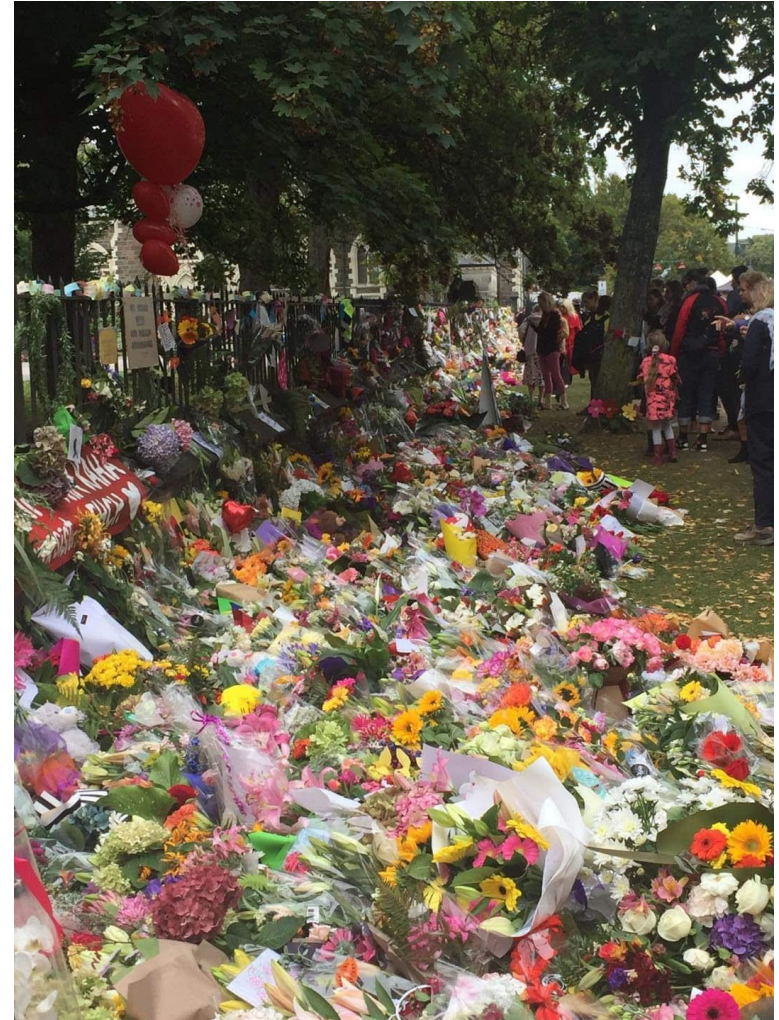


New Zealand's National Security System



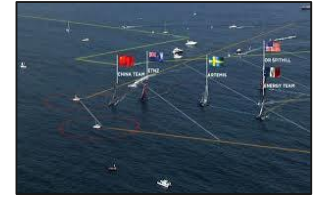
Catriona Robinson
Department of the Prime Minister and Cabinet

dpmc.govt.nz/sites/all/files/dpmc-nss-handbook-aug-2016.pdf



DPMC

What is national security?



the condition which permits (our citizens) to **go about their daily business confidently**; free from fear and **able to make the most of opportunities** to advance (our) way of life



What does National Security look like?



Ensuring public safety



Preserving sovereignty and territorial integrity



Protecting lines of communication



Strengthening international order to promote security



Strengthening economic prosperity



Maintaining democratic institutions and national values



Protecting the natural environment

Why do we have a **National Security System?**

To enable:

- Effective national security decisions by executive government
- Collective leadership of complex security issues
- National resources to be applied appropriately
- Multiple objectives to be dealt with together
- Appropriate governance of national security risks



Our **system**-approach: all risks, all hazards, “4 Rs”

REDUCTION. Minimise the occurrence and scale of any significant harm or disruption and integrate preventive and protective measures

READINESS. Build contingent capacity and improve national **resilience** (the 5th R)

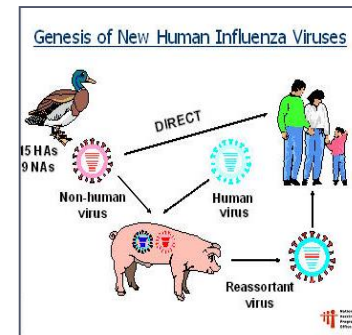
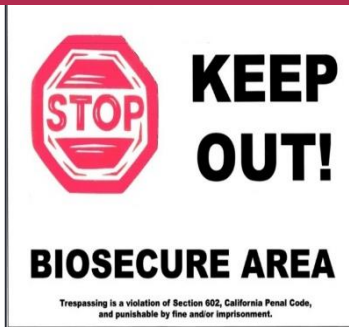
RESPONSE. Quickly respond to adverse events and stabilize disruption

RECOVERY. Return society to normal functioning

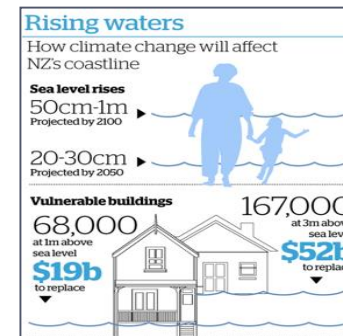
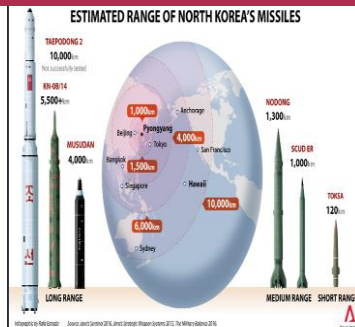
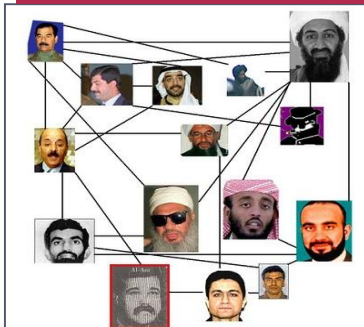
Frequently occurring

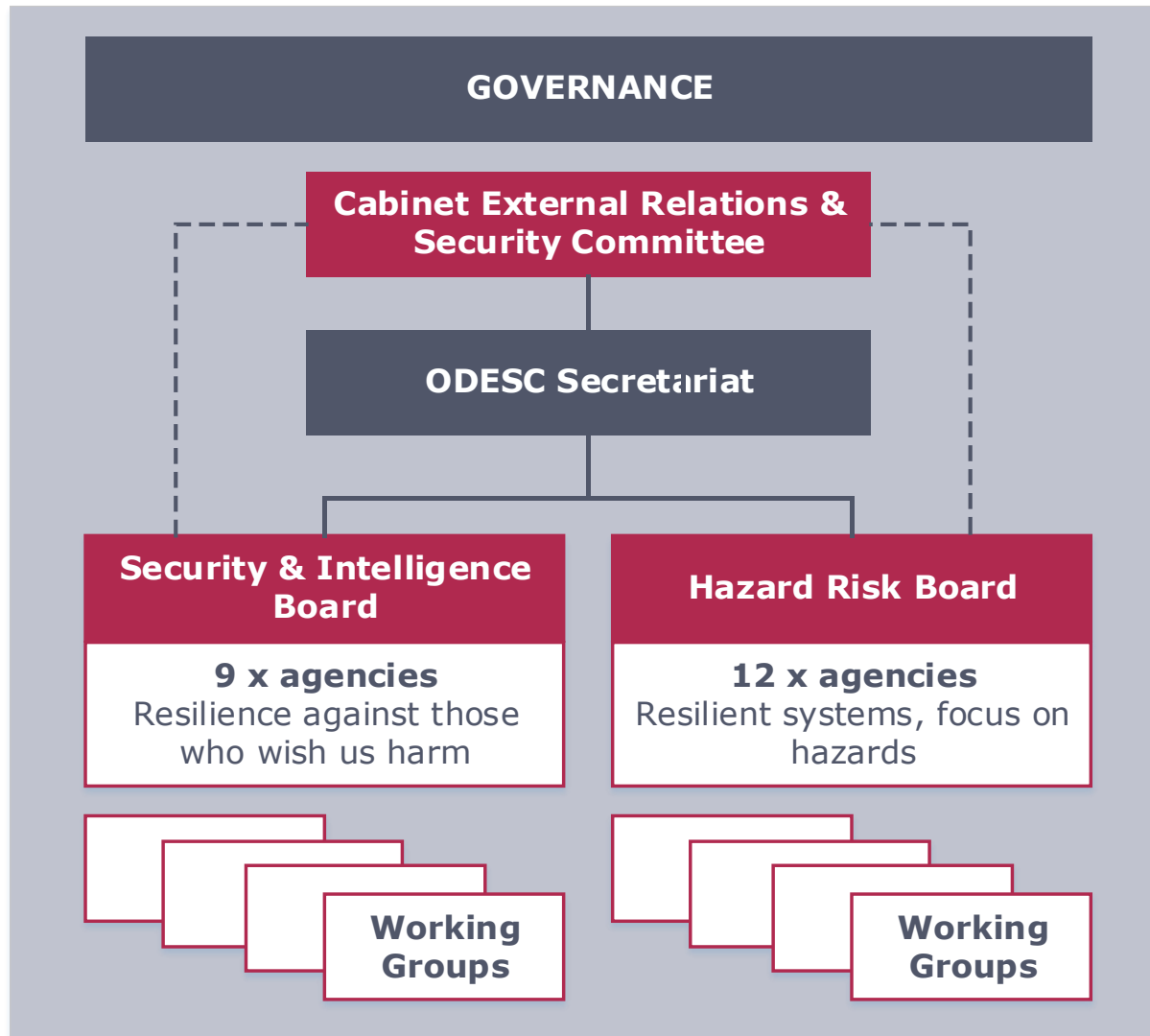


Infrequent *but* concerning



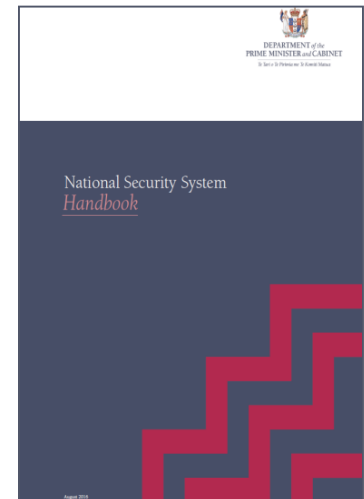
Developing or emerging





DPMC's role

1. **Scan** for domestic and external risks
2. **Assess** domestic and external risks of national security significance
3. **Co-ordinate** policy advice and policy making to ensure that risks are identified and managed
4. **Co-ordinate** government action to deal with national security risks





RESPONSE

Cabinet

ODESC

WatchGroup

Lead Agency

THE STRAITS TIMES.
NZ pipeline repaired, fuel to reach Auckland airport tomorrow



DPMC

Crisis

Strategic
Direction



Operational
Response



DPMC

Why might we **activate** the national security system?

Has **unusual features** of scale, nature, intensity or consequence

Conveys **significant challenges** for sovereignty or nation-wide law and order

Suggests multiple or **inter-related problems** – creating national or systemic risk

Involves high degree of **uncertainty** or complexity

Has **interdependent** issues

Threatens to **overwhelm** the lead agency



Imperatives in a response

- **Lead and support** – who has the lead?
- **Sense-making** – overcoming confusion
- **Focus** – what national interests are at stake?
- **Risks & gaps** What are we doing? What have we missed?
- **Overcoming inertia** – imperatives and timelines
- **Coordination, scaling, allocation of contested resources**
- **Collaboration** – effectiveness together
- **A learning system** – how did we do?



To sum up: the architecture of the **National Security System** helps us be...

Resilient

- lessons learned and adapted
- resources prioritised for best effect

Swift in response

- mobilise partnerships
- move information

Adaptive to the complex or unexpected

- good process (not sclerosis)

Supportive of effective decision-making under pressure

- leadership in ambiguity
- information promotes understanding