



New Zealand
Security Intelligence
Service

Te Pā Whakamarumarū

NZSIS Strategy

Our strategy represents a pathway to unlock our ability to discover, connect and use information to give us an insight advantage.

Our strategy is based on the concept of emergence. We live in a complex and ever changing world and the answers to our challenges may not be clear right now. To find these answers, progress on our pathway will shift and evolve as our understanding grows.

We have a reputation for being bold, innovative and curious, and these talents are essential in tackling these challenges.

A successful emergent strategy relies on all our people sharing the same understanding of success to focus our efforts. This ensures decisions we make today are always focused on where we need to be in the future.

Discover is our first priority.

over

Disc

OUR FOCUS

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

Being open and exploring different ways to do our business

OUR CHALLENGE

Optimising our use of data and information

Data and information is the life blood of our organisation. Our challenge is to maximise our ability to access, manage and use it effectively when we need it. We need to reduce people's time and effort on low value work, enhance our ability to prioritise, remove duplication or waste and automate where it makes sense.

Creating a discover environment

The environment we operate in can enable or inhibit our ability to discover. Our challenge is to engage with others to overcome barriers and create opportunities to speed up data acquisition and generation of valued intelligence related to security, terrorism, espionage and interference. We need an environment that helps us discover those who intend to harm New Zealand or New Zealanders.

Strengthening our customers

Our customers are faced with a changing environment which can result in new and evolving vulnerabilities or risks. Our challenge is to grow the ability of customers to discover and protect themselves from harm posed by espionage and foreign interference.

Advancing our workforce

Our people make it happen. Our challenge is to identify and improve the factors for people to be at their best and anticipate our future workforce needs to ensure we have the right people.

Enhancing our regional security understanding

New Zealand has a unique connection with the Pacific. Our challenge is to identify, prioritise effort and understand our regional context to help us protect regional and national security.

OUR SUCCESS

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 a live innovation culture.

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 evidence based insights and services that our customers value.

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.

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.

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 of interest, risk and vulnerabilities to New Zealand's regional priorities.

New Zealand institutions are protected
New Zealanders are safe
New Zealand's national advantage is promoted

**INSIGHT
ADVANTAGE**



**GUARDING
AOTEAROA**