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Strategy 25:
Integrated Defence Force

BLUEPRINT DOCUMENT

March 2018
The purpose of this document is to assist leaders understanding and communicating the NZDF Strategy25.
Background to Strategy25

• New Zealanders need us to be a **highly effective military force** in a rapidly changing world. Our role is to have military capability available when government needs it. **We must continue to be combat ready.**

• Following the release of the 2016 Defence White Paper, the NZDF undertook a review of its 2035 Strategy (**Future35**) to ensure it remained aligned to government expectations. The review found that while the direction of the 2035 Strategy remained relevant, NZDF leaders believed we could **accelerate the execution** of our plans.

• So this new strategy brings the vision of an **integrated Defence Force** forward by a decade.

• **Strategy25 - Integrated Defence Force,** outlines the next step in the journey we’ve actually been taking for some time – from our 2015 goal to develop the Joint Task Force, and then the 2020 goals around Enhanced Combat Capability. **Strategy25 - Integrated Defence Force,** is all about **reaching for the next horizon**

• The 2020 milestone of Enhanced Combat Capability still holds true and is consistent with refreshed 2025 Strategy.
INTEGRATED DEFENCE FORCE 2025

OUR PURPOSE
WE ARE AN ARMED FORCE READY TO GO INTO HARM’S WAY TO KEEP NEW ZEALAND SAFE AND SECURE

OUR GOAL
TO BE EFFECTIVE IN A RAPIDLY CHANGING WORLD

OUR RELATIONSHIPS
• We work effectively with our international military allies and partners to achieve combined effect
• We work effectively with our domestic and commercial partners to achieve shared outcomes

OUR PEOPLE
• Our people are recognised for their work
• Our workforce is agile and forward focussed to deliver operational effects

OUR INFORMATION
• Our decisions are led by timely and relevant information

DELIVER
We think, integrate and operate jointly through environmental and domain excellence

OUR CAPABILITY ENHANCEMENT
• Ongoing introduction into service of new platforms and equipment
• Ongoing development of supporting estate and infrastructure

OUR VISION
TO BE AN INTEGRATED DEFENCE FORCE

OUR RALLYING POINT
IN 2025 WE WILL DEPLOY AND OPERATE AS A NETWORKED COMBAT FORCE

COURAGE | COMMITMENT | COMRADESHP

A FORCE FOR NEW ZEALAND
Strategy 2025

Delivers against

Delivers against

FOUR YEAR PLAN
Strategy 2025 is built from a position of strength – our opportunity. Nothing is broken. In fact we are in a much better place than we have been in the past.

We have earned the trust of New Zealanders through the extraordinary things we do both at home and abroad. This trust and confidence is our ‘vital currency’ – hard to earn and easy to lose.

We must strive to preserve and enhance the enviable position of trust and support we enjoy. Therefore, we must seize the opportunity to reshape ourselves to ensure we can be what New Zealanders need us to be, a highly effective military force in a rapidly changing world.

Integrating our efforts and reshaping the way we work will allow us to:

- Realise our full potential
- Maximise our unique Kiwi ethos on operations – at home and abroad
- And ultimately, achieve better security outcomes for all New Zealanders by better integrating our efforts.
Strategy 25

Our 2025 vision
Getting to 2025...

• The core task of the Defence Force is, and will remain, the conduct military operations. We must continue to be combat ready.

• Between now and 2025, the Government is investing in enhancements to our military capabilities including Replenishment; Frigate Systems Upgrade; Network Enabled Army; Future Air Surveillance; WGS Satellite Constellation; Cyber; Intelligence, Surveillance and Reconnaissance (ISR) and Joint Command and Control.

• But just getting new equipment doesn’t guarantee we’ll be a more effective military.

• Turning this investment in our equipment and platforms into enhanced military capabilities requires them to be integrated with the people, training support, and enablement systems, that allow us to achieve a military effect.
By 2025... We will be an **Integrated Defence Force** - a connected, coordinated and agile military organisation, working with our partners to achieve better security outcomes for New Zealanders.

- ‘**Integration**’ means we are more than the sum of our parts. We will think and act as **One Force**. We will harness the **collective effort**. We will value **diversity of skill and thought**. We will be an Integrated Defence Force **built on our values** of courage, comradeship and commitment.

- In reshaping the way we work, we will be **able to respond** to whatever is asked of us. We will excel at our **core military combat roles** as well as our capability building and humanitarian roles.

To achieve an **Integrated Defence Force** we will:

- Leverage the Government’s investment in our capabilities and infrastructure
- Focus on developing our **People, Information** and **Relationships**.
Demonstrating success

In 2025 we will demonstrate the power of an Integrated Defence Force through the deployment of a **Networked Combat Force** that validates:

- Our military combat excellence
- The increased operational effect of enhancements in our People, Information and Relationships
- The increased operational effectiveness of enhancements to our capabilities and infrastructure to support operations.
Strategy 25

Our Choices
Strategy25 is centred around targeted investments in our **People**, our **Information** and our **Relationships** – alongside focused effort in **integrating** and **aligning** activities across our organisation, to ensure that we remain able to respond to changes in our operating environment.

### 2025 Target Investment Areas

#### PEOPLE
- Ensuring that we have the right mix of people, with the right skills and experience, to excel in modern military operations
- Developing a flexible, resilient and affordable workforce

#### INFORMATION
- Providing our people with the skills to demand and use information to make the right decisions to deliver our military effects and keep New Zealand secure
- Providing our people with secure access to accurate, timely and relevant information, everywhere it is needed

#### RELATIONSHIPS
- Making New Zealand more secure and furthering its interests by working more effectively with partners
- Building ways of working that bring us together to create the Force, deliver outputs, achieve operations and reshape us for the future
Implementing our strategy
We have identified some key building blocks which will help to deliver Strategy 2025. The work being done in these areas are a continuation of NZDF’s journey towards becoming a strategy-led organisation.

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WHERE WE WERE

WHERE WE ARE

WHERE WE WANT TO BE
Strategic risks are the high-level uncertainties that have the potential to materially affect the achievement of our strategic objectives and, if unmanaged, may impact our ability in the future to deliver on operations both at home and abroad.

We have a range of strategic risks that need to be understood and managed as we plan for, prioritise against, and deliver our 2025 vision.

Our strategic risks are set out on this page. They will form the basis for both performance management and risk management over the period to 2025. Both performance and risk management will be fundamental enablers of the execution of this strategy.
TELLING OUR STORY
1. **Strategy25 - Integrated Defence Force, is the next step in a journey we’ve been on for some time**
   The Defence Force has been on a journey towards greater ‘Joint-ness’ (how we deliver our military operations together) and ‘Joined-up-ness’ (how we work together generally as an organisation) for over 50 years, starting with the establishment of one force through the Defence Acts of 1964, 1971 and 1990. NZDF’s Future 35 Strategy had a long-term goal of further ‘integration’ to be achieved by 2035.

2. **Government is investing in new equipment for our Defence Force, but that doesn’t guarantee we’ll be a more effective military**
   White Paper 2016 signalled a 15-year, $20 billion asset replacement programme – new ships, aircraft, investment in estate, and new capabilities like cyber – delivering modern, combat-focused capabilities, with the right people to operate them.

3. **So we are accelerating, bringing the vision of an “Integrated Defence Force” forward by a decade**
   To ensure we as a Defence Force are ready to maximise the value from these new capabilities, the NZDF Board asked that our 2035 Strategy be reviewed. That review determined that the goal of an ‘Integrated Defence Force’ should be brought forward. So that now sits at the heart of NZDF’s Strategy 2025.

4. **As we work towards 2025, our focus will be on three core themes:**
   **Our People:** ensuring we have the right people, with the right skills and experience, to excel in modern military operations;
   **Our Information:** using information as a key asset to deliver our military effects and keep New Zealand secure; and
   **Our Relationships:** making New Zealand more secure and furthering its interests by working more effectively with partners.

5. **In 2025 we will be able to demonstrate that we have been successful**
   In 2025 we will demonstrate the power of an Integrated Defence Force through the deployment of a Networked Combat Force.
By 2025... we will be an Integrated Defence Force - a connected, coordinated and agile military organisation, working with our partners to achieve better security outcomes for New Zealanders.
Strategy25 - Integrated Defence Force, is our plan to ensure we continue to be combat ready.