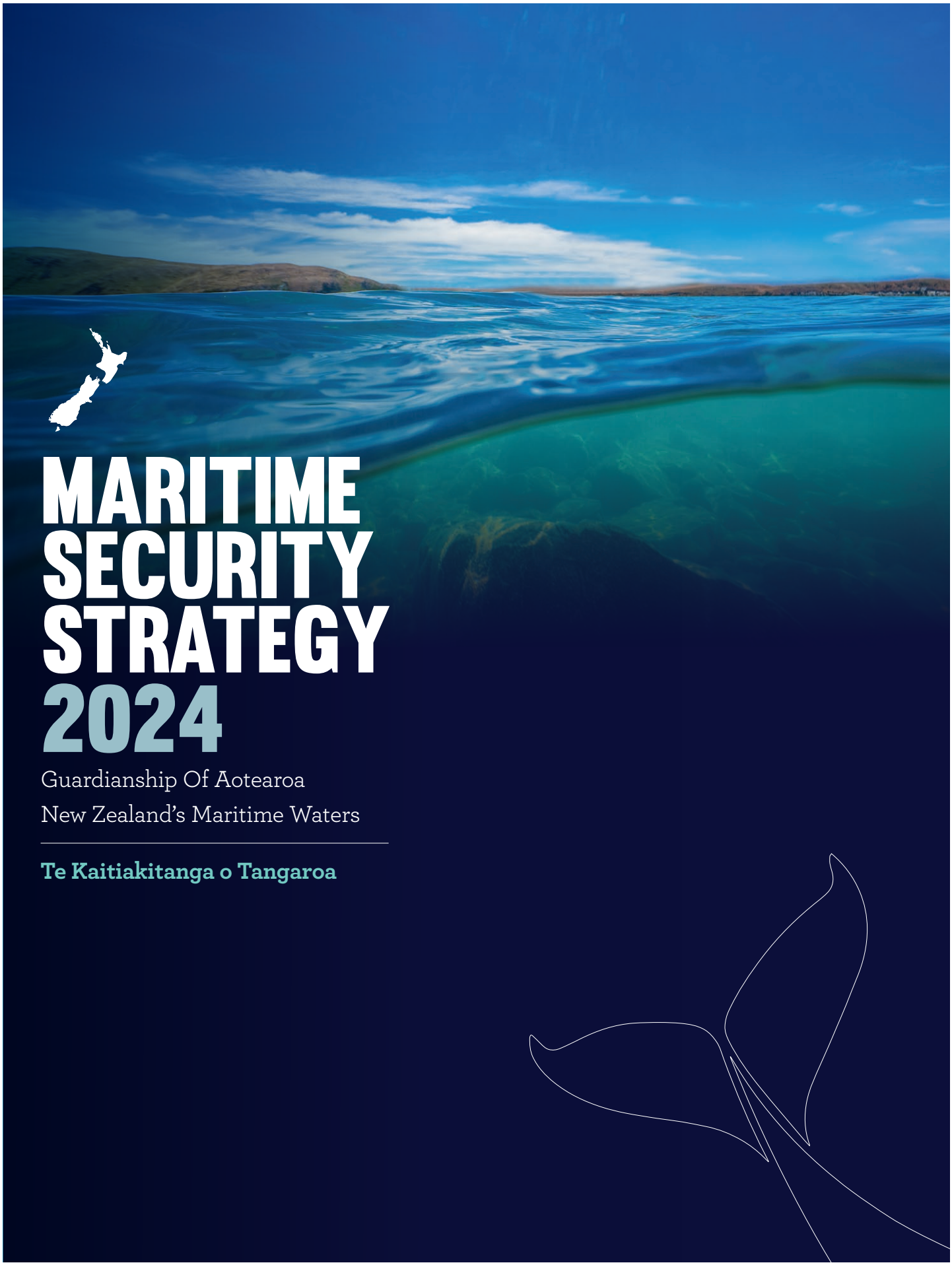
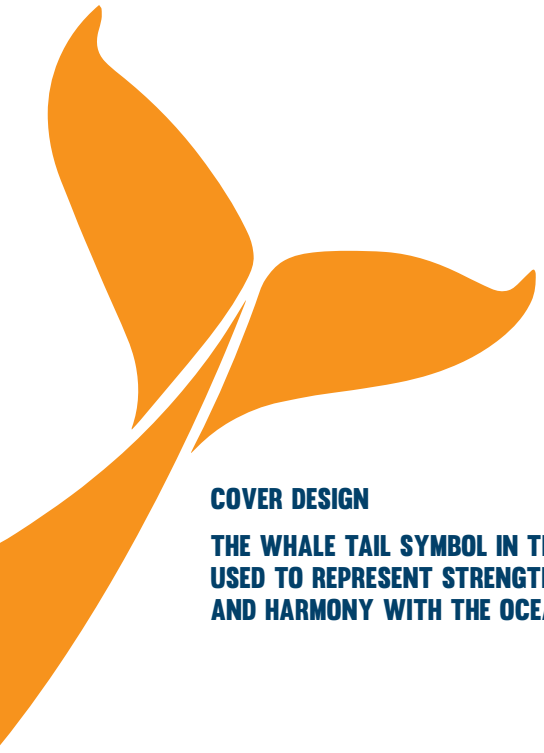


MARITIME SECURITY STRATEGY 2024

Guardianship Of Aotearoa
New Zealand's Maritime Waters

Te Kaitiakitanga o Tangaroa

Te Kāwanatanga o Aotearoa
New Zealand Government



COVER DESIGN

THE WHALE TAIL SYMBOL IN TIKANGA MĀORI IS USED TO REPRESENT STRENGTH, INTELLIGENCE AND HARMONY WITH THE OCEANS.

Published in June 2024
- **Amendment to Annex II – March 2026**
- **Amendments to account for change from Ministry of Transport to Ministry for Cities, Environment, Regions & Transport – July 2026**

© Crown Copyright



This copyright work is licensed under the Creative Commons Attribution 3.0 New Zealand licence. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to the Ministry for Cities, Environment, Regions and Transport and abide by the other licence terms.

CHAIR OF MARITIME SECURITY OVERSIGHT COMMITTEE FOREWORD



1. **The sea matters to our nation, region, and communities. New Zealand is an island nation, and the sea is important culturally to New Zealanders, holding a central place in the history of our arrival here, our way of life and sense of identity. As a trading nation with a significant maritime economy, New Zealand is reliant on the connectivity the sea provides; our prosperity depends on good management of the sea.**
2. This Maritime Security Strategy was first published in 2020. Since then the Government has produced its first National Security Strategy and expectations in the maritime security sector – particularly the threats to our maritime interests – have changed. It is appropriate and timely that the Strategy is updated to recognise these changes. This Strategy is nested within the broader national security system – aligning with that Strategy's expectations and with maritime security recognised as one of twelve core national security issues.
3. The National Security Strategy recognises a new level of challenge in an increasingly disrupted and contested world. New Zealand's maritime security sector is confronting these new challenges. The sector's focus is now on the Tools investment with Budgets 23 and 24 funding the Strategy's People and Systems investments respectively.
4. The more challenging maritime environment demands effective ongoing maritime security coordination that ensures the increased demands placed on our maritime security capabilities, both far from our shores and closer to home, are met by a coordinated, coherent and balanced policy response. The Ministry of Transport, building on its role leading maritime security policy, has been designated the strategic coordination agency for maritime security, formalising its maritime security convening function.
5. This Strategy refresh builds on the sector's achievements over the last five years, and directs how we can keep this momentum. It sets out what needs to happen to give meaning to this approach and ensure that maritime security agencies deliver a comprehensive multi-agency maritime security effort that is fit for purpose.
6. The Government expects that agencies will work closely together on a daily basis for a more secure, resilient New Zealand. This Strategy reflects this expectation and ensures that the maritime security sector provides kaitiakitanga (guardianship) of New Zealand's maritime domain. The Maritime Security Oversight Committee looks forward to delivering against the expectations that this document sets for the sector over the next five years.



Audrey Sonerson
Secretary for Transport, Chair MSOC

TABLE OF CONTENTS

EXECUTIVE SUMMARY 3

Overview of the Maritime Security Strategy 4

PART ONE THE STRATEGIC CONTEXT 6

The Importance of the Sea 7

What is Maritime Security? 11

New Zealand's Maritime Domain 11

The Maritime Security Situation 13

New Technology and Investments 15

PART TWO OUR VISION AND APPROACH 16

Policy Direction 17

The Vision 20

The New Zealand Approach 21

PART THREE DELIVERING OUR APPROACH 35

Implementation Priorities 36

Assurance: Risk Management and Performance Measurement 38

Future Direction 39

GLOSSARY 40

ANNEXES 42

I. Maritime Security Governance 42

II. Maritime Security Roles and Responsibilities 44

EXECUTIVE SUMMARY

7. **The Maritime Security Strategy (the Strategy) articulates how New Zealand delivers maritime security for our nation and region. This requires that the right people, processes, policies, systems, and laws are in place to prevent and reduce harm from threats. Government has allocated funding to build the People and Systems capabilities.**

8. The Strategy focuses on protecting New Zealand's maritime border, marine resources and regional maritime security interests, recognising the cultural and environmental significance of the oceans for New Zealand.

9. This Strategy should be read alongside *Secure Together: New Zealand's National Security Strategy 2023–2028,* and the *Defence Policy and Strategy Statement 2023*, which are the reference points for national security, military maritime security and sovereign defence matters.

WHY A STRATEGY

10. As signalled in the National Security Strategy, there is a need for agencies to have an agreed approach, with an aligned vision and set of priorities, in the face of challenges that run counter to New Zealand's maritime security interests. These challenges include:
    - a more demanding geopolitical environment, including potential challenges to New Zealand's ability to exercise sovereignty over our maritime domain and reductions to our freedom of movement and action in the Pacific and Southern Oceans;
    - threats to freedom of navigation and overflight, including in important sea trading routes;
    - illegal, unregulated, and unreported (IUU) fishing;
    - increasing challenges to New Zealand's border and resource protection effort – in particular, transnational organised crime (TNOC) and the escalation of the seaborne illicit drug importation threat;
    - emerging technologies and associated risks, for example, automated vessels and cyber threats to maritime infrastructure; and
    - the impacts of climate change, including the loss of marine biodiversity.

11. The accelerated pace and scale of these changes is significant and this Strategy sets out how the maritime sector will both respond to the changing environment and leverage new opportunities.

12. New Zealand's maritime security sector comprises government agencies and stakeholders with maritime domain risk management and support responsibilities. These agencies are brought together under the Maritime Security Oversight Committee (MSOC) and incorporate governance, policy, intelligence and operational coordination functions.[1]

1. MSOC agencies (both core and ex-officio members) are: Department of Conservation; Department of the Prime Minister & Cabinet; Government Communications Security Bureau; Maritime New Zealand; Ministry for Primary Industries; Ministry of Business, Innovation & Employment; Ministry of Defence; Ministry of Foreign Affairs & Trade; Ministry for Cities, Environment, Regions & Transport; National Maritime Coordination Centre; New Zealand Customs Service; New Zealand Defence Force including GEOINT New Zealand; New Zealand Police; New Zealand Security Intelligence Service; Environmental Protection Authority

OVERVIEW OF THE MARITIME SECURITY STRATEGY

The vision and approach that secures New Zealand's maritime security interests.

The Vision

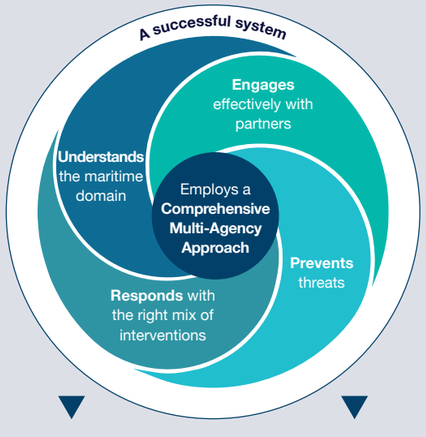
A maritime security sector that secures New Zealand's significant maritime economic, cultural and environmental interests, is better able to deter adversaries, reduce harm to New Zealand communities and exert effective kaitiakitanga (guardianship) of the sea.

The Approach

The maritime security sector's contribution to national security is guided by four interlocking pillars: Understand, Engage, Prevent, Respond.

These pillars describe how an efficient and effective system goes about achieving maritime security.

The pillars are underpinned by two supporting principles: The comprehensive multi-agency approach and kaitiakitanga.



Kaitiakitanga

New Zealand's stewardship and protection of our maritime domain for future generations.

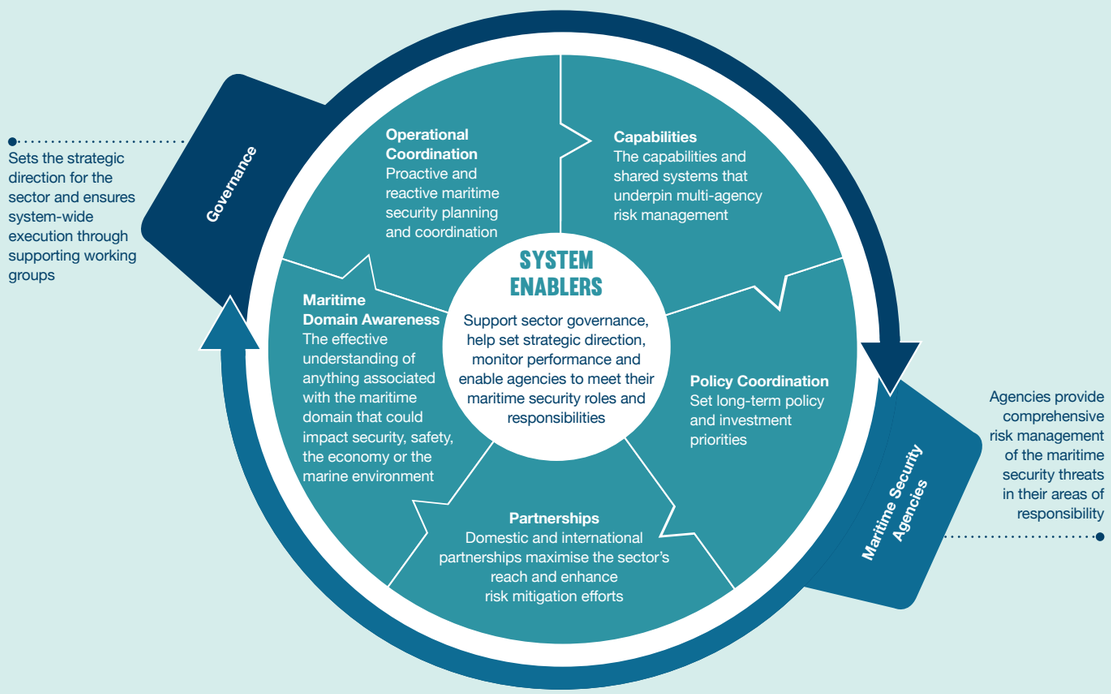
Charted Course to 2029



THE FUTURE MARITIME SECURITY SYSTEM

ACHIEVED BY

IMPLEMENTATION PRIORITIES



Priority 1

Enable the comprehensive multi-agency response

- Minister of Transport is the Lead Minister
- Ministry for Cities, Environment, Regions and Transport is the lead maritime security policy and strategic coordination agency
- Sufficient policy coordination, assessment, communications and campaign planning capacity and capability.

▶ Achieved: 2023

Priority 2

Establish sector planning and assessment expectations

- A biennial Maritime Security Assessment that identifies emerging threats and opportunities
- An annual Prevention and Response Campaign Plan that sets an integrated approach to the deployment of resources.

▶ Priority: 2024

Priority 3

Coordinated investment across the sector

- Determine the approach to investing in the right mix of people, systems and tools to achieve best effect.

▶ Priority: 2024–2029

A LAYERED APPROACH TO INVESTMENT

People

We need people with the skills to understand the maritime environment, engage with domestic and international partners, develop and implement proactive approaches.

Systems

All elements need to work from a single point of truth (a "common operating picture").

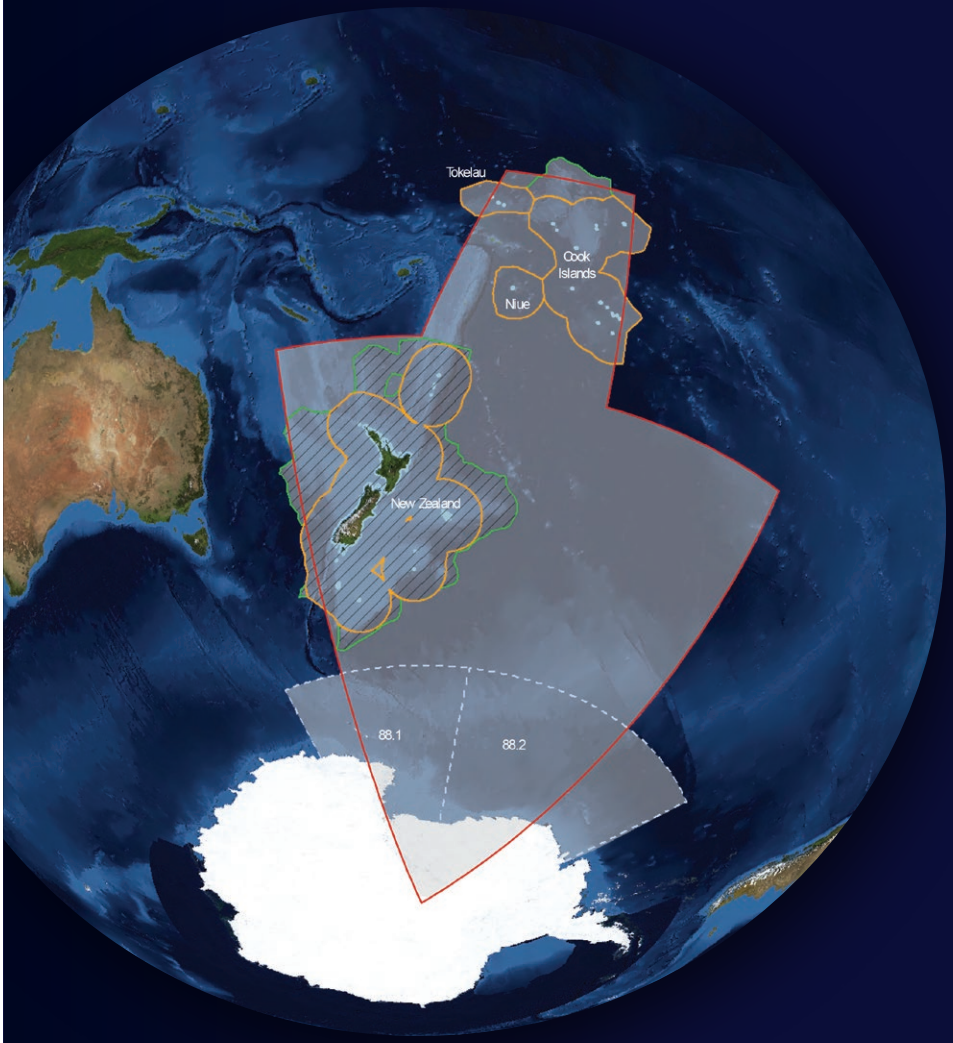
This requires networked systems that support collaborative planning based on a shared understanding.

Tools

Investment in fit for the future surveillance and analytical capabilities.

Ensuring New Zealand continues to have suitable and sufficient maritime response capabilities.

PART ONE
THE STRATEGIC CONTEXT



Exclusive Economic Zone

Extended Continental Shelf

CCAMLR Statistical Subarea in the Ross Dependency

New Zealand Search and Rescue Region

Territorial Sea

New Zealand Maritime Domain

New Zealand Area of Interest

Map Source: NASA's Earth Observatory.
Data Sources: Land Information New Zealand (LINZ), Division for Ocean Affairs and Law of the Sea (DOALOS), Rescue Coordination Centre New Zealand (RCCNZ), and Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR).

THE IMPORTANCE OF THE SEA

13. **New Zealand is an island nation, and the sea is important culturally to New Zealanders, holding a central place in the history of our arrival here, our way of life and sense of identity.**

14. With over 1,000 kilometres of ocean separating New Zealand from our nearest neighbours and more than 15,000 kilometres of coastline, keeping the maritime environment secure is a crucial component of New Zealand's national security.

15. The sea provides New Zealand with environmental, economic and cultural capital. Our well-being is tied to the health of the sea as the key regulator of the global climate and the provider of critical natural and mineral resources.[2]

16. As a trading nation with a significant maritime economy and a domestic market increasingly reliant on the connectivity the sea provides (through shipping routes and undersea cables), our prosperity depends on good management of the sea. New Zealand has a stake in ensuring a robust international framework of rules and norms that protects trade, people-to-people links and allows the exchange of ideas to continue unhindered.

17. New Zealand is also part of the wider Pacific. It shares a past, a whakapapa, and a future with its fellow Pacific Island countries. It has deep shared interests in reinforcing the breadth, depth and durability of regional security. It has special cultural, historical and constitutional connections to Tokelau as a non self-governing territory of New Zealand, and the Cook Islands and Niue as self-governing countries in free association with New Zealand.

18. The Pacific's centrality for New Zealand underscores the importance of taking a common and integrated approach to ensure a peaceful, stable, prosperous, and secure Pacific region, in which New Zealand's interests and influence are safeguarded.

THE RULES-BASED INTERNATIONAL SYSTEM

19. The rules-based international system – the institutions, rules, and norms that shape how New Zealand works with the world, how our voice is heard, and our interests realised – is under sustained pressure from several sources.[3] This pressure requires a shift in how New Zealand engages to foster international cooperation on emerging challenges and to prevent maritime security threats.

20. New Zealand benefits from the rules-based international system. Of particular importance is upholding and championing the carefully balanced rights and obligations in the United Nations Convention on the Law of the Sea (UNCLOS).

21. Certain countries are increasingly exercising hard power to test the limits of the rules-based international system, at the expense of rules that serve smaller countries like New Zealand (for example, maritime claims that are inconsistent with UNCLOS). Other states in our maritime area of interest are more assertively pursuing diplomatic, trade, security, and development initiatives aimed at enhancing their influence, increasingly shaping international approaches to promote their vision, and challenging international rules and norms.[4] As more states focus on the Pacific, New Zealand will face pressure from actors who seek to undermine traditional security relationships in the Pacific and replace us as trusted partners for Pacific Island countries. Increased strategic

2. The sea will increasingly be an important provider of pharmaceuticals and nutrients for a growing global (and coastal) population.
3. New Zealand Government (2023). *Secure Together: New Zealand's National Security Strategy 2023-2028*, p. 1. https://www.dpmc.govt.nz/sites/default/files/2023-11/national-security-strategy-aug2023.pdf
4. Ministry of Foreign Affairs & Trade (MFAT) (2023). *MFAT's 2023 Strategic Foreign Policy Assessment: Navigating a Shifting World*, p. 42. https://www.mfat.govt.nz/assets/About-us-Corporate/MFAT-strategies-and-frameworks/MFATs-2023-Strategic-Foreign-Policy-Assessment-Navigating-a-shifting-world-June-2023.pdf

competition in the Pacific will produce a more contested environment with a proliferation of military installations, competing infrastructure investments and more attempts to influence regional bodies.

> **"Supporting the present rules-based system is more important than ever. This includes support for the rules-based system in the Pacific, which has real impacts on how we and our Pacific partners are able to pursue our interests and protect our people."**
>
> **Secure Together: New Zealand's National Security Strategy 2023–2028, p 5.**

22. State and non-state actors may attempt to influence regional priorities, particularly regarding security arrangements and agreements on fisheries and climate change. Collective action on maritime security challenges may be displaced by the pursuit of geopolitical objectives, and international partnerships with maritime security implications will not necessarily include us, or align with our interests.

THE MARITIME ECONOMY

23. New Zealand relies on the sea for the facilitation of trade (shipping of goods and undersea cables for the digital economy) and economic prosperity (e.g. minerals, fishing, and aquaculture).[5] Sea transport is the most common mode of transport used to import and export goods to and from New Zealand; 99.7% of our trade by volume and 81% by value, is via maritime routes.[6] Our reliance on the sea will increase as demand for resources (in particular for copper, rare earth minerals and fish stocks) and new forms of renewable energy generate new economic opportunities.

24. The **Exclusive Economic Zone (EEZ)** is crucial to New Zealand's economy, including our fisheries industry. The EEZ includes the area beyond and adjacent to New Zealand's territorial sea, the outer limit of which does not extend beyond 200 nautical miles from the baseline. Within the EEZ, New Zealand exercises sovereign rights for the purpose of exploring, exploiting, conserving and managing all natural resources of the waters immediately above the seabed, and of the seabed and its subsoil, together with other activities such as the production of energy from water, currents and wind.

25. Prior to the EEZ being established, the value of our fish exports peaked at $50.4 million. New Zealand's fish exports are now worth around $1 billion annually.

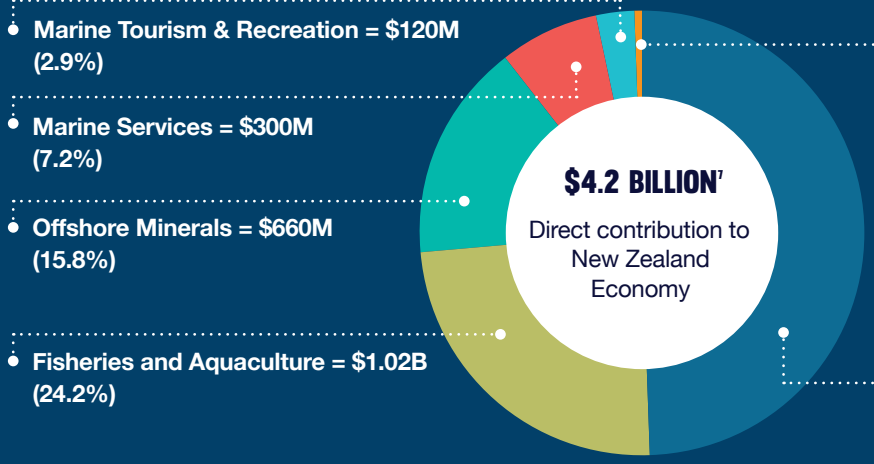
26. **Biodiversity** underpins many of the ecosystem functions and services that we rely on for economic prosperity. Our marine environment supports our economy and provides jobs, especially in shipping, fishing and aquaculture, and offshore minerals. The marine economy directly contributed $4.2 billion to our economy in 2022 and employed more than 38,000 people. Protected marine species, such as marine mammals, also support important tourism operations in New Zealand's coastal regions.

5. In the year ended March 2022, the marine economy directly contributed $4.2 billion (1.2 percent) to New Zealand's GDP. This was an increase of 2.2 percent compared with 2021. https://www.stats.govt.nz/information-releases/environmental-economic-accounts-data-to-2022/
6. Combined import and export data for the year to June 2023. Source: Overseas Cargo Statistics, Stats NZ. https://infoshare.stats.govt.nz/infoshare/

FIGURE 1.
NEW ZEALAND MARITIME ECONOMY

The sea has significant ecological, cultural, social, and economic value to New Zealand and its people. The Maritime Economy – or Blue Economy – refers to marine activities that generate economic value and contribute positively to ecological, cultural, and social well-being.

TOTAL MARITIME ECONOMY VALUE = $7.0 BILLION[7]



38,646 wage & salary earners[7]

$2.8 Billion[7]
Indirect contribution to New Zealand Economy

In addition to the direct use value described above, New Zealand's marine resources have significant **non-use value**. Although difficult to measure[8], non-use values include[9]:

1. **Existence Value:** value arising from knowing that a particular environmental asset exists.
2. **Bequeath Value:** value arising from the desire to bequeath resources to future generations.
3. **Altruistic Value:** the value of people's willingness to pay for preservation or maintenance of an environmental asset for public use.

NEW ZEALAND RELIES ON THE SEA TO TRADE

Percentage of NZ trade (combined imports and exports) relying on sea[10]:



NZ Imports by Sea[10]
$70.7 billion
22.7 million tonnes

NZ Exports by Sea[10]
$65.7 billion
39.4 million tonnes

7. Figures reflect the year to March 2022. Source: Stats NZ, released 4 March 2024. https://www.stats.govt.nz/information-releases/environmental-economic-accounts-data-to-2022/
8. For discussion, see Clough, P., & Bealing, M. (2018). *What's the use of non-values? Non-Use Values and the Investment Statement.* Report to The Treasury. https://www.treasury.govt.nz/sites/default/files/2018-08/LSF-whats-the-use-of-non-use-values.pdf
9. Definitions adopted from Yeoman, R., Fairgray, D., & Lin, B. (2019). Measuring New Zealand's Blue Economy. Report prepared for Sustainable Seas and University of Auckland. https://www.sustainableseaschallenge.co.nz/assets/dms/Measuring-New-Zealands-blue-economy/Measuring20New20Zelands20Blue20Economy202019_Final.pdf
10. Figures reflect the year to June 2023. Source: Overseas Cargo Statistics, Stats NZ. https://infoshare.stats.govt.nz/infoshare/

He wai Tangaroa i haere ai ki uta.

Translation: By means of water Tangaroa went inland.

Explanation: In mythology certain progeny of Tangaroa – the personification of fish – were able to journey inland through the water ways as do the eels. This recognises the dependence of our land-based activities on the sea.

Quoted from Mead, H. M., & Grove, N. (2003). *Ngā Pepeha a ngā Tīpuna: The Sayings of the Ancestors.* Victoria University Press.

27. In an environment where countries are strategically positioning themselves to secure reliable supplies of critical minerals, deep sea mining will become an increasingly relevant consideration.[11] For example, as the demand for and production of batteries increases, demand for cobalt and lithium is also expected to radically increase. Areas with extensive sulphide deposits, such as the Kermadec rise, can therefore expect to receive more focus from commercial interests.

28. The potential proliferation of deep-sea mining introduces opportunities and risks to the maritime domain. While these minerals potentially represent an untapped economic resource for New Zealand, they also require the maritime security sector to maintain capabilities in surveillance and monitoring, compliance assessment for licensed operators, and deterring illegal and unregulated activity.

29. New Zealand's large maritime domain also represents a potentially unrealised contribution to emissions reduction and mitigation. The oceans are a vital part in the water cycle and act as a climate modifier. The possibility of kelp farming to sequester carbon dioxide, and to provide less carbon-intensive land stock feed is being increasingly recognised in international literature.[12]

30. New Zealand's oceans could play a significant role in the country's future environmental policies and the Climate Change Commission has noted that "the emissions sources and sinks associated with oceans" is an emerging theme of public interest.[13]

"With one of the largest EEZs in the world, New Zealand has an opportunity to be a leader in investigating the science, engineering and policy questions involved in increasing the carbon carrying and sequestration capacities of the world's oceans..."

John Martin, Professional Journal of the RNZN, Vol 2 Number One, July 2021, p. 143

11. Sellwood, J. (2021). Race to the Bottom: The Role of Deep Sea in Meeting Global Demand for Critical Minerals. *Professional Journal of the Royal New Zealand Navy (RNZN)*, 2(1), p. 63. https://www.nzdf.mil.nz/assets/Uploads/DocumentLibrary/RNZN-Journal_Vol-2_No.-One_online.pdf
12. Martin, J. (2021). New Zealand's Ocean Estate: A Case for Greater Role in Addressing Climate Change. *Professional Journal of the RNZN*, 2(1), p. 143.
13. Climate Change Commission (2021). *Ināia tonu nei: a low emissions future for Aotearoa*, p. 33. https://www.climatecommission.govt.nz/public/Inaia-tonu-nei-a-low-emissions-future-for-Aotearoa/Inaia-tonu-nei-a-low-emissions-future-for-Aotearoa.pdf

WHAT IS MARITIME SECURITY?

31. **Maritime security involves preventing, detecting, mitigating and responding to risks introduced by malicious, unregulated, negligent or harmful (or potentially harmful) activities at sea.[14] This reduces the ability of malicious and negligent actors to use the maritime domain to undermine national security interests and objectives.[15]**

32. New Zealand's maritime security sector is brought together under MSOC. This committee provides all-of-government direction to the sector's policy, intelligence and operational coordination functions. More detail on agency roles and responsibilities and sector governance is provided in the annexes.

33. This Strategy is a high-level document about New Zealand's approach to maritime security. You can find more detail about the specific issues the Strategy addresses in the Guide to New Zealand's Maritime Security Arrangements.[16]

NEW ZEALAND'S MARITIME DOMAIN

34. **Our maritime interests include geographically defined territorial, economic, safety and environmental maritime zones as well as other environmental, geopolitical and economic areas of interest. Our maritime domain is tied to the rules-based international system and the areas over which New Zealand (by itself or in concert with other states) exerts full or partial control.**

35. The governing international law in this domain is UNCLOS. New Zealand is a party to UNCLOS and depends on the rights and obligations enshrined in it to preserve and promote its maritime interests. UNCLOS balances the rights of coastal states to control their maritime zones and the rights of maritime states to enjoy freedom of navigation in the high seas as well as innocent passage.

36. Other international legal obligations are also relevant, including international search and rescue and safety of life at sea responsibilities, and obligations under regional fisheries management organisations.

37. New Zealand's **maritime domain** incorporates defined maritime zones:
    - The **territorial sea**, which extends out to 12 nautical miles (22.2km) from baselines. New Zealand may exercise sovereignty in this zone, subject to foreign vessels' right to 'innocent passage' in the territorial sea.
    - The **contiguous zone** is a belt of water adjacent to the territorial sea, which extends from 12 to 24 nautical miles (44.5 km) from the shore. This 'buffer' zone is important in border protection because New Zealand may conduct certain enforcement activities in this zone for the purposes of preventing or punishing breaches of its customs, fiscal, sanitary or immigration laws in our territory or territorial sea.

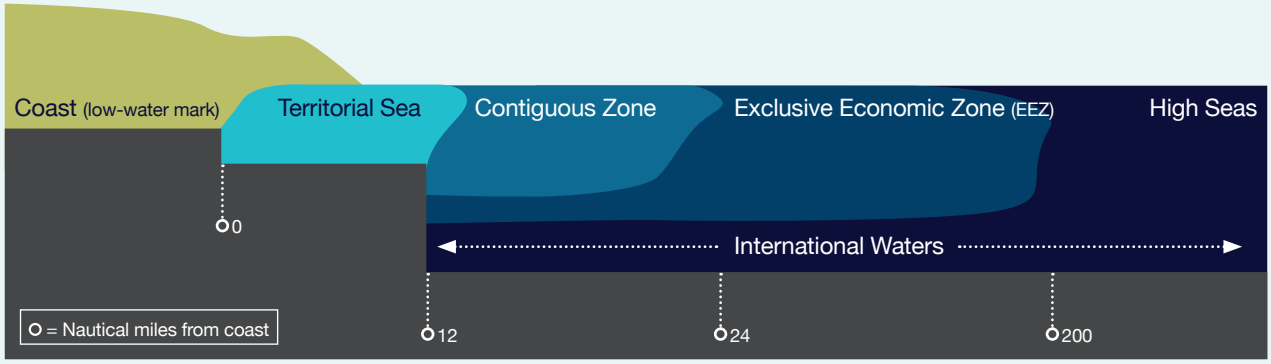
14. Risk incorporates both threat/hazard and opportunity.
15. The sector's contributions to national security are outlined in more detail on pages 15–18.
16. Accessible here: https://www.transport.govt.nz//assets/Uploads/Guide-to-NZ-Maritime-Security-Arrangements.pdf

- The **Exclusive Economic Zone**, which extends out to 200 nautical miles (370km) from shore. New Zealand has the right to regulate exploration and use of marine resources (including fisheries and energy production from wind and water) in this zone and has jurisdiction over certain matters including the protection and preservation of the marine environment.
- The **continental shelf** which surrounds the country and extends well beyond the EEZ in some areas. New Zealand has exclusive sovereign rights over the use of non-living resources and sedentary species on the continental shelf.[17]

38. All areas beyond our territorial sea, including the EEZ and the high seas, are **international waters**. The vessels of all States are subject to the exclusive jurisdiction of their flag State and, outside the territorial sea of coastal states, enjoy freedom of the high seas including freedom of navigation.[18]

39. Our **maritime area of interest** includes the maritime domain and the following areas:
    - Constitutional responsibilities for the defence and security of the Cook Islands, Niue and Tokelau.[19]
    - Antarctic Treaty System responsibilities including the Convention for the Conservation of Antarctic and Marine Living Resources (CCAMLR).
    - Our obligations as a member of regional fisheries management and Pacific regional organisations.
    - Our maritime approaches, in particular the main routes for commercial shipping and recreational craft that cross the Tasman Sea and the Pacific to the North-East.
    - The area in which we are responsible for coordinating maritime search and rescue, covering 30 million square kilometres (one of the largest in the world).

FIGURE 2.
ILLUSTRATION OF DEFINED MARITIME ZONES



Not to scale – conceptual only

17. The **continental shelf** is the seabed and subsoil of the submarine areas that extend beyond the territorial sea of a coastal state throughout the natural prolongation of its land territory to the outer edge of the continental margin. In New Zealand's case, the continental margin extends beyond the EEZ in many places and the outer limits have been established on the basis of the recommendations of the UN Commission of the Continental Shelf.
18. For further information on NZ's international obligations refer to Annex B of the Guide to New Zealand's Maritime Security Arrangements.
19. New Zealand's maritime security interests extend well beyond our immediate borders. We are responsible for the defence and security of Tokelau as a territory of New Zealand and we have committed to discharge this responsibility in consultation with Tokelau. In consultation with their Governments, we also have defence and security responsibilities in relation to the Cook Islands and Niue.

THE MARITIME SECURITY SITUATION

40. **The global maritime security environment is increasingly dynamic and complex. In response to this, New Zealand government agencies with maritime responsibilities have improved coordination and prioritised their actions to meet increasing demands on limited resources.**

41. **Challenges to the maritime rules-based international system:** As a small trading nation, New Zealand relies on the rules-based international system to promote and pursue our interests. Efforts to frustrate the current norms and behaviours threatens the integrity of the maritime rules-based order.

45. **Growing maritime economy:** New Zealand relies on the health of the global economy and sea lines of communication. Over 99 percent of our imports by volume arrive by sea, meaning our marine economy relies on a secure maritime domain and the efficiency of our trade networks.[20]

46. As demonstrated throughout COVID-19, conflict in the Red Sea, and the Panama Canal drought, New Zealand is vulnerable to global-shock events. Our domestic economy can easily be impacted by disruptions to multiple supply chains and critical imported goods, such as fuel, on which we depend. Additionally, New Zealand contributes to the maritime economy through boat building and marine refit and engineering. These industries see vessels and skilled persons arrive in New Zealand specifically to build and refit commercial and private craft. The impact of COVID-19 highlighted the significance of these industries and potential risks to New Zealand.

47. **Illegal, unreported, and unregulated (IUU) fishing:** Increased IUU fishing will likely challenge maritime security in New Zealand's maritime area of interest, detrimentally impacting New Zealand's marine ecosystems.

48. **Pressure on the marine environment:** Under-threat marine resources in our region are likely to be subject to increased competition. Climate change and marine pollution are exacerbating this competition by reducing marine biodiversity and placing living resources under further pressure. The marine environment's status as taonga (treasure) means that pollution involves spiritual and cultural impacts, as well as physical and economic impacts.

Biodiversity Beyond National Jurisdiction

New Zealand is participating in negotiations towards a new UN treaty for the conservation and sustainable use of biodiversity in waters beyond national jurisdiction (known as Biodiversity Beyond National Jurisdiction, or BBNJ). The new treaty will come under the umbrella of UNCLOS.

These negotiations are an important opportunity to fill a number of gaps in the international legal framework governing this biodiversity and help address emerging threats to and uses of biodiversity. The new treaty will not apply to New Zealand's own marine areas, only to areas beyond any state's jurisdiction.

The negotiations' four thematic areas of focus are:

1. Marine genetic resources
2. Area based management tools including marine protected areas
3. Environmental impact assessments
4. Capacity-building and the transfer of marine technology

https://www.mfat.govt.nz/en/environment/oceans-and-fisheries/marine-biodiversity-beyond-national-jurisdiction/

49. When considering environmental issues, Te Ao Māori brings a long-term perspective and strategic interests in strengthening the mauri (life force) of the natural world, its ecosystems

20. Ministry of Transport (2023). *Aotearoa New Zealand Freight and Supply Chain Strategy*. p. 22.

and species – both for its own sake and for the benefit of future generations.[21] Māori have direct mana whenua connections and strategic interests in protecting the health of whakapapa connection and access to local indigenous ecosystems and resource base. A Te Ao Māori world view will likely see people and human activity as integral to, rather than separate from, the natural world, and includes strong cultural values and practices that moderate use and prevent damage. These approaches are finding new application in environmental, resource and public health management internationally.

50. **The impact of climate change:** Environmental changes are having a significant impact on the maritime environment, and the National Security Strategy notes that climate change is the single greatest threat to the livelihoods, security, and wellbeing of Pacific peoples, with both internal and cross-border impacts.

51. **Technological change:** The increasing availability of satellite-enabled navigation and communications technology enhances the ability of criminal groups to traverse the maritime domain, avoid detection and exploit new vulnerabilities created by the adoption of automated systems for shipping and port operations. How New Zealand benefits from technology is described on page 15.

52. **Maritime criminal activity:** The projected increase in transnational criminal activity, the sophistication of this activity, and the increased use of the South Pacific as a transit point for illicit goods will increase demand for border agencies and domestic law enforcement functions to counter the destabilising influence of criminal groups.

53. Our maritime domain is the main vector for drug trafficking to New Zealand, including small craft transporting illicit drugs, and vulnerabilities in our ports. The impact of these illegal activities flows into our communities, damaging wellbeing, resilience, and social cohesion.[22] The supply of illicit drugs by organised crime feeds addiction and mental health issues and drives increases in other crimes, such as burglary and theft, to fund addiction. This harm, coupled with the use of violence and intimidation by organised criminal groups creates fear in our communities and poses risks to public safety. Work in this area connects to New Zealand's Transnational Organised Crime (TNOC) Strategy, and the Border Security core issue under the National Security Strategy.

54. **More challenging strategic environment:** The Defence Policy and Strategy Statement 2023 recognises that the more challenging maritime strategic environment increases the potential that external actors will behave in ways that undermine New Zealand's interests in Pacific regional security.[23] For instance, states that do not share New Zealand's interests and values may try to establish or normalise a military or paramilitary presence in our region. This would fundamentally alter the regional strategic balance, threaten the freedom of action of New Zealand and our security partners, and undermine regional stability.

TNOC Exercise Soteria

New Zealand's first TNOC exercise, Exercise Soteria, was run in 2024. The exercise successfully educated and tested agencies in a system-wide response to a TNOC event (specifically a maritime scenario) and tested agencies' use and knowledge of the Maritime Powers Act 2022.

Officials from 16 agencies took part, and lessons from the exercise informed the development of sector capability, policy, and legislative programmes aimed at making New Zealand the hardest place in the world for organised crime to do business.

21. MFAT (2023). *MFAT's 2023 Strategic Foreign Policy Assessment: Navigating a Shifting World*, p. 29. https://www.mfat.govt.nz/assets/About-us-Corporate/MFAT-strategies-and-frameworks/MFATs-2023-Strategic-Foreign-Policy-Assessment-Navigating-a-shifting-world-June-2023.pdf
22. New Zealand Government (2020). *Transnational Organised Crime in New Zealand: Our Strategy 2020-2025*, p. 8. https://www.police.govt.nz/sites/default/files/publications/transnational-organised-crime-in-new-zealand-our-strategy-2020-to-2025.pdf
23. New Zealand Government (2023). *Defence Policy and Strategy Statement*, p. 42. https://www.defence.govt.nz/assets/publication/file/23-0195-Defence-Policy-and-Strategy-Statement-WEB.PDF

NEW TECHNOLOGY AND INVESTMENTS

55. **New technologies and changes in operating approaches give states opportunities to innovate in the maritime domain.**

56. Maritime security innovation involves the incorporation of new technology (surveillance and data analytical tools), adoption of new operating models focused on delivering a more cohesive national effort, and the strategic use of private sector and non-government organisations to deliver or reinforce maritime security outcomes.

TECHNOLOGY-ENABLED MARITIME SECURITY

57. In the 20th century maritime patrol aircraft backed up with surface-based radar and patrol vessels provided the core of the maritime surveillance effort. Now in the third decade of the 21st century emerging, critical and sensitive technologies pose both a threat (see paragraph 51) and an opportunity to improve our maritime security.

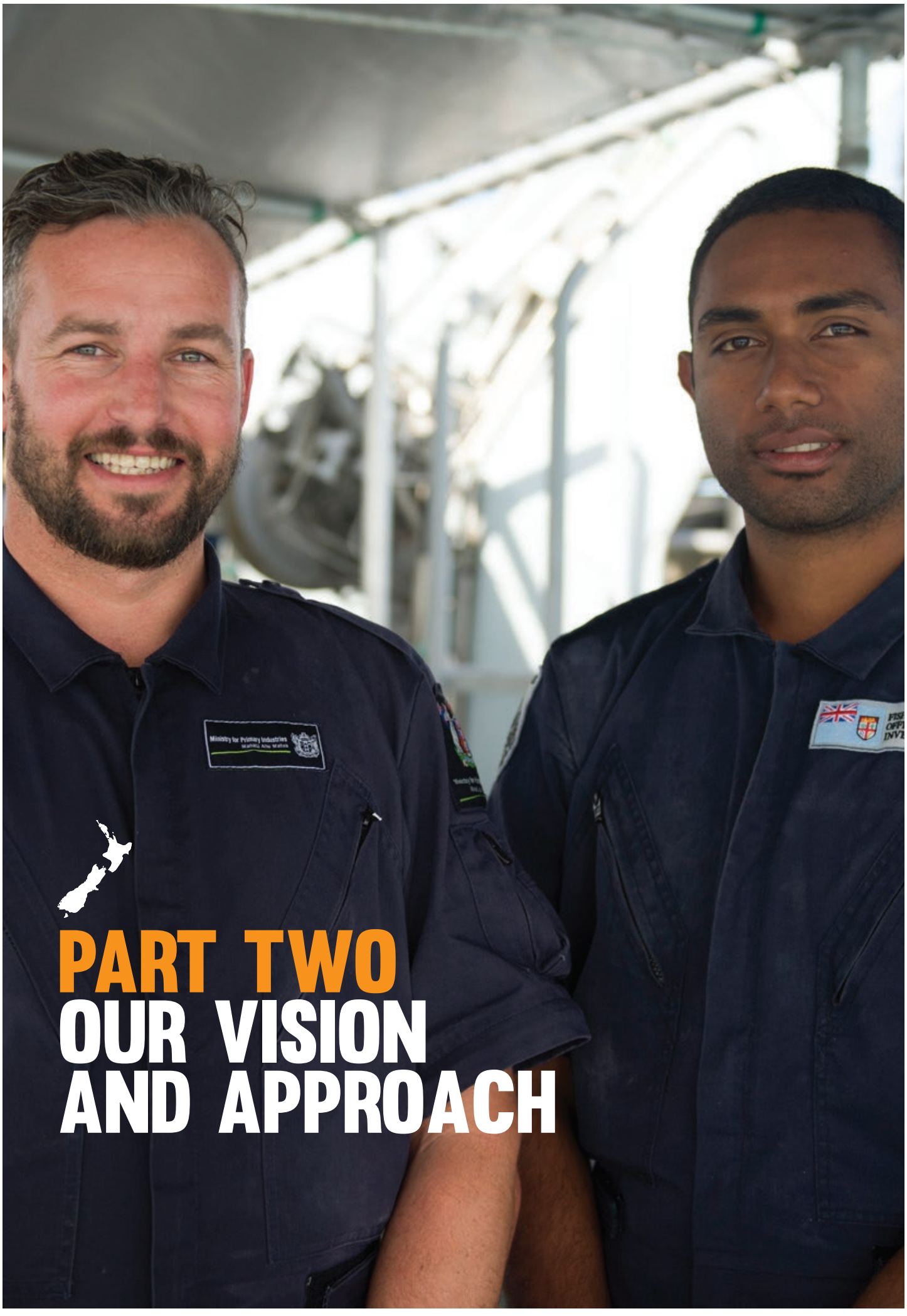
58. New Zealand recognises the benefits of, and is working to adopt, new technologies to improve its maritime security risk management, including:
    - Better tasking of limited maritime intervention assets to reduce time spent observing empty sea, thereby reducing wear and tear and operating costs.
    - Lowering the maritime detection threshold and revealing criminal activity and potentially criminal and/or hazardous activity.
    - Significant reductions in operating costs through miniaturisation, automation and use of renewable energy (solar power, wind and wave action for autonomous vehicles).

59. This Strategy prioritises investments in technology so we can improve our understanding of what is occurring in our area of interest. This focuses on Systems and Tools investments (see paragraph 121), incorporating a range of innovations to deliver more efficient maritime security outcomes.

60. While developments in technology can benefit us, they can also benefit actors who threaten our interests. This Strategy responds to those emerging technology risks by setting out an enduring operational approach that responds to the changed maritime security environment, builds on our strengths, addresses weaknesses and is ready to incorporate new technology and approaches.

CentrePort trialling cruiseship passenger medallions to improve safety and security





PART TWO
OUR VISION AND APPROACH

POLICY DIRECTION

61. **The Strategy's vision and approach is aligned with the National Security Strategy, the Defence Policy and Strategy Statement 2023 (DPSS) and MFAT's Strategic Foreign Policy Assessment 2023 (the Assessment).[24] This Strategy should be read alongside these documents which are the reference points for national security, military maritime security and sovereign defence matters, our engagement with the world and our work in the Pacific and Southern Oceans.**

NATIONAL SECURITY INTERESTS

62. Maritime security is one of twelve core issues identified in the National Security Strategy. It is core because effective maritime security reduces the ability of malicious and negligent actors to use the sea to undermine New Zealand's national security interests. This includes:

- **Our people, land, and waters:** Protecting New Zealanders at home and abroad. Ensuring our continued territorial integrity, including our responsibilities to the Realm, and safeguarding our wider maritime region. This involves delivering on our search and rescue responsibilities, protecting our EEZ, and safeguarding our interests in the sub-Antarctic Islands and Ross Dependency as well as our commitment to preserving and protecting Antarctica and the Southern Ocean for present and future generations.
- **Our independence and freedom of action:** Preserving our ability to take independent decisions and actions, free from coercion at home, in the region, and beyond.
- **Our democracy and social fabric:** We have published this Strategy, and its accompanying Guide to New Zealand's Maritime Security Arrangements, to be accountable and transparent to the public.
- **Our national economic security:** Preventing and protecting against actions and developments that threaten the viability of our national economy.
- **Our connections to the world, both physical and digital:** Protecting our information and communication technologies, undersea cables, sea lines of communication, and our connections to space.
- **A peaceful and resilient Pacific:** Protecting and promoting a peaceful, stable, and resilient Pacific region underpinned by Pacific regionalism. This includes all Pacific nations having the freedom to act in support of shared interests and values.
- **A strong rules-based international system in the Indo-Pacific and beyond:** Protecting and shaping a regional and global rules-based international system centred on liberal democratic values and multilateralism, underpinned by a commitment to the sovereign equality of all states.
- **A network of partnerships within and beyond New Zealand:** Safeguarding and advancing our relationships with iwi and Māori as Treaty partners, New Zealand society, our ally, Australia, and international partners in support of our maritime security.

63. The Government expects that agencies will work closely together on a daily basis for a more secure, resilient New Zealand. This Strategy reflects this expectation and ensures that the maritime security sector provides kaitiakitanga (guardianship) of our maritime domain.

24. Correct at the time of writing. Please refer to the latest versions of these documents.

DEFENCE POLICY AND STRATEGY STATEMENT (DPSS)

64. The DPSS's emphasis on acting early and deliberately to shape our security environment aligns with the Maritime Security Strategy. A key focus for Defence is protecting New Zealand's sovereignty, including through maritime security.

65. As an example, strategic interest in the Southern Ocean is growing. The Antarctic Treaty System (ATS) seeks to preserve Antarctica exclusively as a place for peace, science, and international cooperation, and is important for protecting New Zealand's interests. But the ATS is not immune to pressure from growing strategic competition, and some states see the region as a potential location for a range of military and security-related activities.



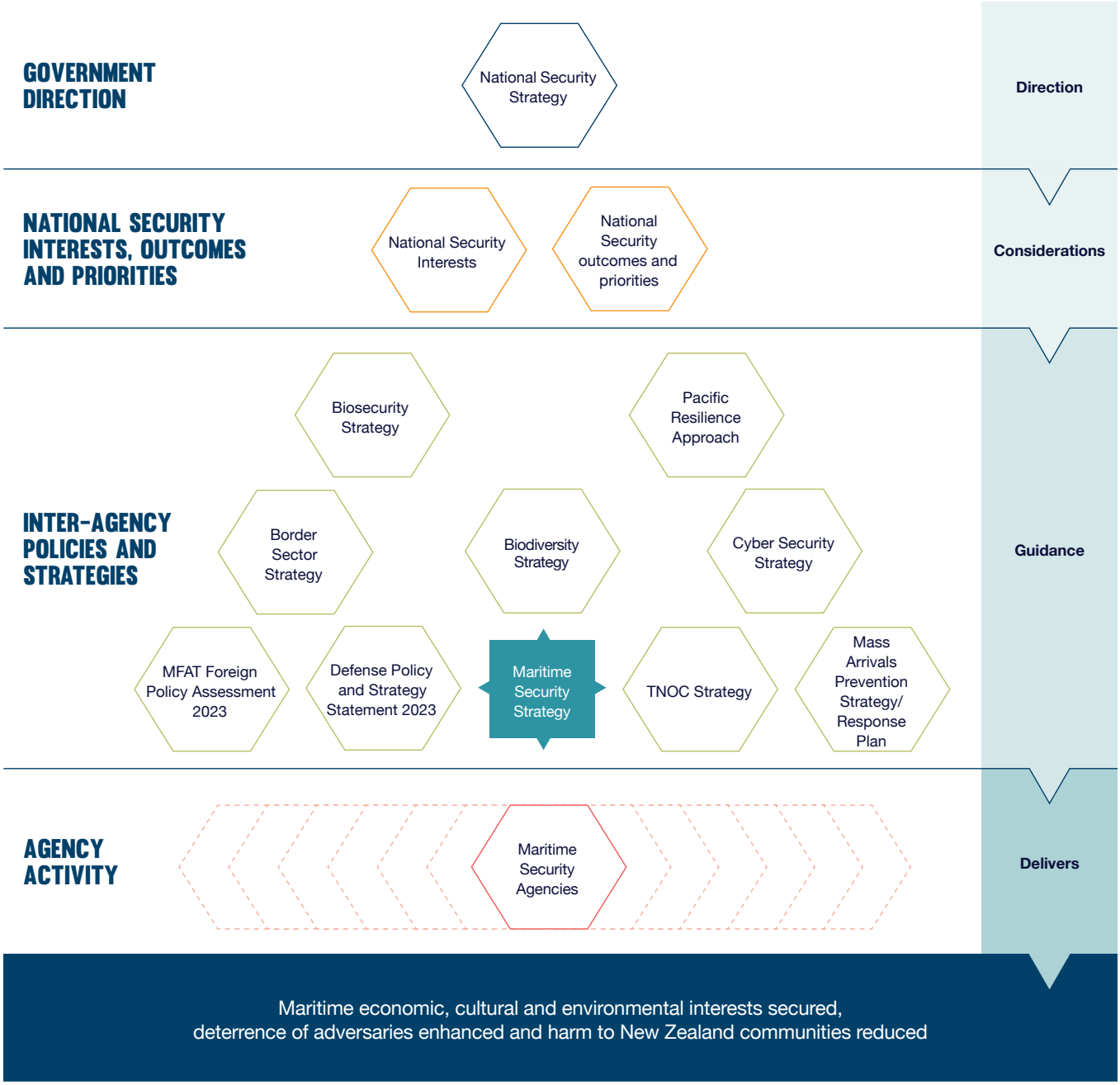
STRATEGIC FOREIGN POLICY ASSESSMENT 2023

66. The Assessment notes that the shift in the strategic balance in the Pacific presents a risk to Pacific countries' ability to chart their own future, to the stability of the region, and to New Zealand's own security. New Zealand has a strong interest in supporting Pacific priorities, including the Pacific's ability to assert and pursue its interests. This includes maintaining the primacy and effectiveness of the Pacific Islands Forum, pursuing shared Pacific priorities (seen in the *2050 Strategy for the Blue Pacific Continent*[25]).

67. Given the developments clearly signalled in these documents, the maritime security sector will prepare itself for a more challenging strategic environment and be prepared to do more in our immediate neighbourhood.

25. Available here: https://forumsec.org/sites/default/files/2023-11/PIFS-2050-Strategy-Blue-Pacific-Continent-WEB-5Aug2022-1.pdf

FIGURE 3.
THE STRATEGY FOLLOWS GOVERNMENT DIRECTION AND COMPLEMENTS RELEVANT INTER-AGENCY POLICIES AND STRATEGIES THAT PROVIDE GUIDANCE TO MARITIME SECURITY AGENCIES



THE VISION

68. **This Strategy's guiding vision is of a maritime security sector that secures New Zealand's significant maritime economic, cultural and environmental interests, is better able to deter adversaries, reduce harm to New Zealand communities and exert effective kaitiakitanga (guardianship) of the maritime domain.**

69. Executing this vision will see a maritime security sector that delivers a range of enduring contributions to New Zealand's national security. This means a maritime security sector that:

- Contributes to the maintenance and exercise of New Zealand's sovereign rights and responsibilities.
- Prevents, detects, deters and mitigates illegal, unregulated, negligent, harmful (or potentially harmful) actions across New Zealand's maritime domain.
- Protects lawful economic activity across New Zealand's maritime domain.
- Contributes to the sustainable management of New Zealand's marine resources, marine environment and biodiversity.
- Supports New Zealand's maritime security partnerships in the South Pacific.
- Contributes to New Zealand's influence in the governance of the Southern Ocean.
- Supports New Zealand's international maritime security and safety (including search and rescue) responsibilities.

70. Achieving this vision requires a maritime security sector that advances New Zealand's national security through a common approach, coordinated investment decisions and effective resource prioritisation.

A maritime security sector that secures New Zealand's significant maritime economic, cultural and environmental interests, is better able to deter adversaries, reduce harm to New Zealand communities and exert effective kaitiakitanga (guardianship) of the sea.

THE NEW ZEALAND APPROACH

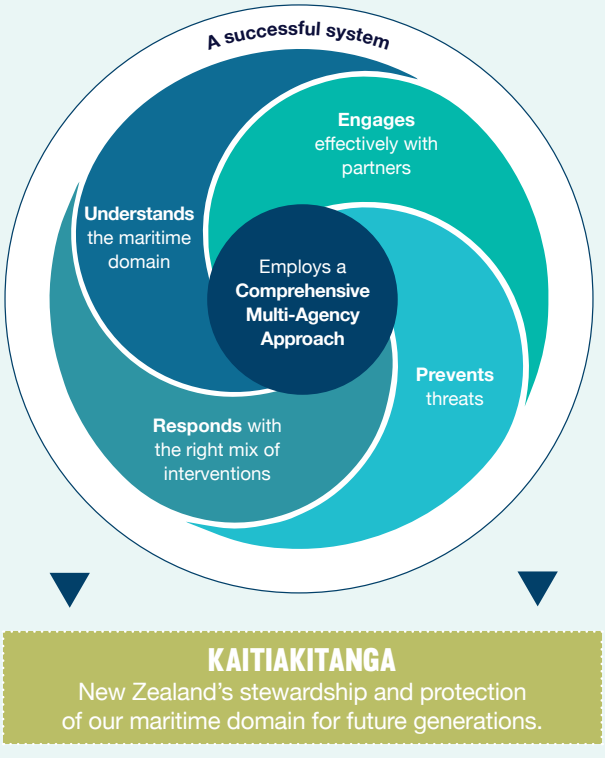
71. **The sector delivers against this vision through an efficient and effective maritime security system based on a common approach. This approach envisages a sector that understands the maritime domain, engages effectively with partners and has agencies working in close collaboration, adopts international best practice, prevents threats and responds with the right mix of interventions.**

72. This approach is based on four mutually reinforcing and overlapping pillars:
- **Understand**
- **Engage**
- **Prevent**
- **Respond**

73. These pillars are built upon two supporting principles:
- **The Comprehensive Multi-Agency Approach**
- **Kaitiakitanga (guardianship)**

74. These four pillars and two principles provide the Strategy's core. The approach guides how the sector will prioritise operational activity and direct investment to deliver comprehensive and enduring kaitiakitanga of New Zealand's maritime interests.

FIGURE 4.
OUR APPROACH GUIDES HOW THE SECTOR DELIVERS GUARDIANSHIP OF NEW ZEALAND'S WATERS



PILLAR ONE UNDERSTAND

75. **The *Understand* pillar highlights the critical importance of being able to detect and monitor relevant maritime activity, coordinate, assess, analyse, and fuse relevant information and intelligence streams and provide nationally focused maritime security assessment. This pillar also provides the information and understanding of evolving trends, and emerging capability gaps that inform decision-making on new capabilities.**

76. Comprehensive understanding of our maritime security environment ensures that New Zealand agencies are well placed to prevent or respond to threats that could impact New Zealand's security, safety, economy or environment. The efficient and effective use of maritime security capabilities depends on this base of comprehensive maritime domain awareness.

77. New Zealand builds up the basis of this understanding by taking a layered approach to the collection of maritime security intelligence and information. The layers include:
    - **Intelligence, diplomatic and information sharing linkages and relationships**: Information, research collaboration and intelligence sharing with domestic and international partners.
    - **Intelligence, surveillance and reconnaissance**: Persistent wide area maritime surveillance collection activity backed up by data fusion and analytic capabilities.
    - **Patrol activity**: The contributions to situational awareness made by regular maritime patrol and compliance activities.
    - **Coastal and shore-based surveillance, intelligence and engagement mechanisms**: A range of shore-based systems and relationships provide additional maritime security situational awareness. Examples include border and port monitoring systems and processes and community outreach and engagement (for example the NZ Coast-Watch programme).

78. The National Maritime Coordination Centre (NMCC) leads all-of-government efforts to collate, fuse and analyse available information to generate a shared understanding of the maritime domain and enable efficient and effective:
    - Domestic and international engagement
    - Preventative activities; and
    - Response actions.

79. Fused and analysed maritime domain information provides the basis for longer term intelligence-based decision-making that informs future investment decisions and shapes strategic and operational planning activity.

Tangaroa pūkanohi nui!

Translation: Large-eyed Tangaroa.

Explanation: Tangaroa, god of the sea, can see everything we do and hear everything we say.

***Ngā Pepeha a ngā Tīpuna* by H.M. Mead & N. Grove, 2003.**

KEY ENABLING CAPABILITIES: UNDERSTAND

HORIZON SCANNING

The sector has:

- **Resourced analytical staff** to coordinate all-of-government analytical efforts

The sector is now focused on:

- Dedicated ongoing information collection, risk analysis and strategic assessment of the maritime domain
- Strategic use of offshore networks and partnerships to share information and build understanding

MARITIME DOMAIN AWARENESS

Budget 24 funded the All-of-Government Data Fusion System

The sector is now focused on the:

- Ability to target wide area surface surveillance based on risk
- Ability to detect and track objects that present potential risks to our maritime security interests
- Generation of a fused Common Operating Picture
- Joint-interagency intelligence fusion
- Multilateral intelligence links

MEASURING EFFECTIVENESS

- The sector has resourced a lead for this to measure and understand the sector's impact on maritime security

FIGURE 5.
NEW ZEALAND TAKES A LAYERED APPROACH TOWARDS BUILDING ITS UNDERSTANDING OF NEW ZEALAND'S MARITIME DOMAIN



PILLAR TWO
ENGAGE

80. **Maritime security threats and issues cross borders, so partnerships enable effective information sharing and cooperation. The *Engage* pillar ensures that New Zealand's maritime security risk management is conducted with international and domestic diplomatic, law enforcement, military, private sector and community and Iwi support and cooperation. This pillar also attempts to deal with threats to New Zealand's maritime security wherever they occur first so they can be managed as far from New Zealand as possible.**

81. This pillar also describes the actions we take to strengthen, protect and use the international rules that underpin maritime security and order. These rules and institutions deliver on a global scale and efficiently extend our actions' reach.

82. New Zealand manages its maritime interests by engaging in a number of ways, including:
- Using New Zealand's international footprint that incorporates diplomatic, military, economic, intelligence and law enforcement components.
- Key bilateral relationships, in particular Australia and the Pacific Island countries.
- New Zealand's support for the international rule of law and international institutions that relate to maritime security issues, these include:
  - Participation in the United Nations (UN) system, the Antarctic Treaty system and other multilateral processes.
  - Direct contributions to the maintenance of the rules-based-international system and mutual security, including through the deployment of Defence assets.
  - Support and participation in the International Maritime Organisation, a UN agency charged with adopting measures to enhance the safety and security of international shipping and prevent marine pollution from ships.
  - Carrying out and supporting guardianship of the marine environment on behalf of the international community.

Transparency and Accountability: Guide to New Zealand's Maritime Security Arrangements

We have published the Guide to New Zealand's Maritime Security Arrangements to accompany the Strategy. In detailing how agencies deliver against each of the Strategy's issues, this supports public accountability through transparency. It also supports the vital role that the public plays in keeping New Zealand secure.



- Adherence to and promotion of international law relating to maritime security.
- Support to regional organisations, programmes and groups, for example:
  - Pacific Islands Forum
  - Forum Fisheries Agency
  - South-West Pacific Heads of Maritime Forces
  - Australian Pacific Maritime Security Program
  - Western and Central Pacific Fisheries Commission
  - South Pacific Regional Fisheries Management Organisation
  - Commission for the Conservation of Antarctic Marine Living Resources
  - Pacific Transnational Crime Network
  - Pacific Quadrilateral Arrangements
  - Partners in the Blue Pacific

KEY ENABLING CAPABILITIES: ENGAGE

SUPPORT FOR EFFECTIVE INTERNATIONAL MARITIME SECURITY RULES AND NORMS AND EFFECTIVE PARTNERSHIPS

- Sustained bilateral and multilateral engagement with a focus on:
  - Pacific Island Countries and Territories
  - Five Eyes Partners
  - France
  - Asia
  - Latin America
  - Antarctica and the Southern Ocean
  - Relevant international regional bodies
- Strategic communications planning and delivery

REGIONAL MARITIME SECURITY

- Ability to plan and manage ongoing regional maritime security operations in and with the support of partners and multi-lateral organisations
- Ability to plan and manage ongoing regional confidence-building activities

83. Closer to home, the sector engages with a wide range of interested groups and parties to ensure it continues to understand the maritime domain and can leverage support from the wider community. These parties include:
    - Māori as a Treaty partner
    - Non-government organisations (environmental, sporting and cultural)
    - Pacific Island communities
    - Local communities and local government
    - Volunteer organisations (in particular Coast Watch and the Coastguard)
    - Academia
    - Industry

84. The Engage pillar is a critical component of the New Zealand approach to maritime security as our security is reliant on strong domestic and international partnerships.

IMO Maritime Security Governance Course – March 2023

New Zealand hosted 15 Pacific nations for a Maritime Security Governance Course delivered by the International Maritime Organisation which supported the development of ongoing maritime security relationships across the region.



FIGURE 6.
EFFECTIVE MANAGEMENT OF THE MARITIME DOMAIN INVOLVES ENGAGEMENT WITH A WIDE RANGE OF STAKEHOLDERS



PILLAR THREE
PREVENT

85. **This pillar is focused on ensuring that New Zealand has the right people, processes, policies, systems, capabilities and laws in place to prevent and mitigate harm from maritime security threats.**

86. Prevention activities aim to prevent threats from occurring by focusing efforts on a number of intervention points. These include dealing with root causes, enhancing regional maritime security, deterrence and target hardening.

ROOT CAUSES

87. New Zealand uses its relationships, security deployments and overseas development assistance to work with others to tackle the root causes of maritime security threats. These efforts can range from efforts to support refugee assistance and processing systems to reduce the attractiveness of irregular immigration, through to the promotion of alternative forms of economic activity to divert people from harmful activities (such as illegal fishing, drug trafficking and piracy).

ENHANCE REGIONAL MARITIME SECURITY

88. New Zealand undertakes a range of capacity building activities to enhance regional maritime security resilience. These activities include:
    - Joint maritime security exercises and visits.
    - Assistance with maritime policy and governance systems and processes, in particular encouraging Coastal, Port and Flag States to meet their obligations and responsibilities.
    - Training and mentoring support for maritime security agencies in our region.
    - The provision of direct support to enhance and enable maritime security activities from partner states.
    - Support for joint operational and intelligence sharing activities to enhance the collective maritime security effort.

89. These efforts are coordinated with likeminded partners, for example through the Partners in the Blue Pacific initiative.

90. The confluence of environmental and geopolitical challenges and our security, political and cultural interests in the South Pacific, mean most of our regional security capacity development efforts are on building Pacific Island countries' security.

DETER THREATS

91. Deterrence has a big part to play in preventing maritime security threats. This is done by convincing potential threat actors that the costs of conducting actions that impact New Zealand's maritime security interests outweigh benefits. New Zealand generates deterrence by demonstrating operational and regulatory credibility and resolve. The passing of the Maritime Powers Act 2022 is one such example of the maritime security sector designing legislation that enables agencies to impose costs on those who would do New Zealand harm. The sector continually reviews its regulatory and legislative settings to improve New Zealand's ability to prevent and respond to growing maritime security threats.

92. New Zealand demonstrates operational credibility primarily through its visible and sustained maritime patrol effort covering its EEZ and the high seas (with a particular focus on the South Pacific). Presence is currently provided primarily through New Zealand Defence Force (NZDF) maritime patrol and surveillance capabilities alongside the surface patrol capabilities operated by NZ Customs and the NZ Police.

TARGET HARDEN

93. New Zealand's critical maritime systems, ports and vessels can prevent harm from occurring by improving their physical and electronic resilience against malicious action.

94. Physical security of ships visiting New Zealand and our international trading ports is managed through the provisions of the Maritime Security Act 2004 which implements the International Ship and Port Facility Security Code. Maritime New Zealand (MNZ) is the responsible agency for ensuring that the Code's standards are met by New Zealand ports and relevant New Zealand-flagged vessels. MNZ works closely with the ports, other New Zealand agencies, and international partners to deliver this work. Increased presence on ports by NZ Customs provides a greater layer of protection.

95. Education and outreach are important components of enhancing marine infrastructure resilience against physical and non-physical security threats. Regulation and adherence to security standards also have important roles to play by reinforcing education and outreach efforts.



KEY ENABLING CAPABILITIES: PREVENT

MARITIME SECURITY COOPERATION

- Proactive multilateral risk mitigation activity
- Sustained stakeholder engagement
- Sustained and valued regional presence

CAPACITY BUILDING

- Coordinated regional capacity development management and delivery

DETERRENCE

- Joint-interagency patrol planning (presence, awareness, education and deterrence)
- Inshore and offshore surface patrol capability
- Surveillance capabilities

PILLAR FOUR
RESPOND

96. **The *Respond* pillar reflects the need for the sector to be prepared to take action to mitigate threats, incidents and emerging issues efficiently, effectively and flexibly with the right tools across diverse maritime zones, with sufficient authority to act.**

97. A comprehensive approach to maritime security needs to incorporate a range of capabilities that provide New Zealand with the ability to respond in a targeted and timely manner. These include intercepting non-compliant vessels at sea and if necessary boarding with multi-agency teams, disrupting with appropriate assets and taking swift diplomatic and law enforcement action.

98. Respond also incorporates the ability to use appropriate New Zealand agencies along with international partnerships to mitigate threats far from our shores.

February 2023 Operation Hydros – 3.2 tonnes cocaine



NZ agencies worked with regional partners to seize 3.2 tonnes of cocaine drifting in the Pacific Ocean.

NMCC provided coordination of target vessel identification and monitoring, airborne surveillance (including the final operational flight of the P-3K2 Orion aircraft) and the deployment of HMNZS MANAWANUI (pictured).

INFLUENCE

99. In many situations the best way to mitigate and respond to maritime security threats is alongside or through the actions of other actors (states, industry or non-government organisations).

100. New Zealand leverages its relationships (described in more detail in the Engage pillar) to encourage and support response and risk management activity from responsible agencies far from our territorial waters. These relationships extend our ability to respond to maritime threats and allow for early disruption efforts across our maritime area of interest.

KEY ENABLING CAPABILITIES: RESPOND

INTERDICTION & RESPONSE

- Trained multi-agency response teams
- Responsive legal and diplomatic capabilities able to support New Zealand, bilateral, multilateral maritime security response action
- Surface patrol and interdiction capability able to cover New Zealand approaches, major ports and coastal areas
- Patrol and surveillance capability able to cover New Zealand approaches and coastal areas

ENFORCEMENT

- Robust legislation, policy and procedures to enable appropriate enforcement action across our maritime domain

THE RIGHT TOOLS

101. New Zealand's maritime area demands flexible surface and aerial assets that are capable of delivering various effects across a diverse and challenging maritime environment that stretches from the Antarctic through to the tropics. The environmental challenges, various threats and size of our domain means New Zealand's maritime security response capabilities need to be:

- **Available** – Surface and aerial assets need to be available (and in sufficient numbers) to respond to short notice tasks and have sufficient endurance (range and time on station) to do what is needed.
- **Efficient** – The right mix of response capabilities, given New Zealand's limited maritime security resources, demands the use of a mixed set of capabilities able to provide cost effective onshore, inshore and offshore intervention options.
- **Robust** – Maritime security intervention assets need to be able to cope with the demanding marine environment and carry out enforcement action against a range of potential threats.
- **Appropriate** – Maritime security assets need to be able to deliver effects that support law enforcement and regulatory outcomes.
- **Balanced** – When considering how to respond to a maritime security threat, agencies take into consideration the full range of available response options (diplomatic, onshore legal and regulatory action etc.). Effective responses to maritime threats will often not require direct on-the-water action from New Zealand agencies.

Threats to key shipping routes for New Zealand

New Zealand responded to the Houthi attacks against commercial and naval shipping in late 2023 by supporting a number of international statements condemning the attacks, and deploying NZDF personnel to regional coalitions protecting international commercial shipping, including Operation PROSPERITY GUARDIAN, and the US/UK led coalition striking at Houthi military targets. The deployments aimed to uphold maritime security in the Red Sea, defend freedom of navigation, deescalate tensions in the Red Sea and Gulf of Aden, and support ships' self defence in accordance with international law.

This was a continuation of New Zealand's long history of defending freedom of navigation in the Middle East, which has previously included frigate deployments and multiple maritime surveillance aircraft rotations.

These contributions demonstrate our commitment to upholding the rules-based international system.



1 PRINCIPLE ONE
THE COMPREHENSIVE MULTI-AGENCY APPROACH

102. **No single agency owns maritime security or can manage the specific maritime threats and issues for which they are statutorily responsible without the support of other agencies and stakeholders such as the community and industry. Our ability to understand, engage with partners, prevent and respond to maritime threats is built upon the foundation of a cohesive multi-agency approach that draws together and uses the full range of national capabilities.**

THE MARITIME SECURITY SYSTEM

103. Meeting the Strategy's vision demands a maritime security system that operates with clear governance and operational accountabilities, prioritises activity through regular inter-agency planning processes and targets maritime security investment against a clear set of priorities.

104. New Zealand delivers maritime security through joint governance with MSOC overseeing New Zealand's maritime security arrangements. MSOC is accountable to ministers through the National Security Board for the execution of this Strategy. More detail on governance and maritime security agency responsibilities is included in the annexes.

105. The main components of maritime security delivery are:
- NZDF's provision of air and surface assets
- Other agency assets
- Enforcement of New Zealand's regulations and law by maritime security agencies
- Coordination of prevention and response activities as facilitated by the NMCC.[26]

106. This approach is under constant review to ensure it is fit for purpose and consistently delivers the optimal use of scarce resources.

107. The efficient and effective functioning of this system depends on appropriately resourced maritime security enablers. These enablers support agency action, cross-agency collaboration and tie individual agency actions into the sector's strategic direction.

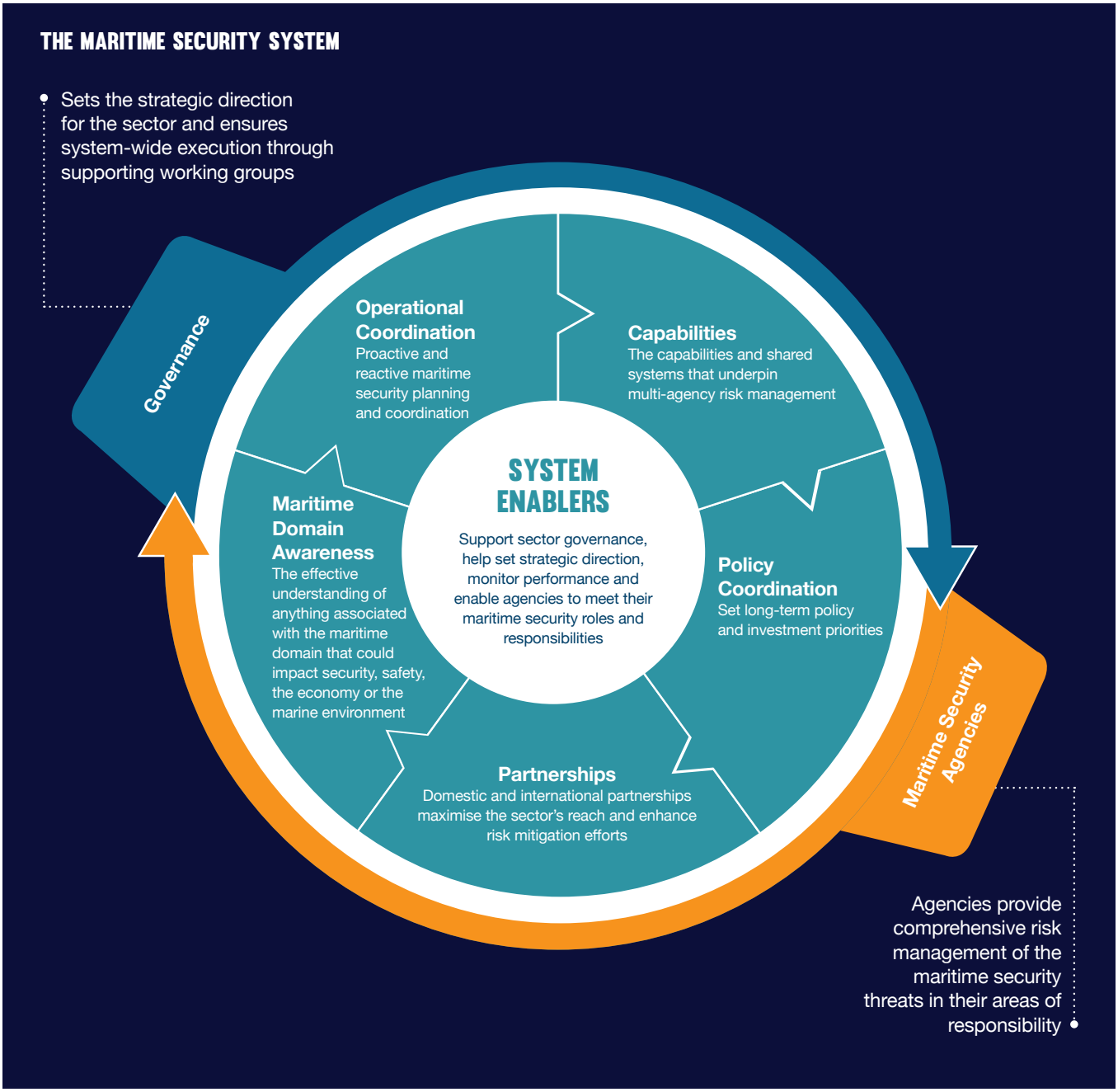
KEY ENABLING CAPABILITIES: COMPREHENSIVE MULTI-AGENCY RESPONSE

SHARED DECISION MAKING
- Policy coordination mechanism (delivery and ownership of policy)
- Mechanisms that support multi-agency appropriations and common acquisition
- Clearly defined agency and sector accountabilities
- Multi-agency tasking and coordination systems and planning processes
- Governance arrangements and governance support mechanisms

SHARED NETWORKS
- Inter-agency restricted and classified collaboration platforms
- Compatible situational awareness, planning and tasking, and coordination systems

26. The NMCC was established as a result of a 2001 Cabinet Directive (Cab Min (01) 10/10, 2 April 2001) to meet the need identified in the Maritime Patrol Review for New Zealand "... to have a single, independent national Maritime Coordination Centre that combines information management and operational activities in respect of the civil security of New Zealand's maritime areas" (DPMC, Maritime Patrol Review, February 2001)

FIGURE 7.
THE SUCCESS OF THE MULTI-AGENCY APPROACH RELIES ON EFFECTIVE MARITIME SECURITY SYSTEM ENABLERS



2 PRINCIPLE TWO KAITIAKITANGA

108. **Te ao Māori (Māori worldview) emphasizes the importance of relationships between nature and people. This is grounded in tikanga (customary values and lore) and mātauranga (knowledge) and guide our actions in delivering maritime security because the relationship between people and the sea is at the heart of maritime security.**

109. Te ao Māori also guides our task because of the hononga tāngaengae (unbroken connection) between Māori and the sea – be that the waka voyaging that led to the discovery of this land, harvesting of kaimoana (seafood) for sustenance, the hosting of manuhiri (visitors) or for export by some of today's multi-million dollar Māori sea-based enterprises.

110. This guidance gives us one of the two principles in the Strategy: **Kaitiakitanga**.

111. The word kaitiakitanga consists of three parts: tiaki (verb); kai (prefix) and tanga (suffix). Most definitions for tiaki are 'to guard', but it has a range of other meanings depending on the context that the term is used in, such as to keep, to preserve, to conserve, to foster, to protect, to shelter, to keep watch over.[27] All of these apply to the maritime security task.

Kaimoana



"The harvesting of seafood from the reefs was and is not only for the purposes of survival. Kaimoana also has an intrinsic cultural value manifested in manaaki (token of the esteem) for manuhiri (visitors)...It is a matter of tribal prestige and honour, not only that guests should never leave hungry, but that guests should be suitably impressed by an abundance of traditional foods prepared for them."

Marsden, M. Kaitiakitanga. A definitive introduction to the holistic worldview of Māori. In T. A. C. Royal (Ed.), *The woven universe: Selected writings of Rev. Māori Marsden* (pp. 54-72). Otaki, NZ: Estate of Rev. Māori Marsden.

27. Marsden, M. (2003). Kaitiakitanga. A definitive introduction to the holistic worldview of Māori. In T. A. C. Royal (Ed.), *The Woven Universe: Selected writings of Rev.Māori Marsden* (pp. 54-72). Estate of Rev. Māori Marsden.

112. Kaitiakitanga weaves the past, present and the future with the physical and spiritual and arises from a kin relationship to nurture or care for a person or thing such that a hurt to the environment or to fisheries may be felt personally by a Māori person or tribe, and may hurt not only the physical being, but also prestige, emotions, and mana.[28]

113. Kaitiakitanga is a powerful concept that focuses attention on resource management responsibilities, as opposed to ownership, and is concerned both with the sustainability of the marine environment and the use of its resources.

114. This principle highlights that New Zealand's approach focuses on achieving maritime security outcomes in a sustainable and enduring manner, with all activities working towards supporting and enhancing our stewardship, as well as protection and management of the maritime domain for future generations.

Rāhui

An example of kaitiakitanga in practice at a local level are rāhui, which are prohibitions or bans used traditionally to restrict the harvest of a particular resource and/or a particular area from the taking of resources for a particular time until stocks have been replenished. This ancient practice continues today with the Fisheries Act 1996 setting aside coastal areas for iwi to manage customary food sources.

Image Credit: Sidney Wales, MPI



28. Waitangi Tribunal (1988). *Report of the Waitangi Tribunal on the Muriwhenua fishing claim* (WAI 22). https://forms.justice.govt.nz/search/Documents/WT/wt_DOC_68478237/Muriwhenua%20Fishing%20Report%201988.compressed.pdf.



PART THREE
DELIVERING OUR APPROACH

IMPLEMENTATION PRIORITIES

115. **Our system, capabilities, policy and investment priorities are focused on enhancing New Zealand's ability to use all elements of national capability to understand the maritime domain, engage with partners, prevent threats and respond appropriately in order to deliver sustainable guardianship of the maritime domain.**

116. The Strategy's Priority One (enabling the comprehensive multi-agency approach) is in place, and Priority Two (sector planning and assessment expectations) is well underway, meaning the sector's focus over the next five years is on Priority Three: investment. These priorities ensure that New Zealand has a fit for purpose maritime security sector that:

- Builds on the success of our legacy arrangements
- Has institutional and funding coherence
- Is capable of providing direction and support for joint planning, operational and intelligence decision making
- Ensures that the linkages between responsible agencies and sector governance are strong, effective and well supported.

PRIORITY 1
ENABLE THE COMPREHENSIVE MULTI-AGENCY APPROACH

117. This has been achieved by the following:

- Assigning the Ministry for Cities, Environment, Regions and Transport as the Lead Maritime Security Policy Agency and Strategic Coordination Agency for the maritime security core issue
- Assigning the Minister of Transport as the Lead Minister for Maritime Security
- Resourcing policy coordination, assessment, campaign planning and strategic communications
- Providing funding certainty.

Investing in New Zealand's intellectual and maritime situational awareness capabilities creates the best hedge against an increasingly complex and demanding maritime security environment.

PRIORITY 2
ESTABLISH SECTOR PLANNING AND ASSESSMENT EXPECTATIONS

118. To be effective, maritime security governance has to maintain a strategic focus, coordinate actions of agencies in a cost effective and accountable way, and respond to emerging challenges and opportunities. To achieve this the system is now supported by an intelligence capability that feeds into the planning and reporting cycle.

119. This drives the MSOC agenda and provides the focus for the Committee's Senior Officials Group, the Joint Maritime Advisory Group (JMAG).

120. The core elements of the sector's planning and assessment expectations include:
- National Maritime Security Assessment – A comprehensive multi-agency product that captures current issues, identifies emerging threats and opportunities and supports policy, investment and operating planning activities.
- Annual National Maritime Security Prevention and Response Campaign Plan – The structure for this campaign plan is now in place. It:
  - Leverages, harmonises and uses all elements of national power in line with the operating approach to prevent threats and ensure New Zealand's ability to respond appropriately when required; and
  - Sets clear expectations for the use of maritime security assets and capabilities.

PRIORITY 3
DIRECT SECTOR INVESTMENT TO SYSTEMS AND TOOLS

121. Maritime security investment must be directed to support the operating approach. Achieving this demands appropriate systems and the right mix of maritime security capabilities:
- **Systems** – Networked systems able to support collaborative planning and intervention activities based on a shared understanding of the maritime security environment. To work efficiently and effectively as a sector, all elements need to work from a single point of truth (a common operating picture).
- **Tools** – Broaden the range of complementary maritime security surveillance and intervention capabilities. The maritime security sector will take advantage of advances in space-based surveillance systems, data analytics and automation to provide the persistent surveillance and reconnaissance layer that the Understand pillar requires.

122. These investments have wider benefits beyond the immediate capability they provide, including positive impacts on international relationships, the economy, New Zealand society, and trust in Government.

123. The enabling capability requirements and the comprehensive multi agency approach principle guide our investments. These capability requirements have been reviewed and tested by the sector and set out the core 'means' required to enable the strategic 'ways' of our approach.

124. The People investment was funded by Budget 23, with a three-person secretariat[29] based in the Ministry for Cities, Environment, Regions and Transport and a twelve-person National Maritime Coordination Centre[30] based at Headquarters Joint Forces in Trentham, Wellington.

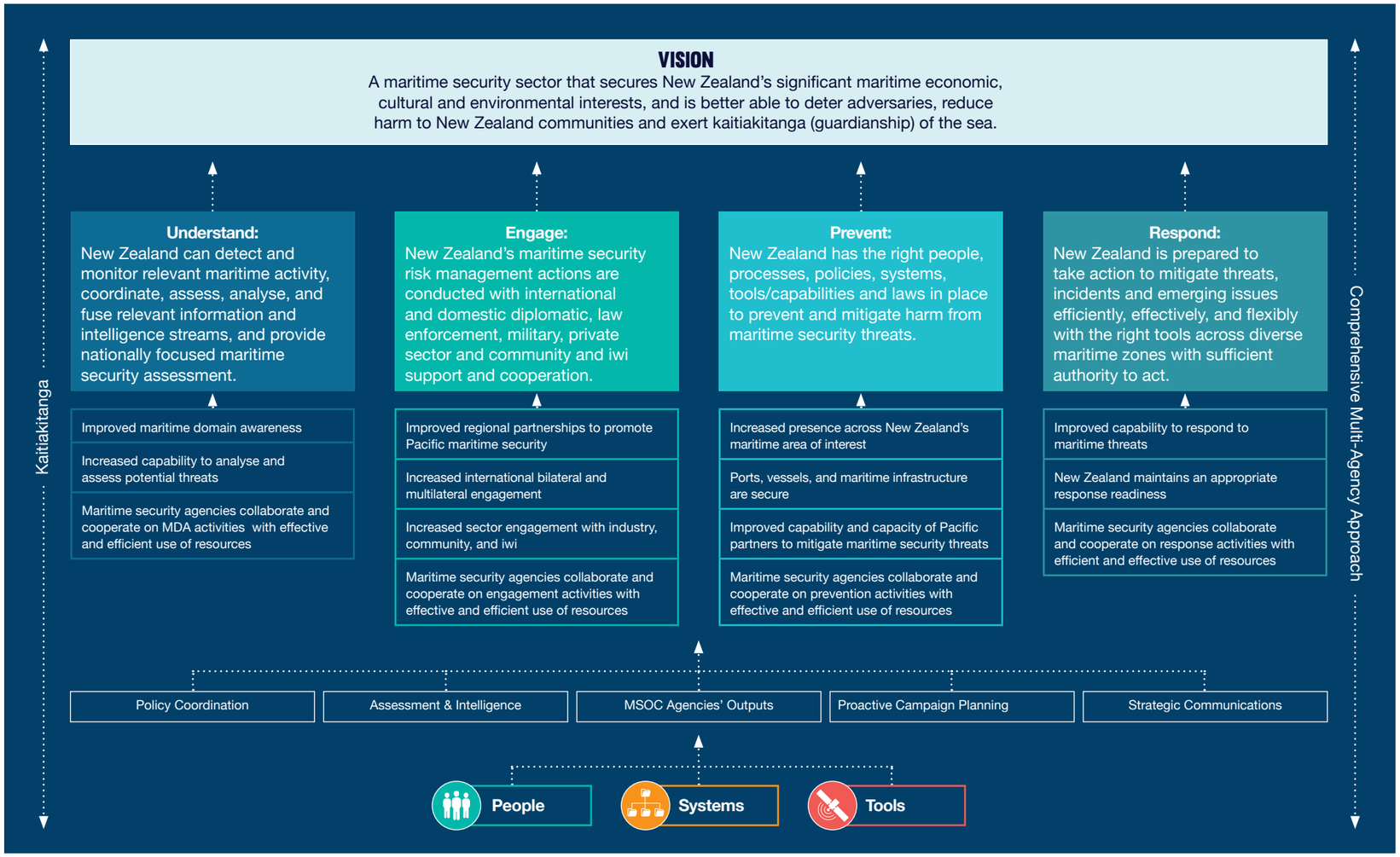
29. Provides the National Strategic Coordinator, governance support, implementation of the Strategy and policy development.
30. Responsible for the provision of All-of-Government Maritime Domain Awareness and coordination of maritime security assets.

ASSURANCE: RISK MANAGEMENT AND PERFORMANCE MEASUREMENT

125. **MSOC takes a risk-based approach to governing maritime security arrangements through a risk management framework that includes all of New Zealand's maritime security risks.**

126. The sector's performance and implementation of the Strategy is measured against a range of key performance indicators. These indicators are organised around the four pillars that make up the operating approach. MSOC, with support from JMAG, monitors progress against these measures.

FIGURE 7.
MARITIME SECURITY STRATEGY MEASUREMENT FRAMEWORK



FUTURE DIRECTION

127. **The current level of maritime security threat demands an evolution of our maritime security arrangements. The sector is building on the success of our legacy arrangements to focus on implementing the campaign plan, and to finalise the Systems and Tools investments.**

128. Having implemented the Strategy's People investment, we are focused on investing in New Zealand's intellectual and maritime situational awareness capabilities, which are the best hedge against an increasingly complex and demanding maritime security environment. Focusing on these capabilities ensures that New Zealand is well placed to respond robustly as new threats emerge and direct the sector on high priority future maritime security investment.

129. Continuing to focus investment on the System's situational awareness and decision-making capabilities means that New Zealand can be a 'fast follower' able to stand up new capabilities in sufficient time to avoid strategic shocks and negative impacts on our maritime security interests.

GLOSSARY

ANTARCTIC TREATY SYSTEM
The 1959 Antarctic Treaty and other related agreements (including CCAMLR). The Treaty stipulates that Antarctica should be used exclusively for peaceful purposes. New Zealand was one of 12 original signatories.

AUSTRALIAN PACIFIC MARITIME SECURITY PROGRAMME
An Australian led programme that builds on the pre-existing Pacific Patrol Boat Program, under which 22 patrol boats were gifted to 12 Pacific Island countries between 1987 and 1999. The Program includes expanded regional aerial surveillance, capacity building to regional coordination centres including the Forum Fisheries Agency, and a replacement programme for the Pacific Patrol Boats.

ASSOCIATION OF SOUTHEAST ASIAN NATIONS REGIONAL FORUM
The Forum focuses on fostering constructive dialogue and consultation on security issues of common interest and concern. New Zealand is a member.

CAPABILITY
The combination of people, training, equipment, processes, logistics and infrastructure that enables an organisation to perform its roles.

COASTGUARD NEW ZEALAND
A charity that provides a key part of New Zealand's search and rescue system focused on saving lives at sea.

COASTAL STATE
All states that are not landlocked and have an ocean coast with adjacent maritime zones.

COAST WATCH NEW ZEALAND
A New Zealand Customs initiative focused on enabling the New Zealand public to contribute to border security by reporting suspicious activity through a dedicated 24 hour hotline.

CONVENTION for the CONSERVATION of ANTARCTIC MARINE LIVING RESOURCES (CCAMLR)
The international convention that covers the conservation of Antarctic marine living resources (finfish, molluscs, crustaceans and all other species of living organisms including birds) in the area covered by the convention (i.e. south of 60 degrees south and between that latitude and the Antarctic Convergence that forms part of the Antarctic marine ecosystem). Whales and seals are covered by separate specific conventions.

ENVIRONMENT
Includes; ecosystems and their constituent parts, including people and communities; and all natural and physical resources; and amenity values.

DETERRENCE
An activity that generates a credible threat of negative outcomes that outweigh the assessed benefits.

FIVE EYES
An intelligence alliance between Australia, Canada, the United Kingdom, the United States and New Zealand. A range of supporting arrangements operate under this framework and include groups focused on maritime domain awareness, border security and law enforcement.

INTERDICT
Intercept and prevent the movement of a prohibited commodity or person.

MARINE PROTECTED AREA
Marine area protected by the NZ Government or through multi-lateral agreements due to its ecological and/or heritage importance.

MARITIME DOMAIN
All areas and things, of under, relating to, or bordering on a sea or ocean, including all maritime-related activities, infrastructure, people cargo ships and other conveyances.

MARITIME DOMAIN AWARENESS
The effective understanding of any activity associated with the maritime environment that could impact on New Zealand's security, safety, economy or environment.

MARITIME ESTATE
The cultural, ecological and economic capital contained within the maritime domain.

MARITIME SECURITY ASSET
An aerial or surface capability that can deliver an operational effect at sea.

MONITORING
The positive location, identification, tracking and inspection of entities/activities of interest identified from intelligence holdings.

NZ SHIP
A ship that is registered under the Ship Registration Act 1992. This includes a ship that is not registered under the Act but is required or entitled to be registered under that Act.

PORT
An area of land and water intended or designed to be used either wholly or partly for the berthing, departure, movement, and servicing of ships.

THE PACIFIC COMMUNITY (SPC)
The Pacific Community is the principal scientific and technical organisation in the Pacific region. It is an international development organisation owned and governed by its 26 country and territory members.

PACIFIC TRANSNATIONAL CRIME COORDINATION CENTRE
A Pacific Islands Chiefs of Police initiative based in Apia, Samoa. This centre provides a central coordinating point for managing, enhancing and disseminating law enforcement intelligence products produced by members of the Pacific Transnational Crime Network, consisting of 28 transnational crime units from 20 Pacific Island countries (including New Zealand), and other international law enforcement partners.

PACIFIC QUADRILATERAL DEFENCE COORDINATION GROUP (Pacific QUADS) QUADs
Brings together defence and security agencies from Australia, New Zealand, France and the United States to exchange information regarding defence assistance in the South Pacific and coordinate respective maritime security activities in the region.

REALM OF NEW ZEALAND
The entire area in which the King in right of New Zealand is the head of state. It comprises New Zealand, its two dependent territories Tokelau and the Ross Dependency and the "self-governing states in free association with New Zealand" of the Cook Islands and Niue.

SEARCH AND RESCUE REGION (SRR)
That part of the world in which a nation has responsibility for the safety of life at sea (for maritime components of the SRR) and for assistance to people in distress.

SOUTHERN OCEAN
The southern most of the world's ocean that encircles Antarctica. The CCAMLR area, which covers around 10% of the Earth's surface, is defined as south of 60 degrees south and between that latitude and the Antarctic Convergence that forms part of the Antarctic marine ecosystem.

SOUTH PACIFIC
The Pacific Ocean and the Island States that extends from the north of the Equator to the Antarctic Circle.

SOUTH PACIFIC REGIONAL FISHERIES MANAGEMENT ORGANISATION (SPRFMO)
An intergovernmental organisation established by the *Convention on the Conservation and Management of High Seas Fishery Resources in the South Pacific Ocean.* SPRFMO is headquartered in Wellington and is focused on the long-term conservation and sustainable management of non-highly migratory species in the high seas of the South Pacific Ocean and safeguarding the marine ecosystems in which the resources occur.

THE PACIFIC ISLANDS FORUM FISHERIES AGENCY (FFA)
This organisation provides expert fisheries management and development advice and services to its member countries to assist with the sustainable management and protection of fish stocks within their EEZs. It also facilitates their participation in regional decision making on tuna management through agencies such as the Western and Central Pacific Fisheries Commission.

SOUTH-WEST PACIFIC HEADS OF MARITIME FORCES
An annual meeting that aims to increase cooperation and the ability to work together, as well as to increase trust and confidence between the heads of the member navies and maritime law enforcement agencies, by providing a framework to enable the discussion of maritime issues of mutual interest.

SURVEILLANCE
The detection of all entities/activities within a defined area of interest, enabling the identification of legitimate entities and the confirmation of known trends/activities within the area.

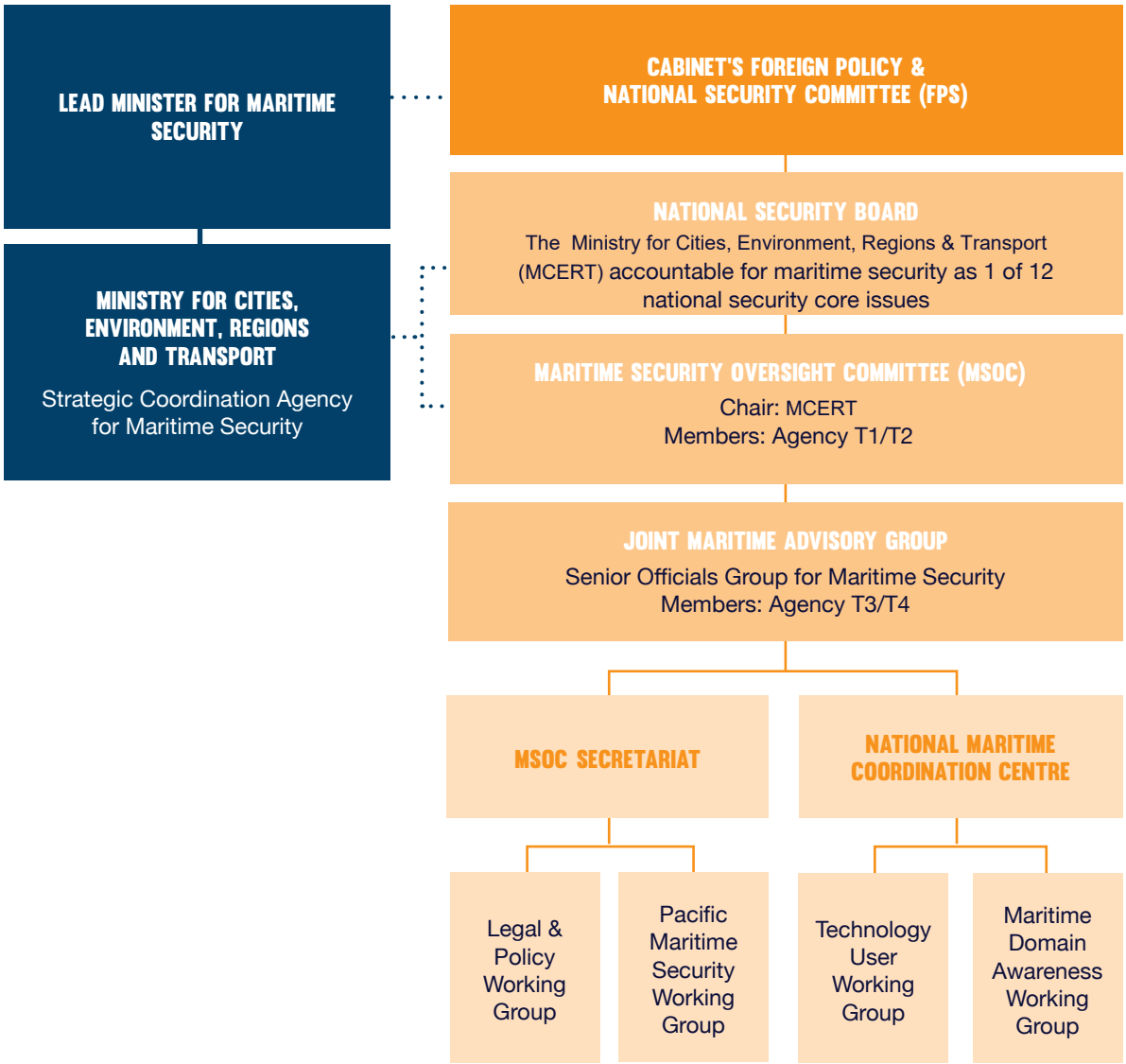
UNCLOS
Also called the Law of the Sea Convention, UNCLOS is the international convention that resulted from the third United Nations Conference on the Law of the Sea (UNCLOS III), which took place between 1973 and 1982. UNCLOS defines the rights and responsibilities of states in different maritime areas, including in respect of protection of the marine environment and the conservation and sustainable use of marine natural resources.

WESTERN AND CENTRAL PACIFIC FISHERIES COMMISSION (WCPFC)
An intergovernmental organisation established by the Convention for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean. The Commission aims to ensure, through effective management, the long-term conservation and sustainable use of these fish stocks in the Western and Central Pacific Ocean.

ANNEXES

I. MARITIME SECURITY GOVERNANCE

MARITIME SECURITY GOVERNANCE STRUCTURE



MSOC MEMBERSHIP	JMAG
• Ministry for Cities, Environment, Regions and Transport (MCERT (Transport)) • Maritime New Zealand (MNZ) • Department of the Prime Minister and Cabinet (DPMC) • Ministry of Business, Innovation and Employment (MBIE) • Ministry of Defence (MoD) • Ministry of Foreign Affairs and Trade (MFAT) • New Zealand Customs Service (NZCS) • New Zealand Defence Force (NZDF) • New Zealand Police (Police) • Ministry for Primary Industries (MPI) • Department of Conservation (DOC)	• Maritime New Zealand (MNZ) • Department of the Prime Minister and Cabinet (DPMC) • Ministry of Business, Innovation and Employment (MBIE) • Ministry of Defence (MoD) • Ministry of Foreign Affairs and Trade (MFAT) • Ministry for Cities, Environment, Regions and Transport (MCERT (Transport)) • New Zealand Customs Service (NZCS) • New Zealand Defence Force (NZDF) • New Zealand Police (Police) • Department of Conservation (DOC) • Ministry for Primary Industries (MPI) • National Maritime Coordination Centre (NMCC) • GEOINT New Zealand (GNZ)
EX OFFICIO	**SUPPORTING GROUPS**
• New Zealand Security Intelligence Service (NZSIS) • Government Communications Security Bureau (GCSB) • GEOINT New Zealand (GNZ) • National Maritime Coordination Centre (NMCC)	• Maritime Domain Awareness Working Group • Technology User Working Group • Legal and Policy Working Group • Maritime Intelligence Coordination Group
DESCRIPTION	**DESCRIPTION**
Provides oversight of a maritime security system that understands the maritime domain, engages effectively with partners, prevents threats and responds with the right mix of interventions.	A working group that drives the development and delivery of the policy, planning and assessment products that underpin the comprehensive all-of-government approach.

ANNEXES

II. ROLES AND RESPONSIBILITIES

This table is provided as a guide and is likely to evolve as lessons are identified during real world issues and government sponsored exercises. Suggestions for amendment will be considered by MSOC for occasional Strategy amendments.

	THREAT / INTEREST	POLICY / STRATEGY		INTELLIGENCE		OPERATIONAL DELIVERY	
		LEAD	SUPPORT	LEAD	SUPPORT	LEAD	SUPPORT
SECTOR GOVERNANCE AND COORDINATION	Maritime Security	**Ministry for Cities, Environment, Regions and Transport**	MSOC Agencies	**NMCC**	MSOC Agencies	**Maritime Security Agencies**	NMCC
MARITIME SECURITY THREATS AND INTERESTS	Prohibited imports and exports	**NZ Customs**	NZ Police, NZIC, MFAT, DPMC, MOD	**NZ Customs**	NZIC, NZ Police, NDIB, MBIE, NZDF, MNZ, GNZ, NMCC, ITOC	**NZ Customs**	NZ Police, NMCC, MNZ, ITOC
	Prevention of a maritime mass arrival	**MBIE (INZ)**	DPMC, MOD, NZDF, MFAT, NZ Customs, NZIC, Police, MOH	**MBIE**	NZIC, MFAT, NZ Police, NZ Customs, NZDF, GNZ, NMCC, MOH	**MBIE (INZ)**	MFAT, NZDF, NZ Customs, NZ Police, NMCC, RCCNZ, MNZ
	Response to a maritime mass arrival in New Zealand	**MBIE (INZ)**	DPMC, MOD, NZDF, MFAT, NZ Customs, NZIC, MOH	**MBIE**	NZIC, MFAT, NZ Police, NZ Customs, NZDF, GNZ, NMCC, MOH	**MBIE (INZ)**	NZDF, NZ Customs, NZ Police, NMCC, RCCNZ, MOD; Health, MPI, MOJ, Corrections, MSD, Oranga Tamariki, MFAT, MNZ
	Biosecurity	**MPI**	DPMC, MOD, MFAT, MCERT (Environment), MNZ	**MPI**	NZIC, NZ Police, NZ Customs, NZDF, GNZ, NMCC, MNZ	**MPI**	NZDF, NZ Police, EPA, MNZ, NMCC, MNZ
	Illegal, unregulated and unreported fishing	**MPI**	DPMC, MOD, MFAT, MCERT (Environment)	**MPI**	NZIC, NZ Police, NZ Customs, NZDF, GNZ	**MPI**	NZDF, MNZ, NMCC
	Illegal or poorly regulated exploitation of non-living resources	**MCERT (Environment)**	MBIE, MFAT, MOD, EPA, NZ Police, MNZ	**EPA**	NMCC, MFAT, MBIE, GNZ, NZ Police	**EPA**	NMCC, NZ Police, NZDF, MNZ, local authorities
	Threats to protected species	**DOC**	NZ Police, MFAT, MCERT (Environment), MOD	**DOC**	NMCC, MFAT, NZ Police, MPI	**DOC**	NMCC, NZ Police, NZDF
	Illegal activity in protected areas	**DOC**	NZ Police, MFAT, MCERT (Environment), MOD, MPI, MCERT (Transport)	**DOC**	NMCC, MFAT, NZ Police, MPI, MNZ	**DOC**	NMCC, NZDF, NZ Police, MPI, MNZ
	Illegal interference with offshore energy and minerals extraction	**MBIE**	NZ Police, MCERT (Environment), MFAT, DPMC, MOD, MNZ	**NZ Police**	NMCC, NZIC, MNZ, MBIE	**NZ Police**	NMCC, NZDF, NZ Police, MNZ, NZ Customs
	Critical Underwater Infrastructure (CUI)	**MCERT (Transport)**	DPMC, MBIE, MFAT, NZ Police, MNZ	**NZIC**	NZ Police, DPMC, MNZ, Customs, NZDF, MPI	**MNZ**	NZ Police, NMCC, NZDF, Customs, NZIC (NCSC)
	Piracy, robbery, violence in international waters	**MCERT (Transport)**	MFAT, NZ Police, NZDF, MOD, MNZ	**NZIC**	NZ Police, DPMC, NZ Customs, NZDF, MPI	**NZDF**	NZ Police, NMCC
	Maritime crime	**MOJ**	NZDF, DPMC, MFAT, MOD, MNZ, NZ Police	**NZ Police**	NZ Police, DPMC, NZ Customs, MPI	**NZ Police**	NZDF, NZ Customs, NMCC
	Security threats to ports or NZ flagged vessels	**MCERT (Transport)**	MNZ, NZ Police, NZDF, NZIC, DPMC, MOD	**MNZ**	NZ Police, NZIC, NZDF, NZ Police, NMCC	**MNZ**	NZDF, NZ Police, NZ Customs, NMCC
	Illegal marine pollution	**MCERT (Transport)**	MNZ, MBIE, DOC, MPI, NZ Police, MCERT (Environment)	**MNZ**	EPA, NMCC, NZ Police, NZDF, DOC, MPI	**MNZ**	EPA, NMCC, NZ Police, NZDF, DOC, MPI, local authorities
	Maritime safety and emergencies (including oil response)	**MCERT (Transport)**	DPMC, NEMA, MOD, NZDF, MFAT, MCERT (Environment), FENZ, MBIE	**MNZ**	MPI, MBIE, EPA, RCCNZ, NMCC, GNZ, FENZ	**MNZ**	NZDF, EPA, RCCNZ, MPI, NEMA, Emergency Task-Force (MFAT), local authorities, FENZ
	Maritime search and rescue	**MCERT (Transport)**	NZSAR Secretariat, MNZ, NZ SAR Council, NZDF, MFAT, MCERT (Environment), NZ Police, MOD	**MNZ**	RCCNZ, NMCC, NZDF	**RCCNZ**	NZDF, NZ Police, MNZ, NMCC, local authorities
	Defence of New Zealand's sovereigntyand territorial integrity	**MOD**	NZ Police, NZDF, NZIC, DPMC, MFAT, MOD	**NZDF**	NZIC, DPMC, MFAT, GNZ	**NZDF**	NZ Customs, NMCC, NZ Police
	Promotion and support of the maritime rules based order	**MFAT**	DPMC, MOD, MCERT (Environment), MPI, NZ Customs, MNZ	**NZIC**	NZDF, MFAT, DPMC, NZ Customs, MNZ, NMCC	**Maritime Security Agencies**	NMCC, HQJFNZ
	South Pacific	**MFAT**	DPMC, MOD, MCERT (Environment), MPI, NZ Customs, NZ Police, MCERT (Transport)	**NZIC**	NZDF, NZ Police, DPMC, MPI, NZ Customs, NMCC	**Maritime Security Agencies**	RCCNZ, HQJFNZ, Emergency Task-Force (MFAT), NMCC
	Southern Ocean	**MFAT**	DPMC, MOD, MCERT (Environment), MPI, NZ Customs, Antarctic NZ, NZ Police	**NZIC**	MPI, NZDF, Antarctic NZ, NMCC	**Maritime Security Agencies**	RCCNZ, HQJFNZ, NMCC

POLICY LEAD
The Agency responsible for administering the most relevant legislation and providing policy advice to the Executive Branch.

INTELLIGENCE LEAD
The Agency responsible for ensuring that the National Security System and lead policy agency is across relevant threats, hazards and levels of risk.

OPERATIONAL LEAD
The main agency responsible for leading and coordinating the operational (on the ground action) response.



Te Kāwanatanga o Aotearoa
New Zealand Government

VISIT WWW.TRANSPORT.GOVT.NZ/AREA-OF-INTEREST/RESILIENCE-AND-SECURITY/MARITIME-SECURITY-STRATEGY TO FIND OUT MORE