



29 October 2018



Dear 

**Official Information Act Request Relating to the Terms of Reference for ODESC Governance Boards**

Thank you for your Official Information Act 1982 (the Act) request received on 1 October 2018. You requested:

*“... the terms of reference for both the ODESC governance boards for a research paper I am doing at Canterbury University...”*

**Information being released**

I have decided to release the documents listed below in full:

Item	Date	Document Description/Subject
1.	20 November 2015	Terms of Reference for the Hazard Risk Board
2.	10 May 2017	Terms of Reference (2017) for the Security and Intelligence Board (SIB)

This response will be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released quarterly, or as otherwise determined. Your personal information, including name and contact details, will be removed for publication.

Yours sincerely



**Deputy Chief Executive  
National Security Group**

# Terms of Reference for the Hazard Risk Board

20 November 2015

*Building a resilient National Security System*



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## Vision

1. Building a resilient National Security System

## Principles

2. The following principles will guide, and provide a framework for, the work carried out by the Hazard Risk Board.
  - Govern - we will remain focused on the 'system' not individual agencies
  - Trusted partners - We build and maintain a trusted environment amongst members of the Board and the agencies that are represented
  - Trusted representatives - We keep in mind the expectations of citizens that the government response to a national emergency is coordinated and timely
  - Collaborate - We ensure that we collaborate across agencies
  - Challenge - We commit to being open, to front up, and to challenge the status quo and deal collectively with the tough issues
3. The Board's approach to risk reduction and resilience will be underpinned by its adherence to the 4R National Security hazard and threat management approach:
  - Reduction – *ensuring that allocated national risks are analysed and prioritised and risk reduction approach is taken where practical and appropriate. This includes monitoring emerging risks and maintaining a focus on not creating new risk, where possible.*
  - Readiness - *taking a resilience approach to policy, planning, and investment, and ensuring government is ready to respond to the broad range of hazard risks at the national level, including but not limited to significant natural hazard events, biosecurity incursions, pandemic or maritime events (e.g. oversight of planning, capability and capacity, exercising, developing of concepts and systems)*
  - Response - *monitoring and reviewing the performance of agencies and systems in response to emergencies at the national level*
  - Recovery – *ensuring comprehensive recovery management that maintains a focus on the reduction of risk and the promotion of resilience.*

## Purpose

4. The HRB will enhance the resilience of the national security system by:
  - a. identifying, analysing, and prioritising relevant national risks (in conjunction with SIB);
  - b. ensuring that hazard risks are reduced and managed appropriately;
  - c. ensuring appropriate planning for response and recovery is in place;
  - d. identifying and addressing gaps in capability and capacity
  - e. monitoring wider issues that impact on the resilience of New Zealand;
  - f. monitoring and reviewing the performance of agencies and systems in response to national level emergencies; and
  - g. considering significant national emergency readiness and response investment proposals.

5. The HRB will do this through:

- **Leadership** – governance, direction setting / prioritising, alignment, defining, scoping, controlling
- **Enabling** – stewardship, supporting, shaping – *We will remove roadblocks to make things happen, ensuring good order and process*
- **Communicating** with a collective voice
- **Measuring**, reporting, accounting – *We will focus on measures that reflect a focus on effective risk reduction and the promotion of a resilient National Security System*

## Members

### *Composition of the Board*

6. HRB members will include:

- the Chief Executive or their nominated representative from:
  - Department of the Prime Minister and Cabinet
  - New Zealand Police
  - Ministry of Health
  - Ministry for Primary Industries
  - Ministry of Transport
  - New Zealand Defence Force
  - Ministry of Foreign Affairs and Trade
  - New Zealand Fire Service;
- the Director of the Ministry of Civil Defence & Emergency Management; and
- the Deputy Chief Executive (DCE/DPMC) for Security and Intelligence (Chair of the Board).

7. Other agencies, non-government organisations and private sector entities will be invited according to the agenda.

### *Expectation of members*

8. Members of the HRB must ensure the Board acts in a manner consistent with this Terms of Reference.
9. Members are expected to regularly attend meetings and support HRB related work outside of meetings.
10. The HRB will operate as a collective, rather than operating as committee of individuals representing various constituencies.
11. Members are appointed as individuals with knowledge and expertise of the national security system. They are expected to use their networks to understand and communicate the views of the sector, but are expected to govern on behalf of all stakeholders.
12. Individual HRB members are expected to:
  - attend, to the greatest extent possible, all meetings of the HRB
  - examine issues before the HRB from a strategic viewpoint

- support a consensus decision-making approach
  - support and endorse the decisions of the HRB
13. In addition the Chair of the HRB is expected to:
- facilitate meetings
  - manage communications
  - ensure the objectives of the HRB are achieved
  - build good working relationships with members and the wider national security system community

#### *Board performance*

14. The Chair of the HRB is required to report to ODESC (G) on the performance of the Board on a regular basis.

#### **Secretariat**

15. The HRB Secretariat is provided by the National Security Systems Directorate. The secretariat provides the Board with administrative support services, policy advice and oversees agreed measures to effectively promote and maintain the resilience of the national security system.
16. The Secretariat will act as a co-ordination and liaison point for the Board.
17. The HRB and secretariat will operate cohesively to ensure that objectives are successfully delivered and the Board will delegate responsibility to the secretariat to achieve strategic objectives.

#### **Scope of Governance**

18. The HRB sits alongside the Security and Intelligence Board (SIB) and reports to ODESC (G). The HRB provides the CE level forum for consideration of risk management for contingencies that are outside of the more “traditionally” focused Security and Intelligence Board. In addition the Board will take the lead on considering broad based risk reduction and resilience measures across the full range of national security threats and hazards.

#### **Processes**

19. The HRB will meet at least six times per year. The HRB Chair may call additional meetings as required. Consideration of issues and related decisions can be made outside of formal meetings as required.
20. Meetings will follow an agenda which is to be circulated in advance of the relevant meeting to allow the Board to operate effectively.
21. Minutes of meetings and a record of decisions made will be kept and confirmed at the next meeting of the HRB. Agendas and a summary of minutes from HRB meetings will be published and made available to the HRB agencies and other interested parties.
22. Papers are to be circulated for Board members’ consideration in advance of the relevant meeting.

### Senior Officials Group

23. The Board will be supported by a Senior Officials Group made up of nominees from each agency. This group will be responsible for:
- a. Developing meeting agendas
  - b. Managing the forward agenda
  - c. Maintaining the HRB Dashboard and assessing performance
  - d. Progressing HRB work items.

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## ODESC

*Officials' Committee for Domestic  
and External Security Coordination*

### Terms of Reference (2017) for the Security and Intelligence Board (SIB)

#### Vision

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**A resilient New Zealand against those who would wish us harm.**

#### Purpose

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Lead, build, and govern the security and intelligence system that:

- Identifies and understands threats, patterns, risks and opportunities in our environment
- Prioritises vulnerabilities, threats and understands the desired end state to be obtained<sup>1</sup>
- Hold system to account for delivery:
  - Governance of the “SIB deputies’ group” to implement SIB’s vision
  - By tracking tasking – ensuring there is a plan that is achievable
  - Enabling of the system wide support of tasking
  - Reporting to NSC/ODESC (G) as required.
- Builds system capabilities and capacity:
  - Identifying gaps and weaknesses
  - Facilitating system wide investments
  - Developing system policies and processes and embedding practice
  - Reviewing, learning and improving.
- Remains alert to current threats and opportunities; proactive testing of the plan against ‘real life information’ and events and be agile and responsive.

#### Strategic Enablers

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- A greater level of social licence on matters of public trust and legitimacy
- Comprehensive engagement with Ministers
- Establishing “battle rhythm” – ensuring the system operates efficiently under pressure because of excellent governance practice
- People who commit, systems that perform.

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<sup>1</sup> End state, in particular of risks, measured against the vision (resilience/reduction of threat of those who would wish us harm....)

## Key Deliverables

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The Security and Intelligence Board will produce:

- An annual strategic assessment of the environment
- The national intelligence priorities
- Profiles and action plans relevant to identified threats, patterns, risks and opportunities in the environment
- Reports on priority risks and system capabilities to NSC and ODESC (G).

## Behaviours

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Board members commit to the following behaviours:

- Once decisions of the Board have been made, members will support these with one voice
- Members accept accountability for the decisions of the Board
- Free, frank and bold conversations held in a respectful manner
- Active, positive, energetic support for the vision, purpose and activities of the Board

## Membership and the Chair

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The membership of SIB is determined by the Chair of ODESC (G).

Standing members of the Board are:

- the Chief Executives of DPMC; GCSB; MFAT; MoD; NZ Customs; NZDF; Police; NZSIS, and MBIE
- the Deputy Chief Executive of the DPMC with responsibilities for Security and Intelligence.

The Chair of the SIB will be appointed by the Chair of ODESC(G). Other chief executives may be invited by the Chair to attend SIB meetings according to the agenda. It is expected that members of the Board will attend in person.

SIB may delegate functions or actions to subcommittees as necessary.

## Meetings

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The Chair will determine the schedule of SIB meetings having closely consulted with members about their availability and will endeavour to provide substantial advance notice of meeting.

## Agreement

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SIB agreed these Terms of Reference on 10 May 2017.