibilities across a wide range of subject areas and regulatory system, many addressing issues within the National Security System. Additionally, MBIE is a standing member of both the Security and Intelligence Board (SIB) and the Hazard Risk Board (HRB).

The intelligence and assessment capability of MBIE resides within MBIE Intelligence. Its purpose is to actively enable decision-makers at strategic, operational, and tactical levels across MBIE business units, the Government and Ministers, and domestic and international partners. Through the provision of relevant and timely intelligence products, MBIE Intelligence is instrumental in supporting Te Ara Amiorangi (Our Path, Our Direction) and Hīkina Whakatutuki (Grow New Zealand for All). MBIE Intelligences also takes a leading role in ensuring ongoing and enhanced coordination between MBIE business units and other domestic governmental intelligence functions and overseas partner agencies.

MBIE Intelligence has established a specific intelligence capability which focuses on national security and intelligence. This capability supports a wide range of MBIE's activities in the National Security System but is concentrated on immigration issues, including Mass Arrivals, as well as conducting a range of information collection, research, and analysis.

In addition, MBIE Intelligence produce country of origin information, covering National Security topics and themes of importance providing tactical, operational, and strategic intelligence to support regulatory systems and the wider National Security System. MBIE also collects information in the science and research system which may be provided to other security and intelligence agencies as required. Similarly, the Computer Emergency Response Team (CERT NZ) work with other intelligence and security agencies in relation to information assurance and cybersecurity.

A number of business units at MBIE have responsibilities for specific risks in the National Security System. Immigration New Zealand (INZ) is the lead agency for irregular migration, the New Zealand Space Agency is the lead for risks to activity in space, and the Temporary Accommodation Services (TAS) respond to most natural disasters in New Zealand where people are displaced. Other units of MBIE also have responsibilities in supporting agencies in National Security topics ranging from drought to terrorism.

For more information, email MBIENSS@mbie.govt.nz



MINISTRY OF DEFENCE (MOD) - MANATŪ KAUPAPA WAONGA

The **Ministry of Defence (MoD)** is the civilian defence advisor to government and the lead defence policy agency. The agency comprises 175 staff. MoD's advice enables the Government to set the strategic direction and formulate policy for how it expects Defence to be prepared to undertake a range of activities and respond to domestic, regional, and international challenges. MoD has three primary roles under the Defence Act 1990:

- to formulate advice on defence policy
- to procure military capabilities for the NZDF, and
- to arrange for assessments and audits of the defence system.

MoD is staffed by skilled professionals in the areas of project management, policy, corporate and finance. Over half of its staff are project management professionals who lead multi-million dollar projects to acquire military capability for the NZDF.

MoD's work is generally developed in partnership with the NZDF and consulted with MFAT and other government agencies. MoD frequently engages with stakeholders such as academia, defence industry, and defence partners in other countries. For example, MoD and the NZDF work with the MFAT to provide advice on when and why the Government should mandate the NZDF to deploy personnel. MoD's advice presents options for deployment that often bring together strategic and operational considerations to support the best possible security outcomes.

To give decision-makers a clear picture of New Zealand's evolving strategic environment, MoD regularly assesses major strategic trends and conducts more in-depth assessments on emerging and evolving issues that could affect New Zealand's Defence policy, capability and national security interests. These assessments inform the articulation of Defence policy settings.

To give effect to the Government's policy settings, MoD develops long-term plans that indicate future capability investment to procure equipment for use by NZDF. In doing so, MoD carefully balances policy objectives, capability and affordability. This planning determines the capabilities that the NZDF will need to deliver on the Government's expectations for decades to come.

To effectively manage the projects already underway and future planned investments, MoD's capability portfolio management helps develop a range of options for Government on the structure, scope and sequencing of investments. This long-term planning highlights interdependencies between capabilities, the effect of the timing of investments on the NZDF, and other constraints on the delivery of investments such as Government budgetary priorities.

Once Cabinet has approved a capability investment, MoD is responsible for the successful delivery of that project from procurement to introduction into service. This is done in partnership with the NZDF.

Given the nature of MoD's work, it is essential that it operates in an open, transparent and high-integrity environment. MoD audits and assessments of the NZDF support continuous improvement. Topics for audits and assessment proposed as part of the work programme align with areas of strategic risk for Defence.



MINISTRY OF FOREIGN AFFAIRS AND TRADE (MFAT) – MANATŪ AORERE

The Ministry acts in the world to build a safer, more prosperous and more sustainable future for New Zealanders.

Kia hāngai ake e te Manatū he ao-haumarū, ao-tōnui, ao-pūmau, ki te oranga tonutanga mō Aotearoa whānui.

Our responsibilities

The **Ministry of Foreign Affairs and Trade (MFAT)** is:

- responsible for advising the Government on foreign and trade policy priorities and interests relevant to national security issues;
- chief adviser to the Government on international legal obligations (including treaty commitments);
- lead agency for New Zealand’s off-shore humanitarian response;
- charged with the provision of consular assistance and advice to New Zealanders offshore; and
- lead agency for the international dimension of New Zealand’s onshore emergency response (including NZ’s responsibilities under relevant Vienna Conventions on Diplomatic and Consular Relations).

Our role in security sector governance

MFAT officials are members of many different security sector groupings, including the Security and Intelligence Board. In the legal sphere, MFAT jointly (with the Ministry of Justice) administers the Terrorism Suppression Act 2002 and is responsible for ensuring that New Zealand’s international security obligations are reflected in domestic law.

Our role in incident response

MFAT is often centrally involved in responses to security incidents in New Zealand, particularly when those incidents involve foreign visitors to New Zealand or the interests of foreign governments. This might involve coordinating offers of support, supporting diplomatic staff in New Zealand to fulfil their consular responsibilities, and working with other countries to protect New Zealand’s reputation and international relations.



MINISTRY OF HEALTH (MOH) – MANATŪ HAUORA

The Ministry of Health (MoH) is the lead advisor to Government on health and disability issues. It is responsible for the overall wellbeing of the New Zealand health system and its ability to deliver the right outcomes for New Zealanders. Manatū Hauora provides stewardship to oversee positive change in the health and disability system and reports to the Minister of Health and other Associate Ministers.

Vote Health is the main source of funding for New Zealand's health and disability system and ACC is its other major source of public funding to ensure the wellbeing of New Zealanders and their families. The Vote directly supports the day-to-day operation of strong and equitable public health and disability services delivered by a skilled workforce in our communities, hospitals and other care settings.

Domestic role

MoH is the lead agency for health hazards, such as emerging infectious diseases, and pandemics. It also has responsibility for leading responses to radiation incidents, as well as providing support for all-of-government responses ensuring that health functions are coordinated with and within wider responses and pre- and postincident emergency management.

If required, MoH can activate the National Health Coordination Centre (NHCC) to coordinate the health sector response at the strategic and national levels in an emergency. In an emergency where MoH is the lead agency, all of government coordination may be managed within the NHCC. The NHCC is also activated to support other National Security System responses or activities.

The Director-General of Health is a member of the Official's Committee for Domestic and External Security Coordination (Governance) (ODESC(G)) and of the Hazard Risk Board (HRB).

International role

MoH has a deployable medical assistance team (the NZMAT) which contributes to MFAT-led, national and all of government humanitarian responses in the Pacific.



MINISTRY FOR PRIMARY INDUSTRIES (MPI) – MANATŪ AHU MATUA

The **Ministry for Primary Industries (MPI)** delivers outcomes for growth and protection across the primary sector through five branded business units: Agriculture and Investment Services, Biosecurity New Zealand, New Zealand Food Safety, Fisheries New Zealand, and Te Uru Rakau (Forestry New Zealand). MPI reports to the Minister of Agriculture and Minister for Biosecurity, Food Safety, and Rural Communities, Minister of Fisheries, and Minister of Forestry. Ministers are advised by independent stakeholder governance bodies, such as the Primary Sector Council. The Director General of MPI is a member of the Official's Committee for Domestic and External Security Coordination (Governance) (ODESC(G)) and of the Hazard Risk Board (HRB).

MPI applies the Coordinated Incident Management System and regularly supports National Security System activations. MPI's National Operations Centre supports the Ministry's functions and coordinates between the National Security System and other government agencies.

Our partners

Key government partners in the Biosecurity System are the Ministry of Health (especially at the border), the Department of Conservation, regional councils (which have responsibilities for managing pest species), the Environmental Protection Authority (MPI enforces regulatory controls on genetically modified organisms) and the Ministry of Defence and New Zealand Defence Force (which recently articulated the concept of biodefence). MPI was the lead agency for the National Security System activation for Myrtle Rust in 2017, *Mycoplasma bovis* in 2018 and Fruit flies in 2019. As a Border Sector agency, MPI works closely with New Zealand Customs Service and Immigration New Zealand.

Food Safety

MPI establishes standards for the Food Safety System and partners with the Ministry of Health on investigations.

International role

MPI staff are posted to New Zealand missions overseas and the Ministry works closely with Ministry of Foreign Affairs and Trade maintaining access to overseas markets for the New Zealand primary sector.

Fisheries

MPI has responsibility for managing domestic commercial and recreational fisheries. MPI also represents New Zealand in international forums on Pacific region and Southern Ocean fisheries management. MPI has a focus on progress combatting illegal, unreported and unregulated fishing and supporting Pacific neighbours' management of Pacific fisheries resources.

Adverse events

Land, resource and development issues leading to distress in rural communities are managed by MPI under an adverse events recovery framework that links closely to MBIE, IRD and rural community stakeholders. MPI leads on the national risk drought.

MINISTRY OF TRANSPORT (MOT) – TE MANATŪ WAKA

The purpose of **Te Manatū Waka Ministry of Transport (MoT)** is He whakamana i a Aotearoa kia momoho: enabling New Zealanders to flourish.

Transport is essential in the lives of every New Zealander. It allows us to access economic and social opportunities within New Zealand and connect globally. Te Manatū Waka Ministry of Transport the government's system lead on transport.

Our responsibilities

- Te Manatū Waka Ministry of Transport is responsible for:
- leading system direction and strategy,
- shaping regulatory stewardship mechanisms,
- monitoring and evaluating system and government agency performance,
- influencing to achieve broader government outcomes,
- driving revenue raising and investment choices, and
- influencing development of international standards.

Our role in the security sector

Te Manatū Waka Ministry of Transport officials are members of many different security sector groupings, including the Hazard and Risk Board. Alongside out transport sector partners; Civil Aviation Authority of New Zealand and Aviation Security Services, Maritime New Zealand, Waka Kotahi New Zealand Transport Agency, KiwiRail, MetService, Airways, and Transport Accident Investigation Commission, we work across the transport system to identify and appropriately manage nationally significant risks.

Te Manatū Waka Ministry of Transport has the lead for maritime security policy in NZ. It does this through the Maritime Security Oversight Committee which the Ministry chairs and is responsible to the Minister of Transport as Lead Minister of Maritime Security.

Our role in incident response

Te Manatū Waka Ministry of Transport is a Sector Coordinating Entity under the Civil Defence Emergency Management Act 2002 (CDEM Act) and the National Civil Defence Emergency Management Plan. These plans identify a number of roles and responsibilities for the transport sector as a lifeline utility. The transport network is an essential infrastructure service for communities and therefore transport is a key focus area in any response. Te Manatū Waka Ministry of Transport leads the Transport Response Team to coordinate response activities across all modes of transport.

Te Manatū Waka Ministry of Transport works together with transport sector partners covering air, land and sea.

TRANSPORT SECTOR PARTNERS

CIVIL AVIATION AUTHORITY OF NEW ZEALAND AND AVIATION SECURITY SERVICES

CAA and Avsec have obligations under the Civil Aviation Act 1990 and the Aviation Crimes Act 1972. Relevant parts of legislation and rules in relation to aviation security have origins in complying with New Zealand's obligations as a signatory to the 1944 'Chicago Convention' and membership of the International Civil Aviation Organisation (ICAO) as a participant of international aviation.

CAA regulate security across the aviation participants. Avsec have staff at the six main airports who carry out security screening and security related work to prevent acts of 'unlawful interference' with aircraft. CAA has a staff member within CTAG and they participate in various Five Eyes security engagements. CAA investigative staff investigate aviation incidents. CAA and Avsec are support agencies in nationally coordinated responses and are a critical source of aviation subject matter expertise within the transport sector.

WAKA KOTAHİ NEW ZEALAND TRANSPORT AGENCY

Waka Kotahi is a Crown entity governed by a statutory board. Under the Land Transport Management Act 2003, our primary objective is to contribute to an effective, efficient and safe land transport system in the public interest. In addition to the Land Transport Management Act 2003, other acts confer functions and powers on Waka Kotahi such as the Land Transport Act 1998, Railways Act 2005, Government Roding Powers Act 1989 and the Road User Charges Act 2012.

Waka Kotahi has a broad range of responsibilities and functions across the land transport system and this requires an expansive variety of skills including planning, policy analysis, engineering, business advising, contracting, information technology, legal, property, financial and emergency management.

Waka Kotahi has a role to keep NZ's land transport system operating and to play its part in a multi-agency response. This role includes its responsibilities as a national lifeline utility under the Civil Defence Emergency Management (CDEM) Act 2002.

Waka Kotahi is the lead agency for incidents that only impact the state highway system, such as the superstructure damage to the Auckland Harbour Bridge, and a key supporting agency to other incidents. Waka Kotahi operates two 24/7 Traffic Operations Centres (in Auckland and Wellington) that coordinate responses to business-as-usual incidents that occur every day. In addition, Waka Kotahi will stand up its coordinated incident management system (CIMS) based teams to lead and/or support a beyond business-as-usual response and recovery. This additional capability allows Waka Kotahi to operate and coordinate at incident, local, regional and national levels.

MARITIME NEW ZEALAND – NO TE RERE MOANA O AOTEAROA

Maritime New Zealand exercises Kaitiakitanga over the maritime domain, supporting commercial and recreational uses of Aotearoa oceans and waterways to be safe, secure, clean and sustainable.

Maritime New Zealand has three key roles:

- Regulation and compliance,
- Provision of maritime safety infrastructure, and
- Response to incidents.

Maritime New Zealand is the lead agency for major maritime incidents in New Zealand and for maritime security at New Zealand Ports. Maritime New Zealand operates the Rescue Coordination Centre and is the lead coordinator for Search and Rescue in NZ and the national responder for major oil spills.



**National Emergency
Management Agency**
Te Rākau Whakamarumarū



**National Security
Workforce**

NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA) – TE RĀKAU WHAKAMARUMARU

The **National Emergency Management Agency (NEMA)** is the government lead for emergency management. NEMA is a departmental agency hosted by the Department of the Prime Minister and Cabinet.

NEMA works to build a safe and resilient Aotearoa New Zealand by empowering communities before, during and after emergencies.

Emergencies can have consequences for people, communities, property, infrastructure, the economy and the environment. NEMA works with central and local government, communities, iwi, and business to make sure responses to and recoveries from emergencies are effective and integrated. Depending on the emergency, NEMA leads or supports the response and recovery.

NEMA's key functions are steward, operator and assurer of the emergency management system.

- As steward, we provide strategic leadership for risk reduction, readiness, response and recovery activities, and build emergency management capability and capacity.
- As operator, we lead or support the response to and recovery from emergencies while also supporting the operation of the emergency management system.
- As assurer, we provide assurance that the emergency management system is fit for purpose.

NEMA is also responsible for managing and maintaining the National Crisis Management Centre (NCMC) in a continued state of readiness. The NCMC facilitates the central government crisis management arrangements and offers inter-agency and scalable operability to deal with any type of emergency.

NEMA's role in national security events

NEMA is the lead for events such as earthquakes, volcanic hazards, tsunamis, and flooding. For other events NEMA may have a role in coordinating the all-of-government efforts for wider consequence management. This may include standing up key functions such as community support, all-of-government communications, integration with local agencies and situation reporting. This helps the lead agency to focus on their own operational response.



NEW ZEALAND CUSTOMS SERVICE (CUSTOMS) – TE MANA ĀRAI O AOTEAROA

Role and Mandate

Te Mana Ārai o Aotearoa, the New Zealand Customs Service (Customs) provides border services and infrastructure that protect New Zealand and advance the economy. It has three core functions:

- Protecting New Zealand's border
- Promoting and facilitating secure and efficient trade to and from New Zealand
- Collecting Crown revenue.

In 2021/22 Customs:

- Prevented \$3.7 billion in potential harm by seizing drugs offshore or at our border.
- Processed 20.3 million and 5.2 million export transactions.
- Processed 800,000 arriving passengers and crew.
- Collected \$17.5 billion in revenue on behalf of the Crown.

The border is New Zealand's first line of defence. Customs has a role to protect New Zealand across air and sea borders, and to play its part in a multi-agency response to protect the country from COVID-19 and assist economic recovery.

National Maritime Coordination Centre

Customs provide life-support to the Centre which is co-located with the NZDF Joint Forces HQ at Trentham in the Hutt Valley. It is responsible for the coordination of New Zealand's maritime security assets to prevent and respond to incidents in New Zealand's very large maritime area-of-interest. It is also the lead for the provision of Maritime Domain Awareness in New Zealand.



NEW ZEALAND DEFENCE FORCE (NZDF) – TE OPE KATUA O AOTEAROA

The **New Zealand Defence Force (NZDF)** mission is to secure New Zealand against external threat, to protect our sovereign interests, including in the Exclusive Economic Zone, and be able to take action to meet likely contingencies in our strategic areas of interest.

The role of intelligence within NZDF is to support situational understanding and decision making within the NZDF and Ministry of Defence (MoD). NZDF intelligence improves planning and decision making by providing decision makers with timely, accurate and relevant insights about environments and adversaries, to interpret and anticipate situations that may be complex and/or uncertain. NZDF intelligence contributes to decision makers' and the national security system's assessment of risk, and enables a better understanding of context, threats and opportunities. To support the intelligence function the NZDF has an intelligence workforce of around 500 personnel. These are employed across a range of elements and units across the tactical, operational and strategic levels.

The main NZDF intelligence interface with the National Security System is New Zealand Defence Intelligence.

New Zealand Defence Intelligence

New Zealand Defence Intelligence (NZDI) is the strategic level intelligence organisation that provides military intelligence support to the Minister of Defence, Chief of Defence Force, and Secretary of Defence. Based in Headquarters NZDF, NZDI is commanded by a military one-star appointment, known as the Chief of Defence Intelligence (CDI). CDI represents the NZDF on a number of Five-Eye and multi-lateral engagement programs with New Zealand's partners and allies. CDI is supported by staff who cover a number of functions including policy, legal, engagements, and plans and effects. This team oversees the development of intelligence policy, ensures NZDF intelligence units operate legally, provides advice on CDI's management of intelligence priorities and outputs, and manages the engagement with NZDI's international partners.

NZDI comprises several sub-units: Geospatial Intelligence New Zealand; Strategic Intelligence; Support to Military Operations; Human Intelligence; and Technical Intelligence.

NEW ZEALAND DEFENCE INTELLIGENCE SUB-UNITS

Geospatial-intelligence New Zealand (GNZ): GEOINT New Zealand (GNZ) provides geospatial insights to ensure the safety of New Zealanders, and NZDF personnel across the globe. The team is located in Headquarters NZDF and Devonport Naval Base, Auckland. GNZ's largely civilian staff has expertise in a range of GEOINT disciplines including Geographic Information Systems (GIS), cartography, imagery analysis, and data analytics. Through the provision of maps, charts, imagery products, data information services and subject matter expertise, GNZ supports NZDF decision making at the tactical, operational and strategic levels and provides information to support the safety of navigation to NZDF platforms.

GNZ is also mandated to provide GEOINT support to other New Zealand Government agencies, in particular the security and intelligence sector. GNZ works with a wide range of national and international partners to enable NZ's requirements.

Strategic Intelligence (SI): SI is the all-source intelligence assessment element of NZDI. Its core function is to produce strategic-level intelligence reports and briefings on defence matters. SI's primary customers are the Minister of Defence, Chief of Defence Force, Secretary of Defence, and their staff. It collaborates closely with international partners and other NZ agencies through joint production and information sharing. SI is primarily staffed by civilian analysts, but has an important military component. It has seconded staff from other Five-Eyes countries and its own staff undertake short-term reciprocal secondments to partner agencies. In addition to analysis, SI runs a debriefing programme, has production analysts with the Government Communication Security Bureau and an analytical position in the Combined Threat Assessment Group. SI delivers the Defence Intelligence Analysis Course that is open to other NZ government agencies.

Support to Military Operations (SMO): SMO leads the NZDF Electronic Support (ES) function on behalf of the Chief of Defence Intelligence (CDI). SMO supports capability development efforts to ensure tri-service capabilities are integrated nationally. SMO maintains the lead planning function for all NZDF ES activities and ensures NZDF ES activities comply with relevant orders and legislation. Within SMO, teams provide threat warning to deployed NZDF personnel, intelligence mission data for sensors and countermeasures on board NZDF aircraft and ships for self-protection, operational target tracking, and specialist intelligence support to NZDF and other government agencies.

Human Intelligence: NZDF requires an expeditionary Information Collection capability provided by Human Intelligence (HUMINT) to provide insight and foresight at the operational level. This provides information, which other intelligence collection capabilities cannot collect, to support situational awareness and force protection.

Technical Intelligence: The Technical Intelligence Directorate of NZDI is concerned with assessing the operating parameters, performance and characteristics of contemporary weapons systems and sensors. Its principal products are Assessments, which inform a range of decisions including future capability requirements and current threat, and the production of Intelligence Mission data (IMD). The speed of modern warfare means that platform and system based tasks have increasingly become automated because human centred processing of information cannot be performed fast enough to allow for effective decision making. The automation of essential tasks of identification and decision support is however dependent on accurate, current and relevant data (IMD). IMD generally takes the form of machine readable data which can be reprogrammed into warfighting systems as Mission Data.



NEW ZEALAND POLICE (POLICE) – NGA PIRIHIMANA O AOTEAROA

New Zealand Police (Police) works with the community to make New Zealanders be safe and feel safe. With over 13,000 staff, we provide policing services 24/7. We operate by land, sea and air, manage over 860,000 emergency calls a year and are always actively preventing crime and promoting road safety. Our vision comprises three broad goals:

- Safe homes that are free from crime and victimisation;
- Safe roads: preventing death and injury with our partners; and
- Safe communities: people are safe wherever they live, work, and visit.

To achieve these goals, Police has the following functions:

- Keeping the peace and maintaining public safety
- Law enforcement and crime prevention
- Community support and reassurance
- National security and participation in policing activities outside New Zealand
- Emergency management.

To operate effectively, Police place a significant emphasis on working with other government agencies; Māori, Pacific, and other ethnic communities; community groups; industry and businesses; and international partners. Police operate a prevention-based model, which means looking for the underlying causes of offending and connecting people to services that will help prevent future harm. This means Police are part of both the justice and social sectors of government, with key partner relationships that reflect this balance.

National Intelligence Centre (NIC): New Zealand Police has an Intelligence workforce made up of around 500 professionals, including people leaders, analysts, Intelligence Support Officers, Field Intelligence Officers, Intelligence Systems staff, Data analysts, investigators, data specialists, geospatial analysts and support staff.

The NIC delivers timely, accurate, predictive, relevant and actionable intelligence which informs operational, strategic and policy decision makers who in turn can use Intelligence to prevent and reduce crime and harm. Police Intelligence works on a centralised coordination and decentralised execution basis. The NIC, through the Director National Intelligence, provides centralised, strategic coordination, support and direction for Intelligence, as producing of a range of Intelligence products. The District and Specialist Intelligence Units provide Intelligence support to inform local and specialised tactical, operational and strategic decision making. This means providing insight into the nature of demand, identifying trends – both positive and negative, and forecasting future threats, risks and opportunities.

A wide-ranging network of domestic and international partnerships provide support to the Intelligence structure and enhance the quality of its outputs. Through partnerships and diversity in our workforce we gain the varied perspectives needed to understand complex issues. During a National Security System crisis, Police are the lead agency for a terrorism incident, but will have a supporting role in many other events to enforce the law, prevent crime, maintain public safety, and provide community support and reassurance.



New Zealand
Security Intelligence
Service
Te Pā Whakamarumaru



NEW ZEALAND SECURITY INTELLIGENCE SERVICE (NZSIS) – TE PĀ WHAKAMARUMARU

The **New Zealand Security Intelligence Service (NZSIS)** is New Zealand's domestic security agency and lead organisation for human intelligence (HUMINT). Its mission is to keep New Zealand and New Zealanders safe and secure. The NZSIS collects and analyses intelligence in line with the Government's priorities to provide decision makers with sound national security advice. The NZSIS also provides a range of protective security services to other government agencies.

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

- Collecting, analysing and reporting on intelligence relevant to New Zealand's national security.
- Providing protective security services including advice about personnel security, information security, physical security and national security risks.
- Co-operating with the Government Communications Security Bureau (GCSB), New Zealand Defence Force and New Zealand Police to facilitate their functions and co-operating with other agencies to respond to an imminent threat to life or safety.

Current NZSIS priorities include:

- *Countering espionage and foreign interference:* The NZSIS identifies and investigates interference and espionage against New Zealand interests by foreign countries or their representatives.
- *Countering violent extremism and terrorism:* The NZSIS investigates domestic and international violent extremist threats, and works with other agencies to stop these threats escalating into acts of terrorism.
- *National security assessments:* The NZSIS assesses national security threats to help government agencies with decisions.
- *Protective security:* The NZSIS helps to protect people, information, and assets by providing national security clearance services for New Zealand government agencies, providing protective security services for the New Zealand Intelligence Community and some other parts of government and managing the Government's Protective Security Requirements framework.

In addition the NZSIS are addressing the recommendations of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain.

The Director-General of the NZSIS is also the Government Protective Security Lead for the public service. The role is an extension of the NZSIS's protective security mandate, with the objective of better supporting public sector chief executives in responding to the evolving threat environment

The NZSIS headquarters is based in Wellington with regional offices in Auckland and Christchurch, and some staff based overseas.

Also located within the NZSIS is the Combined Threat Assessment Group (CTAG). CTAG is an inter-agency group hosted and led within NZSIS that assesses threats to New Zealand and New Zealand's interests abroad.

FOR MORE INFORMATION

For more information on any of the agencies in this booklet, please visit their websites:

Department of Conservation www.doc.govt.nz	Ministry of Transport www.transport.govt.nz
Department of Corrections www.corrections.govt.nz	Civil Aviation Authority www.aviation.govt.nz
Department of Internal Affairs www.dia.govt.nz	Aviation Security Service www.aviation.govt.nz
Department of the Prime Minister and Cabinet www.dPMC.govt.nz	Waka Kotahi NZ Transport Agency www.nzta.govt.nz
Government Communications Security Bureau www.gcsb.govt.nz	Maritime New Zealand www.maritimenz.govt.nz
Ministry of Business, Innovation and Employment www.mbie.govt.nz	National Emergency Management Agency www.civildefence.govt.nz
Ministry of Defence www.defence.govt.nz	New Zealand Customs Service www.customs.govt.nz
Ministry of Foreign Affairs and Trade www.mfat.govt.nz	New Zealand Defence Force www.nzdf.mil.nz
Ministry of Health www.health.govt.nz	New Zealand Police www.police.govt.nz
Ministry for Primary Industries www.mpi.govt.nz	New Zealand Security and Intelligence Service www.nzsis.govt.nz