



THE 2021/22–2024/25

# **Statement of Intent Tauākī Whakamaunga Atu**

**FOR THE PERIOD ENDING 30 JUNE 2025**



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This Statement of Intent covers the period FY 2021/22 to FY 2024/25.

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## FOREWORD



## MINISTER OF DEFENCE

Tena koutou.

Defence plays a valuable role for New Zealand. The New Zealand Defence Force (NZDF) delivers a diverse range of activities at the Government's direction that promote the prosperity and resilience of the country, and our immediate region. The Defence Force also supports the rules based order internationally through a number of important contributions.

Few other militaries in the world cover such a large geographical area and broad range of tasks as the NZDF, with the resources it has at its disposal.

These tasks include being ready for combat operations, conducting overseas operations, protecting our borders and ocean resources, undertaking search and rescue, sustaining our presence in Antarctica, responding to emergencies like earthquakes or floods, assisting government agencies, and responding to explosive ordnance disposal call outs.

In my roles as Minister of Defence, and Associate Minister of Health, I would like to acknowledge how important the contribution of the NZDF has been and continues to be in the battle against the COVID-19 pandemic. The NZDF's contributions have been in

numerous areas, with the largest single area being staffing the Managed Isolation and Quarantine system.

The NZDF has played a crucial role in supporting that system. I believe their uniformed presence has helped engender public confidence in the system.

Nevertheless, the NZDF still has its other duties to perform, and to that end I have announced a new set of principles and priorities for Defence.

One of my priorities is people. People are Defence's most important asset and it is important that they continue to be looked after and supported.

Since I became the Minister of Defence, I have been impressed by the professionalism and dedication of the people in the Defence Force.

I would like to acknowledge the personnel currently deployed on operations overseas and those who have been involved in the COVID-19 response back home through Operation PROTECT. Many of you have been working away from home, and away from whānau and friends, to ensure the safety of all New Zealanders.

I would like to thank you and your whānau for your significant and continued effort and sacrifice.

Ngā mihi

A handwritten signature in blue ink, appearing to read 'Peeni Henare'.

**Hon Peeni Henare**  
Minister of Defence

## FOREWORD



### MINISTER FOR VETERANS

Tena koutou.

I am honoured to be in the role as Minister for Veterans. I consider this position to be a privilege and I am embracing the opportunity to help ensure the wellbeing of those who have served and protected our country.

Since my appointment, I have enjoyed meeting veterans and their whānau at events and commemorations across Aotearoa New Zealand. I've seen some old faces and I've met some new ones. Some served many years ago, and some in more recent conflicts and deployments. All of them deserve our thanks and our respect.

I have been pleased to see the support services on offer to our veterans and their families.

To hear how rehabilitation has changed the lives of some of our young veterans confirms for me how valuable that support can be. For veterans who are older or frailer, I have seen first-hand how services in the home are able to help maintain independence. We still need solid support systems that work well for our veteran community. The wellbeing of our veterans is always at the forefront of so many discussions that I have, and I certainly look forward to meeting many more of our

veterans in the future, and continuing to work closely with Veterans' Affairs.

As we continue to navigate our way through COVID-19, we remain committed to ensuring that all of our veterans are well supported through these changing times. We are unfortunately not out of the woods yet, but I have little doubt that we are up to this challenge.

Legislative changes and new entitlements came into effect last year to help improve the lives of veterans and their whānau.

Following along with this work, I will look for more opportunities to provide support and assistance for veterans, especially in the areas of health and wellbeing, and exploring ways in which veterans' service to Aotearoa New Zealand may be recognised and honoured.

Lest we forget.

Ngā mihi

A handwritten signature in blue ink, appearing to read 'M. Whaitiri'.

**Hon Meka Whaitiri**  
Minister for Veterans

# INTRODUCTION



## CHIEF OF DEFENCE FORCE

Tena koutou katoa

*The women and men of the New Zealand Defence Force (NZDF) deliver critical capabilities through its people and platforms in the service of New Zealand 365 days a year.*

The mission of the NZDF is to secure the country against external threats, to protect our sovereign interests including the Exclusive Economic Zone, and to be able to take action at the direction of Government to meet likely contingencies in our strategic area of interest.

The vision and direction for the organisation is provided in our strategy, Strategy25. It is operationalised through Plan25 which provides the action plan towards achieving our goals.

Government policy reinforces the need for the New Zealand Defence Force to be a combat-capable, flexible and agile force able to lead combined operations in the South Pacific independently or in partnership with others. The strategic environment demands a NZDF that is able to operate and integrate

effectively with our regional and global partners and to be ready to respond.

To support our mission and achieve our strategic goals, we are required to maintain momentum with our programme of technology and capability upgrades by introducing into service the new P-8A Poseidon and C-130J-30 Hercules aircraft, upgraded Anzac class frigates and maritime sustainment capability (HMNZS AOTEAROA), information-centric and networked capabilities, and protected mobility vehicles including the Bushmaster multi-purpose vehicle.

All of these capability enhancements will occur over the period of this Statement of Intent.

The roadmap in this Statement of Intent shows the key initiatives and projects that we are planning, which will enable us to deliver more effective outputs for Government.

Our journey forward is being influenced by a number of external factors, the global impact of COVID-19 on areas such as international engagement and supply chain management, our regeneration after a long period of commitment to Operation PROTECT, Government funding priorities, and an evolving geo-strategic environment within our region. To better understand the impact of these and other factors, we intend to review Strategy25 to ensure the horizons and milestones of our roadmap remain realistic. It is important we all work with a shared understanding of the direction the Defence Force is taking.

Operation PROTECT has been a major focus for two years and required us to balance this with the maintenance of core military functions, specialist skills and critical short-notice response capabilities. We cannot do

everything all the time in the current circumstances, and we will therefore need to prioritise, rebalance and, where necessary, reduce activities that do not contribute to Government's priorities.

Training and capability regeneration plans are being worked on to enable us to regain individual and collective training competencies. Our people are our most crucial asset, and we must do all we can to provide the best possible environment and support for our people and wider whānau. This is vital to ensure we deliver Defence Outputs for New Zealand.

It is anticipated that economic conditions will be uncertain over the term of this Statement of Intent. This will require us to look for new opportunities to balance our priorities and manage our resources. We may also be asked to respond to further unforeseen events, such as natural disasters, or other contingencies further afield as they arise. As a result, we need to be prepared to adapt our plans when

appropriate and respond immediately when called upon to do so.

In meeting these challenges and exploiting the opportunities, we must ensure the NZDF remains agile, capable, and responsive.

Ko tātou hei Mana mō Aotearoa – We are a Force for New Zealand

Ngā mihi,

A handwritten signature in black ink, appearing to read 'K Short', with a stylized, flowing script.

**Kevin Short**  
Air Marshal  
Chief of Defence Force

# STATEMENTS OF RESPONSIBILITY

## Ministerial Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by the New Zealand Defence Force is consistent with the policies and performance expectations of the Government.



**Hon Peeni Henare**  
Minister of Defence

Date: 13 May 2022

## Chief of Defence Force Statement of Responsibility

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the New Zealand Defence Force, including Veterans' Affairs. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



**Kevin Short**  
Air Marshal  
Chief of Defence Force

Date: 10 April 2022



# 1 – NATURE AND SCOPE

## Purpose of the Defence Force

This section explains the purpose of the Defence Force, including Veterans' Affairs and respective legislation. The functions of the Defence Force are mandated by the Defence Act 1990 and the Veterans' Support Act 2014.

We are a combat-ready force, keeping New Zealand safe and secure.



**The New Zealand Defence Force's purpose is to secure New Zealand against external threat, to protect our sovereign interests, including in the Exclusive Economic Zone, and to be able to take action to meet likely contingencies in our strategic area of interest.**

The Defence Force is part of New Zealand's broader national security system and works closely with the Ministry of Defence and other agencies to protect and advance New Zealand's national security interests.

This means the Defence Force adds value to a diverse range of security activities. It is the only agency of state that maintains disciplined forces available at short notice and which operates large-scale and integrated fleets of ships, vehicles and aircraft. Having up-to-date maritime, land, air, and information technology, and disciplined, highly-trained, and professional personnel ensures the Defence Force is ready for combat and able to quickly respond to military crises as they unfold.

Being able to turn this same high-end defence technology and equipment to respond to domestic security issues brings a technological edge to tasks that matter to New Zealanders, without the need for duplication elsewhere in the public sector. The Defence Force stands ready to assist the civil power in times of emergency providing specialised support to lead governmental agencies and first responders when safety of life is at risk or critical infrastructure comes under threat.

The raising and maintaining of New Zealand's Armed Forces is covered by the Defence Act 1990. The Defence Force is under the control of the Minister of Defence, who exercises power through the Chief of Defence Force.

The Defence Force comprises the Royal New Zealand Navy, the New Zealand Army and the Royal New Zealand Air Force. There are approximately 15,500 personnel in the

Defence Force, made up of Regular Force, Reserve Force and Civilian personnel; working within the single Services, Headquarters New Zealand Defence Force, and Headquarters Joint Forces New Zealand. The NZDF is one of New Zealand's largest employers, and personnel are integral members of local communities throughout the country, and help teach life skills to young New Zealanders.

The Chief of Defence Force is the Government's principal military adviser and is responsible for the conduct of military operations. Under the Chief of Defence Force's command, the Armed Forces provide the Government with options to exert influence and respond to security events. This depends on maintaining a balanced, credible conventional military capability, at readiness levels consistent with the Government's direction. The Secretary of Defence is the principal civilian adviser to the Minister. While each has sole and distinct responsibilities, the bulk of the advice to the Minister of Defence is submitted by them together. Over the next period the policy advice consultation and advice system for operational matters will be further strengthened.

The Chief of Defence Force and the Secretary of Defence are members of the Officials Domestic and External Security Committee for Coordination (ODESC). The ODESC provides leadership, coordination and support of all-of-government responses to national security issues. The ODESC also considers some major defence capability advice before it is submitted to Ministers.

## 2 – STRATEGIC DIRECTION

This section explains Government's direction to the Defence Force and Defence Force Outcomes and Outputs.



## GOVERNMENT'S DIRECTION TO THE DEFENCE FORCE

The Government provides direction to the Defence Force in a number of forms. This direction covers the capabilities that Defence (New Zealand Defence Force and the Ministry of Defence) is to maintain, regular activities that government expects of Defence, the capacity to respond to contingencies, the manner in which the organisation is to be managed, and what changes are expected for the future.

Defence employs a cross-agency strategic policy review and investment planning process to align its investments with national security objectives. This includes a review of our strategic environment and implications for achieving national security objectives in close consultation with other government agencies. This enables Ministers to make investment decisions from a national security portfolio approach.

Previously, following each strategic policy review, a Capability Plan and a Capital Plan are developed to set out how the Government's intentions will be translated into Defence effects, workforce and equipment. This process is shown at Figure 1.

Work is currently underway to map a repeatable process and establish a framework to assist future decision making.

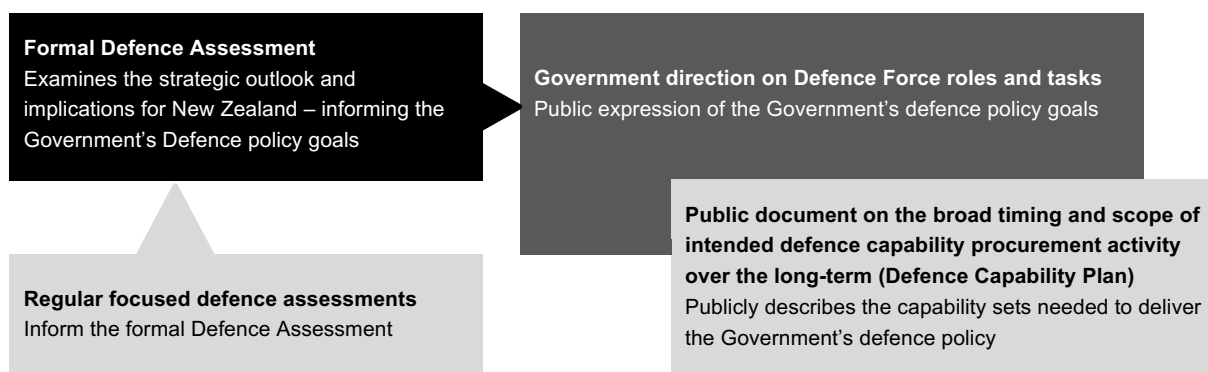


Figure 1

Since the publication of the Strategic Defence Policy Statement 2018, there have been significant developments that impact New Zealand's strategic outlook. These impacts have placed pressure on Defence to balance resourcing, policy and capabilities to ensure the NZDF is sized and equipped to deliver on the Government's Defence priorities.

In 2020 the Secretary of Defence directed the Ministry of Defence to undertake a Defence Assessment. The purpose of the assessment is to analyse implications of the changing strategic outlook, and how this may affect Defence policy settings and NZDF roles and tasks. The Assessment will assist future analysis and decisions on force structure.

In order to prepare for, and respond to, challenges in the long term, the Defence Force has developed the Future Operating Concept 2040. This guide informs environmental operating concepts and builds a shared understanding of how the Defence Force will conduct operations in the future.

## **National Security System**

The Defence Force is a critical component of New Zealand's national security system. New Zealand takes an "all hazards – all risks" approach to national security that brings government agencies together to respond to all risks to national security, whether internal, external, human or natural.

This all-of-government approach is encapsulated in New Zealand's seven overarching national security objectives:

- Ensuring public safety;
- Preserving sovereignty and territorial integrity;
- Protecting lines of communication;
- Strengthening international order to promote security;
- Sustaining economic prosperity;
- Maintaining democratic institutions and national values; and
- Protecting the natural environment.

The Defence Force contributes to all seven of these security objectives by maintaining military capabilities in a state of readiness to respond to threats to national security.

## Government's Defence Policy

Within the context of the National Security System, the *Strategic Defence Policy Statement 2018* sets out the Government's policy objectives for the Defence organisation.

The *Strategic Defence Policy Statement* builds on the *Defence White Paper (2016)*, outlines the Government's defence policy and covers the Government's expectations and priorities for Defence. It provides a principles-based framework for future decisions about military capabilities, resources and funding.

Complimenting the *Strategic Defence Policy Statement 2018* is the recently released Maritime Security Strategy: *Te Kaitiakitanga o Tangaroa*, (endorsed by Cabinet in November 2019), which provides direction for New Zealand's maritime security sector, and *The Climate Crises: Defence Readiness and Responsibilities*, and *Responding to the Climate Crisis: An Implementation Plan*. The NZDF and Ministry of Defence, together with other agencies in the national security sector, participate in the Maritime Security Oversight Committee, which has governance, policy, intelligence and an operational coordination function.

## Strategic Environment

The Strategic Defence Policy Statement 2018 explicitly recognises the important role Defence plays in promoting the overall wellbeing and resilience of New Zealand, its communities and environment.

This Statement identifies three key forces that affect New Zealand's strategic environment:

- The increasing importance of spheres of influence;
- Challenges to open societies; and
- A collection of complex disruptors, including impacts from climate change, new technologies, extremist ideologies, and transnational organised crime.

The Policy Statement also lists the policy priorities for the Defence Force as follows:

- Operating in our neighbourhood;
- Contributing to regional security;
- Responding to climate change;
- Leading combined operations; and
- Operating effectively with our security partners.

In addition to the provisions of the *Defence Act*, the *Strategic Defence Policy Statement* and policy promulgated in Defence White Papers, the Government will furnish other policy statements from time-to-time that provide additional direction to the Chief of Defence Force. NZDF anticipates working with the Ministry of Defence to develop updated Defence Policy guidance in the next period, based on Government direction following Defence Assessment 21.

## KEY EXPECTATIONS OF THE DEFENCE FORCE

**The Government wants a Defence Force that is well-equipped, well-trained and well-motivated; capable of undertaking a range of tasks independently or in combination with other security partners in order to contribute to the realisation of the Government's defence priorities.**

Government has the following key expectations of the NZDF:

- generating on demand mission-capable, prepared military forces to conduct specified military and national support missions that contribute to New Zealand's national security objectives;
- providing clear and timely strategic advice to Government on the employment of the Armed Forces;
- integrating fully capable maritime, land and air/space components into coherent, interoperable, joint or combined forces under unified command;
- maintaining partnerships that support New Zealand's national security interests;
- providing high quality professional military advice to the Government, in partnership with the Ministry of Defence as civilian advisor;
- advancing the principles of Te Tiriti O Waitangi, strengthening the Māori-Crown relationship, and progressing the five Papa Pounamu areas of cultural competence, addressing bias, inclusive leadership, building relationships and employee-led networks; and
- supporting and honouring our Veterans.

General expectations of the NZDF include:

- with the Ministry of Defence, supporting Ministers' decision-making to develop defence policies and provide operational advice, which meets New Zealand's national security priorities, interests and obligations;
- provide effective and efficient performance, direction, planning, management and accounting for the Defence Force's resources;
- be a good employer with high standards of personnel management, equity and fairness; and sustain high standards of compliance, transparency, integrity, prudence, professional capability, and public communications.



The NZDF, in close partnership with the Ministry of Defence, will also contribute to the following Government and Minister of Defence priorities over the period of this Statement of Intent.

### **Government priorities**

The Government's overarching priorities over this term are:

- To keep New Zealanders safe from COVID-19,
- Accelerating the economic recovery from the effects of COVID-19, and
- Laying the foundations for the future.

### **Ministerial expectations and priorities**

The key Ministerial priorities are People, Infrastructure, and the Pacific. Strategic plans, investment submissions, and business change are developed ensuring these priorities are fundamental considerations.

Ministerial expectations of the Minister of Defence and Minister for Veterans were provided to the Chief of Defence Force on 10 August 2021. These recognise the significance of the current COVID-19 environment, and challenges along with guidance on specific areas of focus for the New Zealand Defence Force.

The Minister of Defence has outlined six focus areas for the Chief of Defence Force:

- Response to COVID-19;
- Strategic defence objectives, including: continued implementation of Defence outcomes, continued work in partnership with Pacific neighbours, and supporting stability in the Asia-Pacific region;

- Defence sector, including: working with the Secretary of Defence on optimising the capability management system, and refreshing the Defence Policy Principles;
- Agency, which includes: progressing major transformation programmes, delivering an organisational framework, and progressing implementation of the Government's response to the Operation BURNHAM inquiry;
- Maori-Crown relations; and
- Workforce, diversity, and inclusion, including the delivery and implementation of a workforce strategy.

The Minister for Veterans expects focus to remain on support for veterans' health and wellbeing, particularly during COVID-19, along with:

- Improving interaction with veterans;
- Develop close working relationships with veteran support agencies in the Five Eyes countries; and
- Reviewing, and developing, new ways in which veterans' service may be recognised and honoured

### **Contribution to wider New Zealand**

In keeping with the expectations all Government organisations are held to, the Defence Force recognises the need to contribute to the wellbeing of New Zealand and New Zealanders as discussed in the New Zealand Treasury "*Living Standards Framework*"<sup>1</sup>.

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<sup>1</sup> [www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework](https://www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework)



The NZDF provides value through the four capitals of the Living Standards Framework as shown below at Figure 2.

Natural Capital	Human Capital
The NZDF contributes to the sustainable use and awareness of the environment for the current and future wellbeing of New Zealanders, through the monitoring and surveillance of the maritime environment, including the Southern Ocean and New Zealand's exclusive economic zone.	The NZDF contributes to the personal, social and economic wellbeing of New Zealanders, through the generation of a skilled and diverse workforce and through stewardship roles with New Zealand youth and communities.
Social Capital	Financial and Physical Capital
<p>The NZDF protects the New Zealand way of life through strengthening New Zealand's international relationships and providing security to democratic norms and values, including the Crown-Māori relationship.</p> <p>The NZDF safeguards this social capital into the future by maintaining military capabilities which can respond to a broad range of security events.</p>	<p>The NZDF protects New Zealand's financial and physical assets, and ensures that New Zealand's economic prosperity is sustained and remains resilient.</p> <p>The NZDF invests in military infrastructure and equipment across a diverse range of New Zealand communities.</p> <p>The Defence business model ensures the NZDF is sustainable into the future.</p>

Figure 2

## **Principal Role of the Defence Force**

The principal role of the Defence Force is to defend the nation's sovereign territory and those areas for which New Zealand is responsible, and delivering security for New Zealanders, including against terrorism and related asymmetric threats. Offshore and under the Government's direction, the Defence Force contributes to collective security initiatives and efforts to strengthen a rules-based international order that serves the nation's wider interests.



## MEASURING DEFENCE FORCE OUTCOMES, OUTPUTS AND STRATEGIC GOALS

### Outcome One

*Supports New Zealand's community and environmental wellbeing and resilience.*

This outcome contributes to the long-standing relationship that the NZDF has with communities, both in terms of services to communities and in terms of the contribution that the NZDF makes as part of New Zealand society. The Defence Force supports community wellbeing and resilience by assisting with the delivery of a broad range of public services. It also honours the veterans who have served in the Defence Force.

The Defence Force plays an important role in supporting the protection of New Zealand and its natural environment. This includes assisting the Ministry for Primary Industries to conduct regular fisheries patrols. The Defence Force also assist the Department of Conservation by transporting personnel and equipment (notably to offshore islands).

The NZDF is a significant employer and driver of economic activity, particularly in the communities in which camps and bases are located. The NZDF is an active partner of the defence industry that provides goods and services to sustain the Defence Force and deliver capital projects.

The NZDF provides a wide range of training and education for its personnel that are also useful in the community. Former Defence personnel entering the private and public sectors bring valuable skills, character and resilience.

The NZDF is committed to building leadership, self-reliance, and resilience in young New Zealanders. This is realised through support of the New Zealand Cadet Forces, Youth Development programmes, and partnerships with other Government agencies in a variety of programmes.

The NZDF recognises and commemorates the contribution of all those who have served, works with the Ministry of Culture and Heritage to mark the sacrifices of veterans, and to honour the service they have given to the nation.

We will know that the NZDF has contributed to communities when:

- NZDF supports Civil agencies in response to community needs;
- Agencies are able to deliver youth programmes, with the support of NZDF;
- Agencies are able to protect the natural environment, with the support of the NZDF;
- New Zealand's military history and culture are commemorated, preserved and displayed at ceremonial events and museums; and
- Former and current NZDF personnel are recognised as contributors to their communities through their community activities and employment.

Veterans' Affairs takes the lead in providing entitlements and rehabilitation for those whose service qualifies them for support under the Veterans' Support Act 2014. It offers support to those who have been injured or become ill as a result of qualifying service in the New Zealand armed forces. This includes access to medical care, rehabilitation, income support (pensions and related payments) and support to maintain independence.

Veterans' Affairs also provides administrative support to the three independent boards which operate under the Veterans' Support Act 2014; and administers government grants made to veteran support and advocacy organisations.

An independent review of the operation of the Veterans' Support Act (the Paterson Report) was concluded in March 2018. As of March 2021, 51 of the 64 recommendations have been closed. Work to address the remaining recommendations is underway.

Other work to improve support for Veterans includes:

- Continuing the focus on supporting veterans' health and wellness during the COVID-19 pandemic, including working with other agencies and organisations as appropriate;
- Embedding legislative changes and new entitlements resulting from amendment legislation, which came into effect on 1 October 2020;
- Coordinating work by a cross-agency group to develop a veteran mental health and wellbeing pathway, in line with recommendations arising from *He Ara Oranga*;
- Continuing upgrades of technology and business processes to improve interactions with veterans;
- Completing the review of deployments between April 1974 and December 2014 to ensure that support is available to all veterans;
- Developing close working relationships with veteran support agencies in the Five Eyes countries; and
- Developing new options for ways in which veterans' service to New Zealand may be recognised and honoured.

## Outcome Two

*Promotes a safe, secure, and resilient New Zealand, including on its borders and approaches.*

*Contributes to maintaining New Zealand's prosperity via secure air, sea, and electronic lines of communication, and secure access to space-based services.*

It is a fundamental responsibility of the New Zealand Government to protect New Zealand's people, prosperity, sovereignty, and resources; uphold New Zealand's constitutional obligations to the Cook Islands, Niue, and Tokelau; and maintain New Zealand's claim to territorial sovereignty in the Ross Dependency of Antarctica.

This outcome contributes to the protection of New Zealand and offshore territories, and the capacity to detect, deter, and counter military threats or incursions. It encompasses the integrity of New Zealand, its territorial waters and airspace, and provision of support to other government departments in matters of safety of life, security and law enforcement. Assistance may also involve personnel to assist local authorities during an emergency and resources to assist the civil power in countering acts of terrorism or similar threats to public safety.

The Defence Force contributes to the integrity of the nation and the safety of our citizens through the delivery of three key results:

- Responding to events or incidents in New Zealand's expansive maritime area of interest, and ensuring that responses have a high likelihood of securing the safety of the population and communities, and protecting the nation's infrastructure;
- New Zealand is protected from military threats and illegal or unauthorised intrusions of our sovereign and economic borders; and
- The safety and wellbeing of New Zealand citizens is enhanced and national resilience improved.

We will know that the Defence Force has contributed to safeguarding the nation when:

- Defence Force capabilities necessary to deter military threats have maintained their directed readiness levels;
- The reports of surveillance missions across the maritime zones have enabled the compilation of a comprehensive maritime picture;
- The Government's decision-making is informed by the provision of intelligence and contributions to national assessments relating to defence matters; and
- Agencies enabled by Defence Force capabilities have been able to meet their mandated duties and ensure compliance with relevant laws.

We will know that our assistance has enhanced the safety of the population when:

- We have met the civil power's requests to respond to search and rescue tasks, security events and other emergencies in a timely manner;
- The combined planning efforts have achieved a satisfactory level of contingency planning for likely occurrences; and
- We have assisted the civil power to plan, prepare and exercise all-of-government response in times of crisis.

The safety of New Zealand citizens is achieved when the Government has called on the Defence Force to assist, with demonstrated public trust and confidence in the combined civil power and Defence Force response capability.

### Outcome Three

*Contributes to the maintenance of the international rules-based order.*

*Contributes to New Zealand's network of strong international relationships.*

The Defence Force may be employed to promote national interests across a range of activities including supporting diplomacy, humanitarian intervention and peace support operations, through to major warfighting. These types of engagement are at the Government's discretion. Mindful of New Zealand's global interests and critical dependence on a stable, secure international environment for trade, it is likely that threats to international order would also represent a threat to national interests.

We will know that this has been achieved when:

- New Zealand's standing as a dependable and informed security partner is maintained or enhanced through international capacity building activities, military exercises, senior officer visits, maritime deployments and ship visits, and representation by the Defence Attaché community;
- Combined New Zealand and Australian forces are capable of deploying seamlessly, at short notice, on military and non-military operations in the immediate region;
- The Defence Force demonstrates that it is able to exercise and operate effectively with other defence partners;
- The Defence Force continues to play a constructive role in security relations, where efforts to reduce instability risks and conflict in the region, and elsewhere, is valued by our security partners;
- The Defence Force's contributions to international humanitarian assistance and disaster relief efforts assists host nations to provide immediate humanitarian aid, undertake emergency reconstruction and restore a safe and secure environment for the affected population; and
- The Government, and New Zealand public, value the Defence Force's contributions to global security.

## Relationship between the Defence Force's Activities, Outputs, Outcomes and Government Objectives

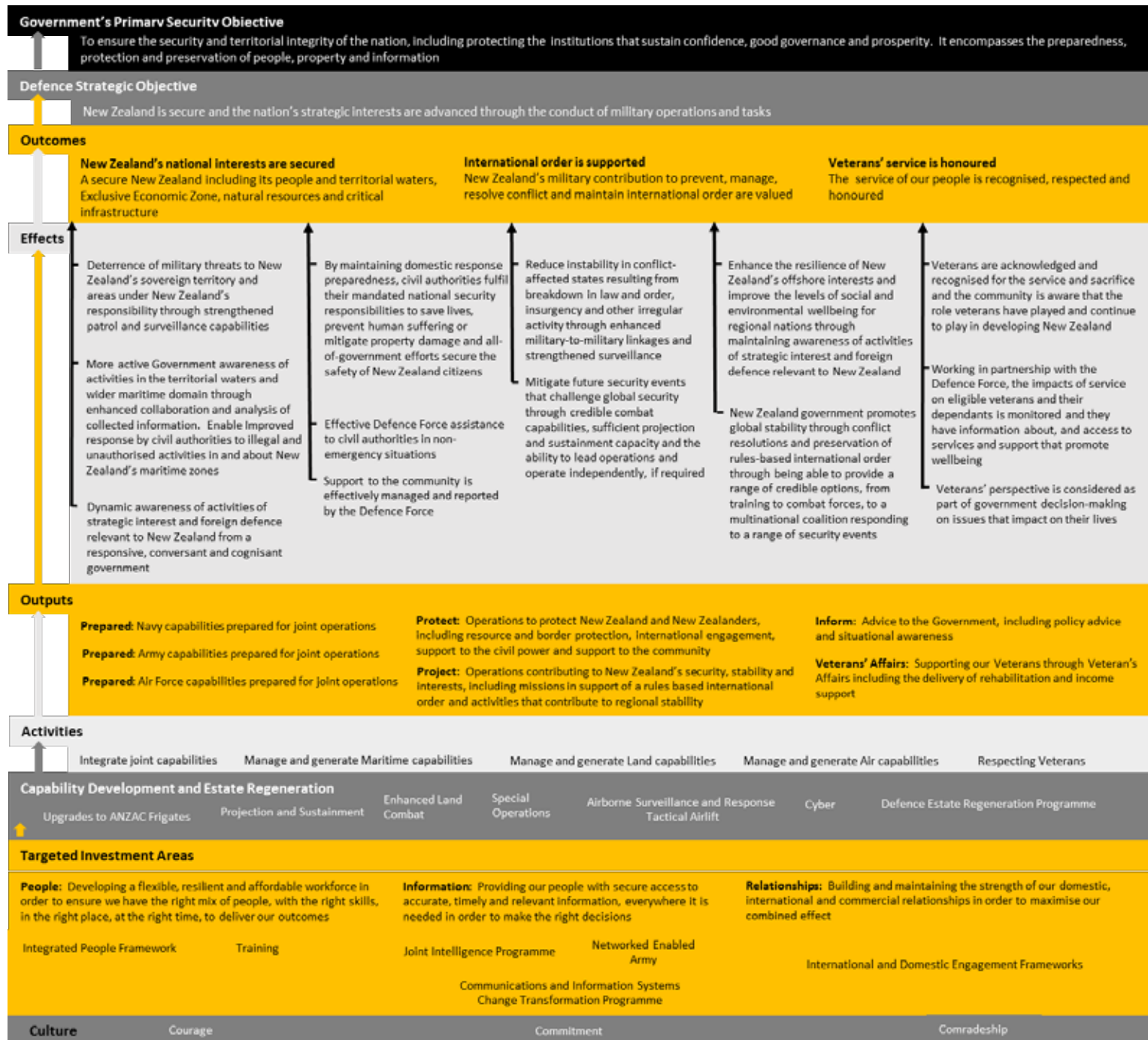


Figure 3

## Defence Force Outputs

Defence Outputs (Figure 4) are the priority tasks and results required by the Government. The Defence Output Plan provides the means of managing and reporting performance to assure the Government that the NZDF is delivering Outputs to the expected standard, including readiness states of military capabilities.

Readiness (being prepared) for military operations is key to ensuring the NZDF can meet Government requirements. This is managed through Outputs 1, 2, and 3 – *Prepared for Joint operations and other tasks*.

Collectively, Outputs 1, 2, and 3 – Prepare - are designed to generate and sustain military forces capable of delivering effective integrated maritime, land, air and special operations forces. These Outputs focus on the generation of military capabilities to the levels of readiness for military operations, and other tasks, as directed by the Government of New Zealand. Outputs 1, 2, and 3 are contingent military capabilities as they are maintained in a state of readiness to respond to threats to national security.

Should circumstances demand, the readiness levels of military capabilities can be adjusted and resourcing levels changed. Change would usually occur as a result of unforeseen events or external pressures that affect or have the potential to impact future capability generation and other activities.

Given the ongoing impact of the Government response to COVID-19 through Operation PROTECT and issues with global supply chains, reduced interoperability and integration training with Defence and security partners, and a reduction in the individual and collective trained state, the NZDF is forecast to deliver a reduced level of Outputs over the medium term.

Regenerating operational readiness (Outputs 1, 2, and 3) to the level achieved prior to the COVID-19 pandemic will be a protracted process that may require a full three-year training and sustainment programme once borders reopen and the NZDF commitment to Operation PROTECT concludes.



Output 4 – *Protect* – to Protect New Zealand’s sovereignty and provide security and other services for New Zealanders. This output is the support that the NZDF delivers to the achievement of the Government’s foreign policy and security objectives and all-of-government efforts to protect New Zealand’s sovereignty, and secure the borders. It also includes support to the wider community.

Output 5 – *Project* – Operations contributing to New Zealand’s security, stability, and interests. This encompasses military operations in support of the rules-based international order and military operations that contribute to regional security.

Output 6 - *Inform* – Advice to the Government. This describes the NZDF’s support for the Government and parliamentary process. It involves the provision of intelligence analysis, and the provision of military advice and statutory and legislative support and reporting to the Minister of Defence. More widely, it also covers an advisory role with the Ministry of Defence for other Cabinet Ministers and senior officials in the Officials’ Committee for Domestic and External Security Co-ordination (ODESC) system.

Output 7 - *Veterans* – Policy advice and other services for veterans. This output provides policy, services, and payment support to veterans. While this output is part of Vote Defence Force, the appropriation for this is administered by the Minister for Veterans.

The delivery of these Outputs is measured through the achievement of performance standards in the annual Estimates of Appropriation for Vote Defence Force and subsequent reporting in Annual Reports.

## Defence Force Output Framework

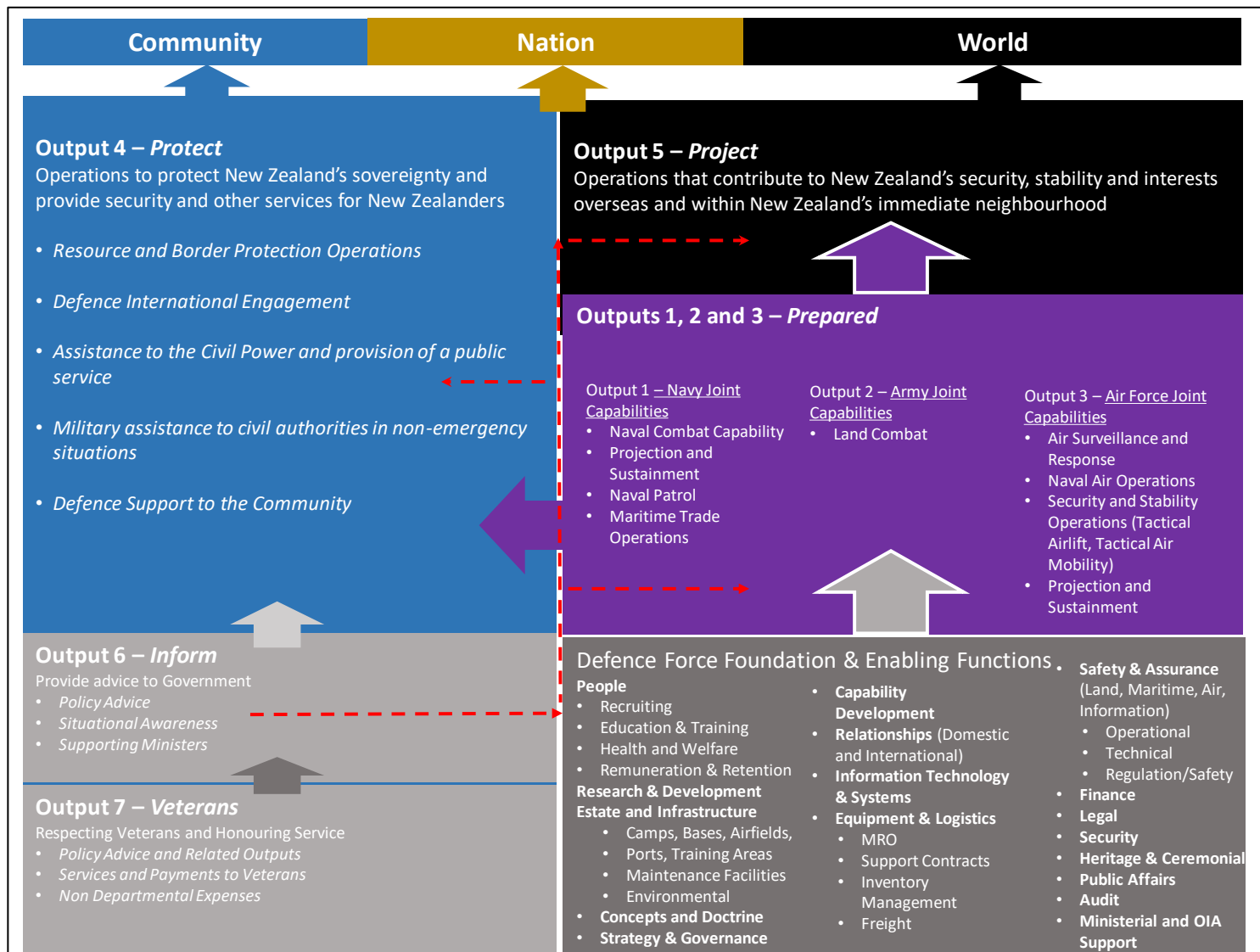


Figure 4

## STRATEGIC GOALS AND OBJECTIVES

The initiatives and sub-outcomes that represent the NZDF strategic change journey to 2025 (Strategy25) are contained in a Roadmap with key milestones against each strategic objective. They are updated regularly as part of performance reporting and enterprise portfolio management.

In conjunction with this approach, we are refining the headline performance indicators and measures for each work programme, which will show the benefits that will be delivered and provide a management mechanism for the Defence Force's governance bodies to monitor progress.

The key components of Strategy25 are shown at Figure 5.

Outcomes and targets to achieve our strategic goals and objectives are identified in the NZDF's Strategic Plan, which is available on the NZDF website.

# STRATEGY25

## INTEGRATED DEFENCE FORCE

### TARGETED INVESTMENT AREAS

#### People

We have a skilled and sustainable workforce to deliver Defence Outputs

#### Information

Our decisions are led by timely and relevant information

#### Relationships

There is enhanced trust in the NZDF, we are interoperable with key allies/partners, and we have an enhanced ability to operate in our region

#### Capability

The NZDF is enabled to succeed on operations with new and enhanced military capabilities and modern infrastructure

### STRATEGIC GOALS

#### OPERATIONAL DOMAIN MASTERY

- Combat-ready maritime force
- Combat-ready land force
- Combat-ready air force
- Integrated information capabilities

#### JOINT OPERATIONAL EXCELLENCE

- A trusted strategic and operational partner
- A networked and integrated joint force

#### ORGANISATIONAL EXCELLENCE

- Enhanced trust and confidence
- Enhanced organisational support

**2025**  
Networked  
Combat  
Force



**OUR PURPOSE** We Are A Combat Ready Force Keeping New Zealand Safe And Secure

**OUR VALUES** TŪKAHA COURAGE | TŪTIKA COMMITMENT | TŪTIRA COMRADESHIP | TŪMĀIA INTEGRITY

Figure 5

# 3 – OPERATING ENVIRONMENT

This section explains:

- key expectations of the Defence Force,
- the Defence Force's relationship with other departments and agencies,
- key challenges the Defence Force faces, and
- how the Defence Force monitors the operating environment and manages risk



## **Defence Force's Relationship with other Departments and Agencies**

For Vote appropriation purposes, the Defence Force is part of the External Sector, which is administered by four departments: the Defence Force, the Ministry of Defence, the Ministry of Foreign Affairs and Trade, and the New Zealand Customs Service. These departments are collectively responsible for managing most of New Zealand's official relationships with the rest of the world and protecting its security beyond the border.

The Defence Force and the Ministry of Defence have a very strong working relationship. Both agencies work together to provide military and civilian perspectives to Ministers on a range of defence matters, including defence capability, international engagements and defence deployments. The Defence Force works closely with the Ministry of Defence to assess and refine the Government's priorities and policy settings for Defence, and deliver the substantial investment in supporting the next generation of military capability. In collaboration with the Defence Force, the Ministry of Defence supports the Government to make decisions on the direction and tasking of the Defence Force. The respective roles of both agencies are shown in Figure 6.

While the principal role of the Defence Force is the preparation of military forces for contingencies, the Defence Force also makes substantial contributions to other government departments and agencies, international military and diplomatic partners, and the community of New Zealand. The Defence Force also makes a significant contribution to the intelligence community, youth and social sectors, the education and training sector, the aviation, maritime and transport sectors, primary industry and conservation, and the External Sector including New Zealand Customs Service and the Ministry of Foreign Affairs and Trade. The Defence Force also partners with non-government and voluntary organisations, business and industry.

The Defence Force maintains strategic alliances with a range of industry partners to support its work, including the maintenance of ships, aircraft, and the Defence Estate. These alliances will assume greater importance in the coming years as the Defence Force replaces its major capabilities and regenerates its infrastructure.

Respective roles of New Zealand Defence Force and Ministry of Defence

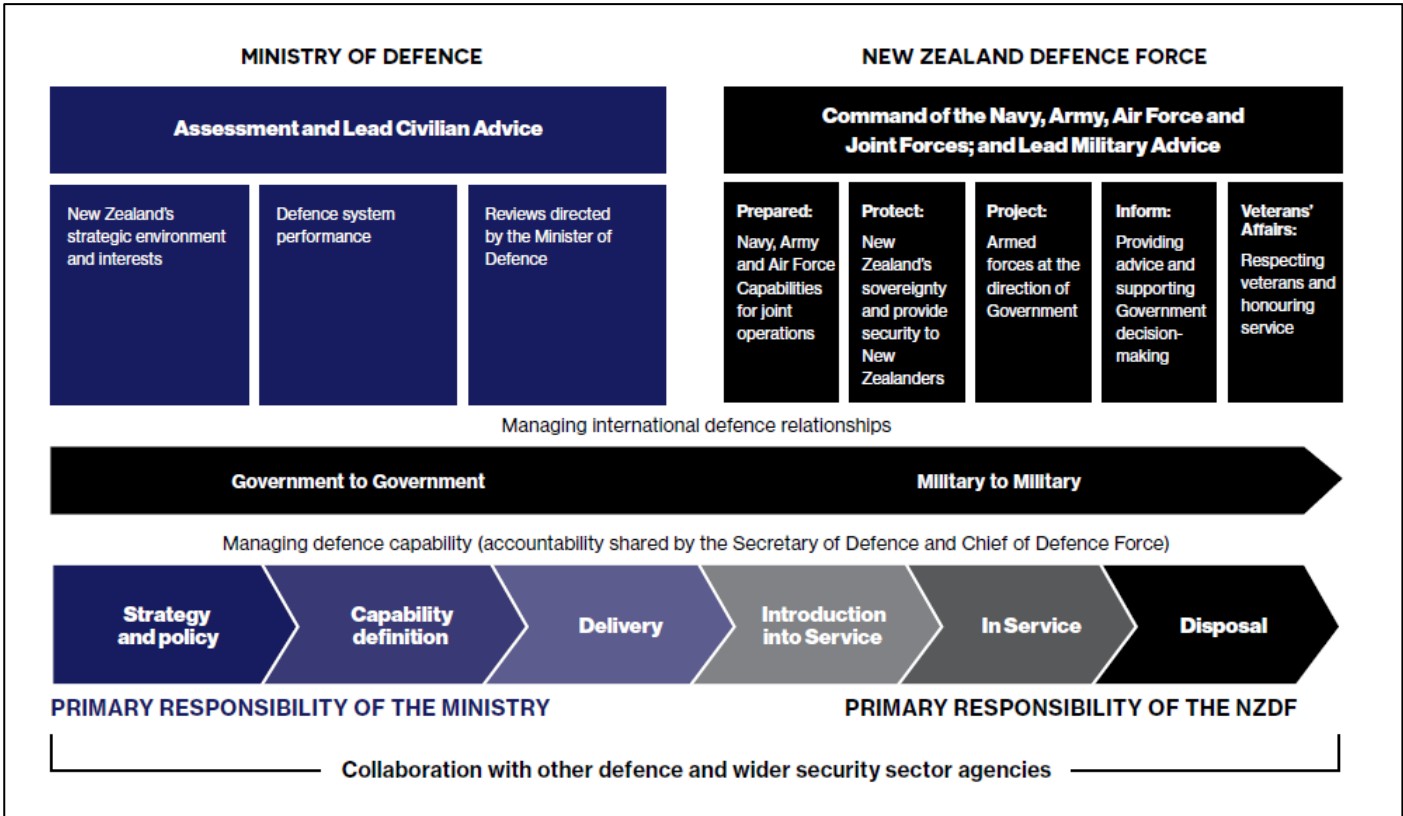


Figure 6

The Defence Force’s relationship within the External Sector and other departments and agencies is shown in Figure 7.



## CENTRAL AGENCIES

### Department of Prime Minister and Cabinet

Provision of advice and support to:

- National Security Policy Directorate
- National Security System Directorate
- Intelligence and Assessment Directorate
- National Cyber Policy Office
- National Security Communications Directorate

### The Treasury

- Provision of advice and information on Vote Defence Force appropriations

### State Services Commission

- Provision of advice and information on Defence Force organisational and workforce capability

## STRATEGIC INTERESTS AND THE SECURITY ENVIRONMENT

### Ministry of Defence

- Shared support / decision-making on Defence policy advice to Government
- Assist with the procurement of military capability through the Capability Management Framework
- Assist with audits, assessments and evaluations
- Manages New Zealand's bilateral and multilateral defence relations within the context of Government's defence policy

### Ministry of Foreign Affairs and Trade

- Shared decision-making/ advice and support to government on security of New Zealand's interests abroad, response to regional emergencies or crises, international initiatives and international counter-terrorism
- Provision of support to New Zealand deployments overseas in advancing MFAT foreign policy objectives
- Provision of support to bilateral and regional defence relationships, representational posts and significant events offshore

### Government Communications Security Bureau

- Provision of defence related information and intelligence

### New Zealand Police

- Provision of specialised military capabilities to counter terrorist operations, search and rescue, Improvised Explosive Device Disposal/Chemical, Biological, Radiological, and Explosive response, insurgency, paramilitary activities, civil unrest, and other special Police operations, as required.

### New Zealand Security and Intelligence Service

- Provision of defence-related information and intelligence

## OTHER AGENCIES

### Department of Internal Affairs

- Provision of support to State events and national commemorations and representation at significant commemoration events offshore

### Ministry of Social Development

- Provision of support for youth development courses.
- Liaison for the administration of veterans pensions **Ministry for Culture and Heritage**
- Provision of support for the promotion and preservation of New Zealand's history

### Department of Corrections

- Provision of support to maintaining the integrity of custodial arrangements

### Ministry of Health

- Provision of support to ameliorate the effects of pandemics.
- Liaison for the delivery of health services to veterans.

### Ministry of Education

- Support for youth development courses

### Accident Compensation Corporation

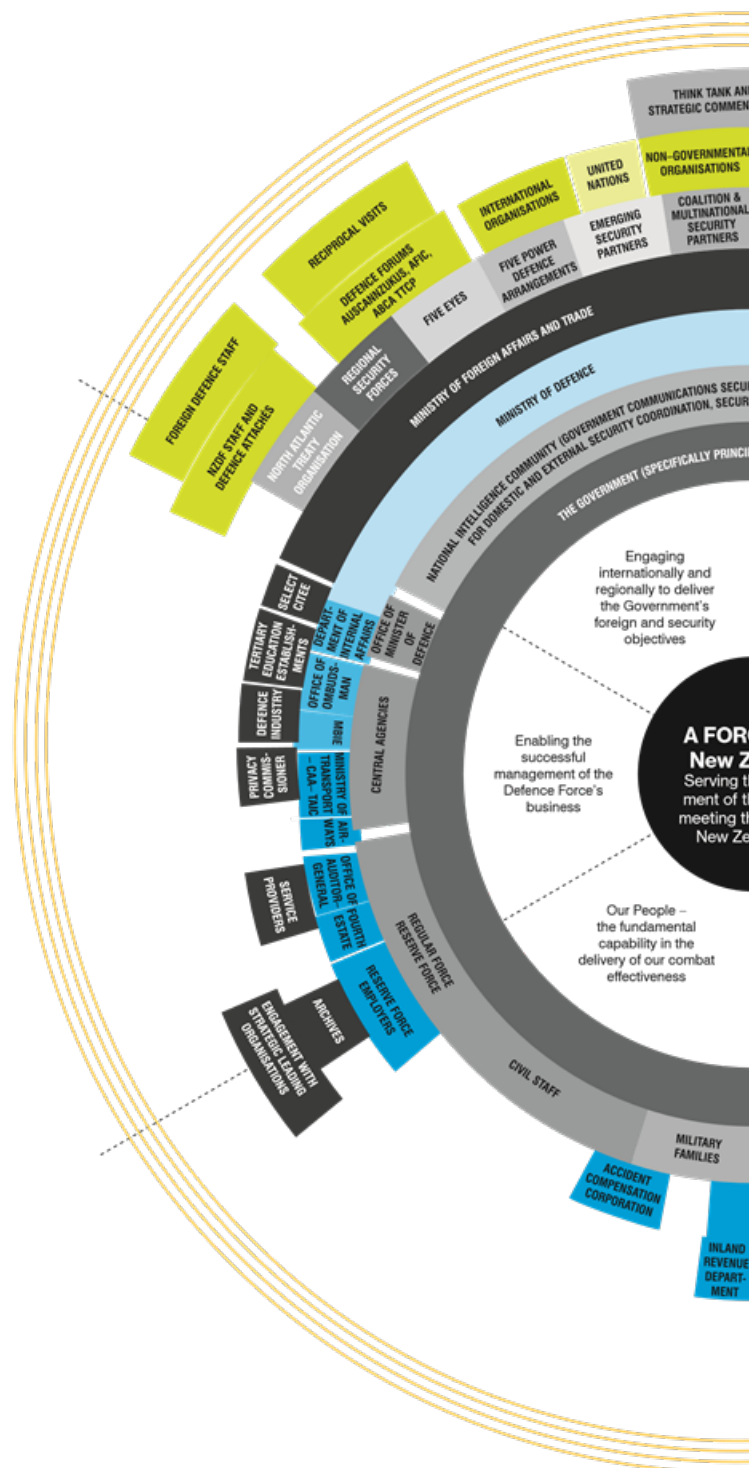
- Accredited Employer for workplace injuries
- Provision of information relating to veterans support

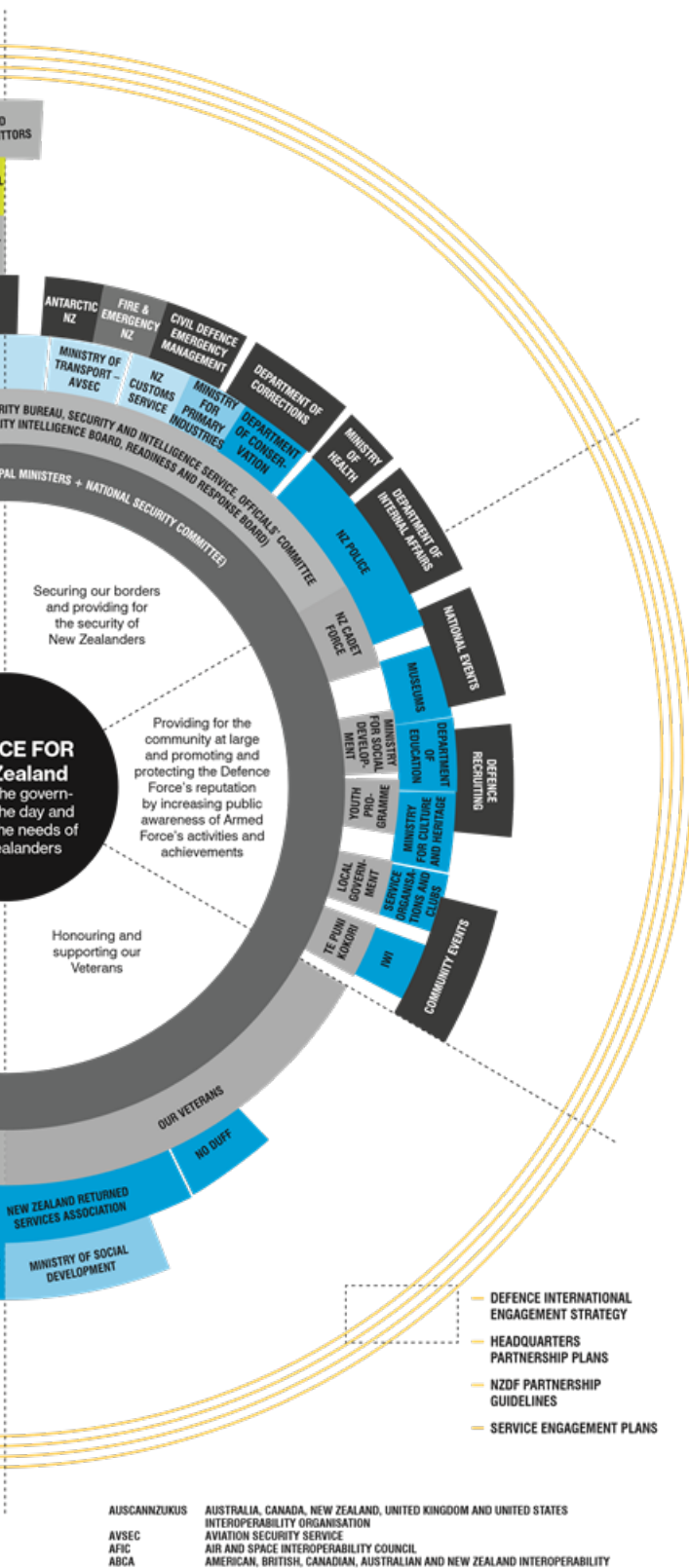
### Ministry of Business Innovation and Employment

- Provision of capabilities in support of oil exploration and mass irregular migration

### Transport Accident Investigation Commission

- Provision of support for transportation accidents





## OPERATIONAL PARTNERS

### Ministry of Transport

- Provision of support to Civil Aviation Authority and TAIC for aircraft investigations and aviation policy
- Provision of support to Aviation Security Service for border control activities and Air Terminal Security operations

### New Zealand Customs Service

- Provision of air and naval surveillance and patrol capabilities, through the National Maritime Coordination Centre, to support New Zealand's air and sea borders
- Participation and support for Proliferation Security Initiative training and exercises
- Provision of training support

### Ministry of Primary Industries

- Provision of air and naval surveillance and patrol capabilities, through the National Maritime Coordination Centre, to prevent exploitation of marine resources
- Provision of support to counter bio-security risks

### Department of Conservation

- Provision of air and naval surveillance and patrol capabilities, through the National Maritime Coordination Centre, to protect the conservation of the natural and historic heritage of New Zealand
- Provision of support for the resupply of stores and equipment to remote islands
- Provision of support to Department of Conservation tasks

### National Maritime Coordination Centre

- Provision of air and naval surveillance and patrol capabilities to assist in the compilation of the New Zealand Maritime Picture
- Provision of air and naval response capabilities to assist in the protection of New Zealand's Exclusive Economic Zone and sovereign interests

### Maritime New Zealand

- Provision of specialised military capabilities to support maritime incidents, maritime search and rescue, and marine degradation and pollution

### National Emergency Management Agency

- Provision of specialised military capabilities to support the initial recovery from earthquake, volcanic eruption, tsunami, flooding, effects of adverse weather, mass casualties, mass evacuations

### Antarctic New Zealand

- Provision of annual support to the NZ Antarctic Programme
- This normally involves C-130 Hercules and Boeing 757 tasks to McMurdo Sound, freight movement, terminal operations, training assistance, and logistic support

### Fire and Emergency New Zealand

- Provision of specialist military capabilities to reduce the incidents of fire and hazardous non-fire incidents

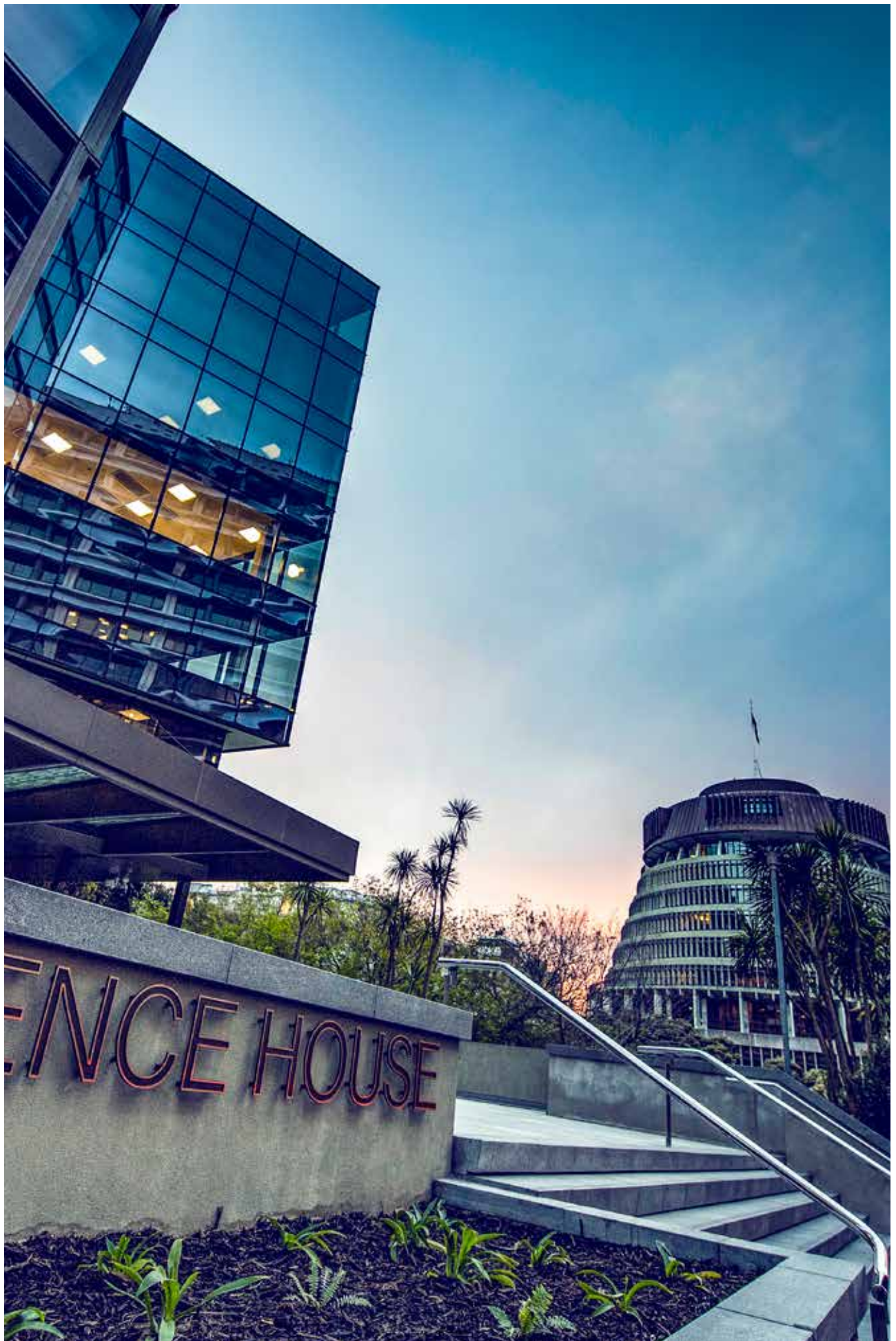
## THE NZ COMMUNITY

- Provision of additional skills to society via our Reserve and Territorial Force personnel
- Encouraging innovation, and promoting high standards in education
- The education and skills given to members of the Armed Forces add value to the wider New Zealand community when those members take their release, especially those at the 10 to 20 year mark
- Promoting and supporting initiatives that enhance the capacity of young New Zealanders, such as the Limited Service Volunteer and the Youth Life Skills schemes
- Promoting a healthy Defence Industry in New Zealand

## INTERNATIONALLY

The Defence Force also contributes to a number of overseas military fora, including the United Nations, Five Power Defence Arrangements, Five Eyes, North Atlantic Treaty Organisation, and other coalition and multinational partnerships





# KEY OPERATING ENVIRONMENT CHALLENGES

The core purpose of the NZDF is the preparation and availability of credible and effective armed forces, ready to respond on behalf of New Zealand. As outlined in the Defence Assessments *The Climate Crisis: Defence Readiness and Response* (2018) and *Responding to the Climate Crisis: An Implementation Plan* (2019) this includes responding to national and international events caused by changes in climate and other environmental issues. The NZDF is committed to taking action to reduce climate and environmental impact and to meeting the requirements of the Government's Carbon Neutral Government Programme.

The key challenges in the period covered by this Statement of Intent will be balancing:

- the ongoing contribution to the COVID-19 response;
- recovery, which includes regenerating operational preparedness, as the NZDF repositions on completion of supporting the COVID-19 response;
- managing obsolescence and ageing fleets;

- completing the capability introduction of existing platforms; and
- transitioning to new capabilities and technology.

As challenges within our geo-strategic environment continue to evolve and intensify, the Defence Force will also have to act in new ways and at new levels to protect New Zealand's values and interests. While we will conduct some operations on our own, most Defence Force deployments will be undertaken alongside other government agencies and our international partners.

Balancing new roles, new equipment and existing commitments creates specific areas of challenge that the NZDF Advisory Board and senior leadership will focus on over the medium term. These are shown in Figure 8.

# NZDF STRATEGIC RISKS

Strategic risks are the high-level uncertainties that have the potential to materially affect the achievement of our strategic objectives.

These strategic risks were elaborated through the 2025 Strategy Acceleration process. These risks will need to be understood and managed as we plan for, prioritise against, and deliver our 2025 vision.

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 the NZDF 2025 strategy.

## Building and Maintaining Trust

- Without the trust of our Ministers and stakeholders (incl. partners, industry and the public) we cannot operate effectively. Maintaining and building trust of our owners and stakeholders must be a core consideration and central to all risk decisions.

## Strategic Execution

- Failure to deliver what we say we will in terms of strategic intent and medium term plans
- Failure to respond to rapid changes in the domestic or global environment

## Scale and Speed of Change

- Failure to understand the complexity of the change required to achieve the outcomes sought
- Failure to understand overall organisational change capacity and then manage the cumulative change impact in order to fully realise the benefits of change and investment

## Sustainability of Our People and Workforce

- Failure to sequence and reconcile our people pipeline (recruitment through to departure) and build the right culture in order to manage for optimal outcomes and keep our people safe

## Sustainability of Military Capability

- Failure to maintain Stewardship over military capabilities and the erosion of our ability to have operationally ready those capabilities critical to the delivery of government outcomes

## Leverage of Information as a Strategic Asset

- Failure to understand, protect and value our information as a strategic asset
- Failure to invest in an information infrastructure built for the future

## Increasing Cost of Being in Business of Defence

- Cost of being in business and being able to maintain interoperability with our partners becomes unaffordable and unsustainable

Figure 8

## How will our strategic risks be managed?

The Defence Force promotes risk informed and aware decision making, based on trade-offs between opportunity, benefit, and cost.

### *Building and maintaining trust:*

- actively understanding, maintaining and building the trust of the Government, public, partners and stakeholders;
- ensuring that the Defence Force promotes and embodies New Zealand's values; and
- demonstrating that the Defence Force can deliver what is agreed in terms of the *Statement of Intent* and the *Strategic Plan*.

### *Strategic execution:*

- ensuring that the organisation is efficient, resilient, fiscally-responsible and sustainable;
- ensuring that the Defence Force can continue to successfully deliver Outputs;
- ensuring that the Defence Force can successfully deliver the range of capabilities required by the Government's defence policy objectives; and
- ensuring that benefits are realised and tracked.

### *Scale and speed of change:*

- understanding the complexity and scale of the change required to achieve the outcomes sought; and
- understanding the Defence Force's overall capacity for organisational change and managing the cumulative change impact to realise fully the benefits of change and investment.

## *Sustainability of the Defence Force's people and workforce:*

- understanding and managing workforce cost;
- ensuring that the health and wellbeing of Defence Force personnel and staff have a very high priority;
- ensuring that Defence Force personnel have the capacity to deliver and to sustain high performance;
- ensuring that Defence Force personnel have the skills and equipment they need to do their tasks;
- ensuring that the Defence Force can attract and retain personnel with critical skills;
- ensuring our workforce structure enables the Defence Force to deliver a relevant force for future needs; and
- ensuring that veterans continue to be supported effectively.

#### *Sustainability of military capability:*

- Maintaining an effective, fit-for-purpose, contemporary and fully integrated, end-to-end Capability Management System (CMS) which delivers military capability to meet the government's policy, intentions and expectations, and ensures value-for-money from the government's investments in Defence.
- maintaining stewardship of our military capabilities and being transparent about what we can deliver against the increasing cost of maintaining obsolete and ageing fleets;
- ensuring operational units and enabling functions have the capacity to deliver capability and to sustain that delivery;
- understanding, and proactively managing, the impacts of COVID-19 on:
  - NZDF's ability to sustain required levels of preparedness;
  - NZDF global supply chains; and
- ensuring that the Defence Force has the flexibility to adapt operations in response to new and emerging requirements.

#### *Leverage of information as a strategic asset:*

- understanding, protecting and valuing our information as a strategic asset; and
- investing in an information infrastructure and capability built for the future.

#### *Increasing cost of being in business of defence:*

- ensuring that the Defence Force makes best possible use of its financial resources and its people to ensure the Defence Force is sustainable in the long term;
- understanding cost structures and drivers and managing them actively; and
- Ensuring we are commercially smart and innovative when we contract and work with our partners, and drive value and service from our supplier relationships.

## 4 – ORGANISATIONAL CAPABILITY

Effects of the COVID-19 pandemic have been felt across the NZDF. Impacts have occurred on all facets of Strategy25, which is a key enabler of building and delivering an Integrated Defence Force.

Recognising the challenges faced, Strategy25 has been reviewed in order to better understand the impacts and longer-term consequences of the COVID-19 pandemic, and what remains achievable for the Defence Force. While the originally envisaged Integrated Defence Force is now unlikely to be achieved by 2025, a scaled exercise in 2024 will enable an assessment of the NZDF's ability to operate as a Networked Combat Force, which is a key element of an Integrated Defence Force. This will function as a focus for the NZDF and will enable the prioritisation and alignment of subsequent activities and investment.

To successfully undertake this exercise, and continue on the Strategy25 path, the NZDF has four targeted investment areas:

- **People** – having a skilled and sustainable workforce to deliver Defence Outputs;
- **Information** – decisions led by timely and relevant information;
- **Capabilities** – the NZDF is enabled to succeed on operations with new and enhanced military capabilities and modern infrastructure; and
- **Relationships** – enhanced trust in the NZDF.

Planning will also be undertaken to develop the next five-year strategic plan and roadmap.

Progress will continue on the implementation of the Government's responses to the Inquiry into Operation BURNHAM, including improving the NZDF's information management systems, processes and procedures.

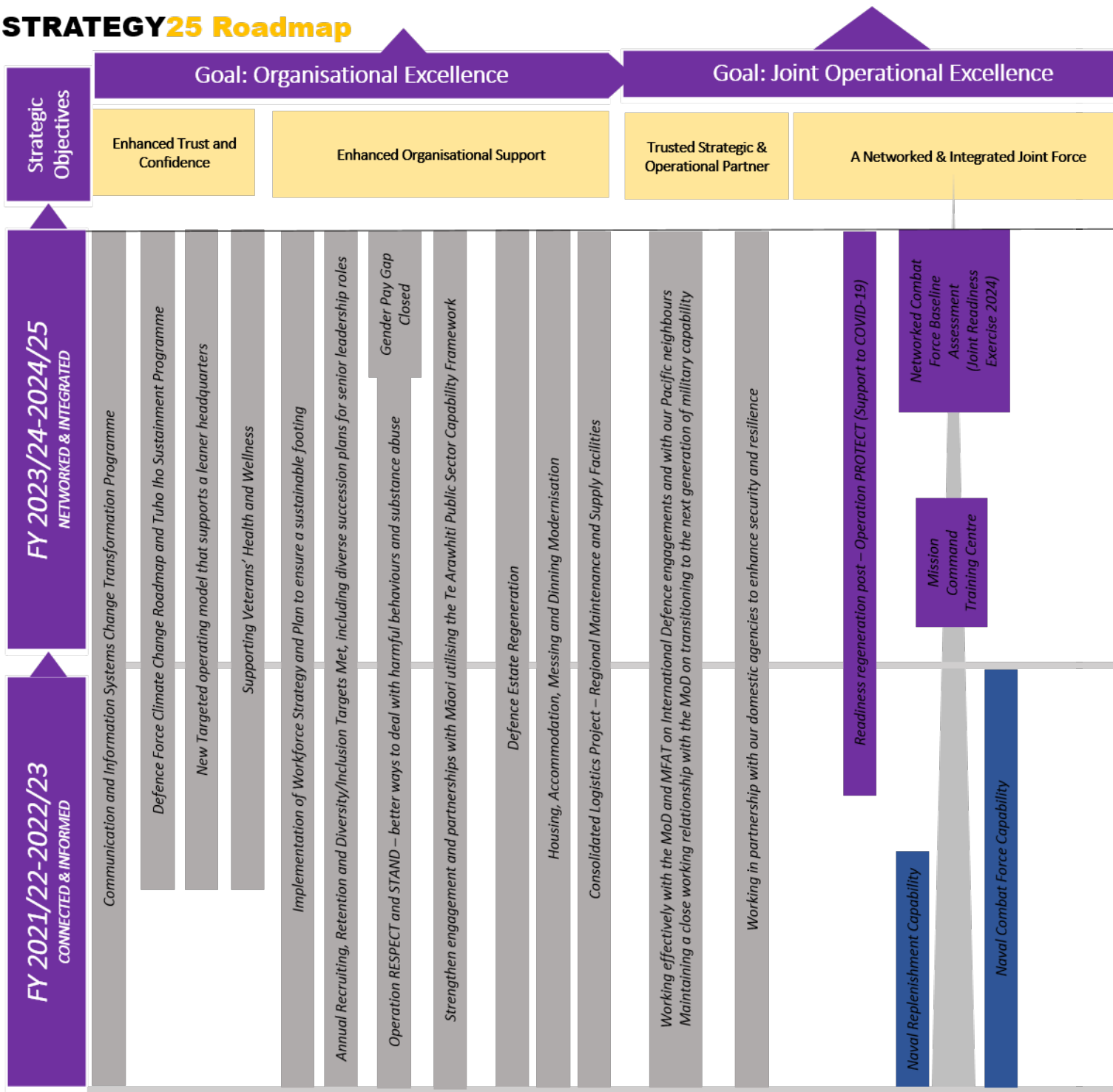
The Defence Force continues to implement recommendations from the Defence Baseline Review in 2020, including improved maintenance, repair, overhaul and engineering efficiencies and greater assurance of asset availability. The Defence Force is also committed to achieving efficiencies throughout the organisation in response to financial tension. This is managed by internally reprioritising within our appropriations in response to new and emerging pressures and by continuously reviewing, improving and integrating our enterprise-wide financial modelling practices and strategic and investment planning.

Key strategic projects and initiatives that will contribute to achieving Strategy25 through the eight strategic objectives are shown in the roadmap in Figure 9.

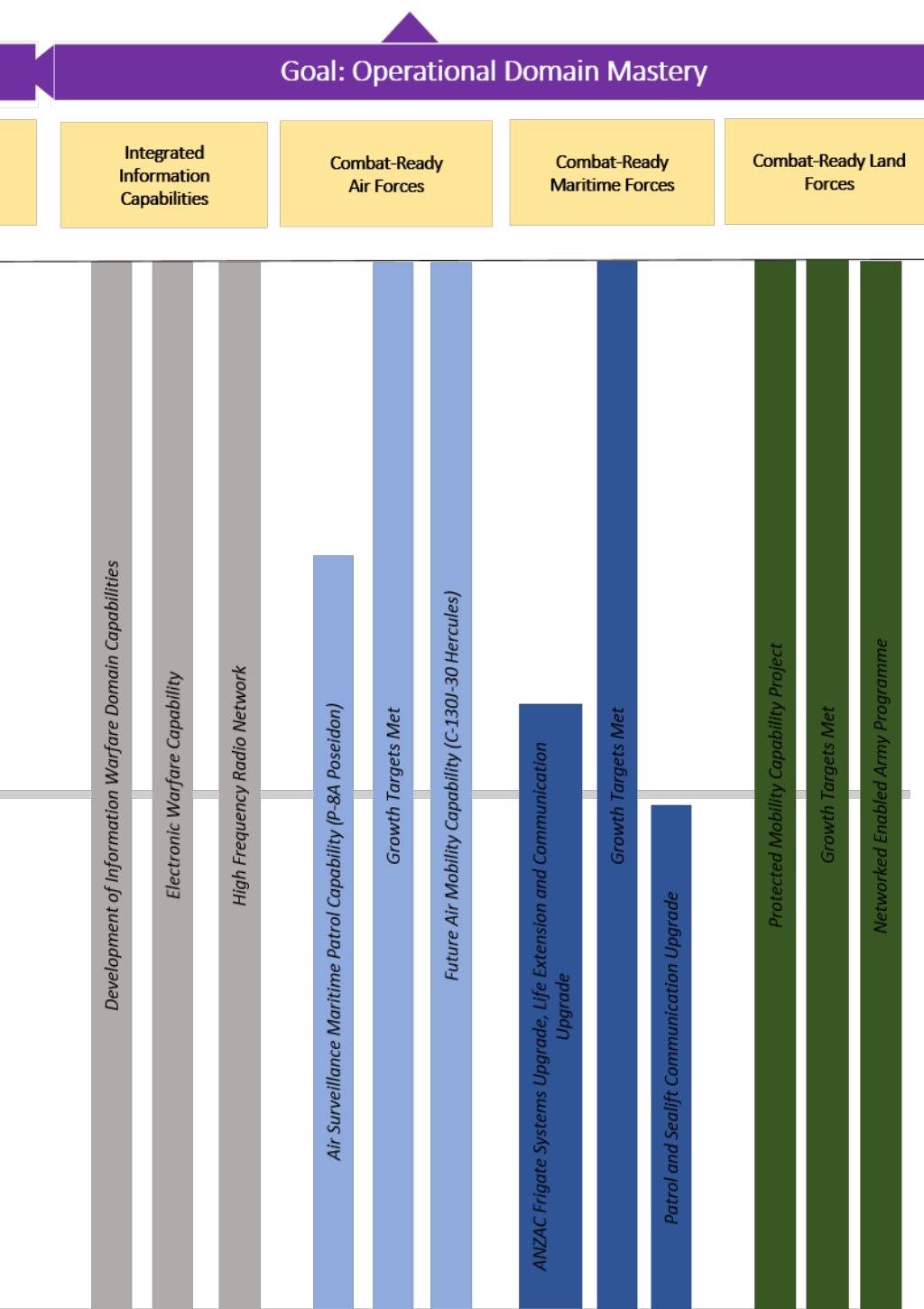




STRATEGY25 Roadmap







## Key Capability Investment

The following are the key capability investment projects that are either under way or due to commence within the period of this Statement of Intent.

### Maritime Domain

#### *Maritime Combat*

Anzac frigates will complete systems upgrades to improve their mission capabilities. In the later part of the period both frigates will receive upgraded communications systems, which will enhance maritime combat options able to be provided to the Government.

The Anzac Frigates are expected to remain in service until 2035. Recent upgrades will assist in enabling the delivery of a Naval combat option; however, investment in the regeneration and sustainment of Naval combat needs to continue in order to provide Government viable options out to 2035.

#### *An ice-strengthened Ocean Patrol Vessel*

A Southern Ocean Patrol Vessel (SOPV) project will develop options to enhance the ability of the New Zealand Government to maintain a presence, and undertake enforcement activities in the Southern Ocean and Ross Sea. The Ministry of Defence and NZDF issued a Request For Information for the design and build of the SOPV in May 2021. This is preliminary work, and no decision on this capability has been made by Government.

#### *Projection and sustainment*

The initial Antarctic Resupply Operation for *HMNZS Aotearoa* in 2022 was a significant milestone in operational release of the ship. *Aotearoa* enables the Navy to refuel and sustain New Zealand and partner forces and agencies both at and from the sea and is ice-strengthened to enable the vessel to supply

fuel and other goods to Antarctica in the summer months. When combined with other capabilities, it offers options for the sustainment of ground forces, and supporting humanitarian assistance and disaster relief missions.

#### *Littoral Warfare Force Capability*

The dive and hydrographic vessel *HMNZS Manawanui* will complete introduction into service activities to deliver an enhanced capability to support diving, hydrography, underwater search and recovery, and salvage. This vessel will also allow the Navy to improve its deep diving and underwater search and recovery capabilities. Other littoral warfare enhancements will include replacement of Autonomous Underwater Vehicles to improve underwater search capabilities and the acquisition of Littoral Manoeuvre Craft vessels to improve the range and scope of Littoral Force operations.

#### *HMNZS Canterbury and Offshore Patrol Vessel Communications Upgrade*

The communications systems on *HMNZS Canterbury* and the Offshore Patrol Vessels will be upgraded to address technology obsolescence across existing systems and take advantage of technology improvement. Upgrading these systems will increase the Navy's effectiveness in a range of activities, and improve ability to work with other agencies and defence partners.

### Land Domain

#### *Network Enabled Army (NEA)*

The NEA Programme is a long term transformational programme that will introduce into service a deployable, networked Command, Control, Communications, Computers (C4), Intelligence, Surveillance and Reconnaissance (ISR) capability for the New Zealand Army's Land Forces and Special Operations Forces. Future work programmes will enable

digitised communications and information technologies; improving deployed communications, and establishing an unclassified network for working with other agencies and host nations in a Humanitarian Assistance and Disaster Relief (HADR) operation. A dedicated facility will be constructed to provide mission command training for NZDF and partners to simulate command and control of joint operations.

#### *Operational and Training Support Utility vehicles*

The NZDF has purchased 43 NZ5.5 Bushmaster vehicles, with expected delivery in 2022. The next stage is identifying replacements for the Unimog truck and Light Operational Vehicle (LOV) fleets, both of which will be obsolete by 2024. Replacements will also be identified for obsolete fleets of buses, freight trucks, minibuses and vans and for the vehicle fleet used to support domestic Humanitarian Assistance and Disaster Relief (HADR) operations and support land units.

#### *Soldier Modernisation*

The soldier modernisation programme will deliver enhanced personal protective equipment and load carrying equipment. This includes equipment for vehicles and soldiers designed to mitigate the risks associated with improvised explosive devices.

#### *Land Capability Sustainment*

A range of sustainment programmes will also continue to maintain and extend the life of in service capabilities including Night Vision Equipment, Special Operations equipment, Counter Explosive Hazards, and Urban Operations equipment.

## **Aerospace Domain**

### *Naval air operations*

The SH-2G(I) Seasprite helicopters provide surface warfare missions and surveillance operations for the Royal New Zealand Navy, along with underwater warfare, search and rescue and aero-medical evacuation. Investments will be made in the Seasprite fleet out to 2025 to ensure on-board avionics systems and communications equipment remain compliant with international standards. In the period of this Statement of Intent options will be considered for replacing the existing fleet.

### *Airborne surveillance and response*

The P-8A Poseidon aircraft will be in service in 2023 and will ensure the Defence Force retains an airborne intelligence, surveillance, reconnaissance, response, and maritime patrol capability.

### *Tactical airlift and strategic airlift*

A Future Air Mobility Capability – Tactical project is underway to replace the five C-130H Hercules fleet with five C-130J Super Hercules aircraft. The C-130J aircraft will be in service in 2025 and will ensure the Defence Force retains a contemporary tactical airlift and air-drop capability for the deployment of personnel and equipment in New Zealand's immediate region and further afield. A project to ensure that the B757 satellite communications and navigation avionics meet modern air safety compliance standards will be completed during the period of this Statement of Intent.

### *Strategic airlift*

A Future Air Mobility Capability – Strategic project will consider options for replacing the current strategic airlift B757 fleet, which is expected to deliver new aircraft to the Defence Force after 2027.

## Information Domain

### *Cyber*

To counter an increasing cyberspace threat, the Defence Force will continue to develop capabilities to defend computer networks and electronic systems.

### *Intelligence and Mission Support*

Over the next four years, the Defence Force will update the command and control, intelligence, and mission support capabilities needed to operate future military platforms and increase interoperability with mission partners. Key outcomes include:

- New systems and processes to support intelligence collection and dissemination will be introduced that will enable the Defence Force to be better informed and better connected.
- A new training organisation will be established to better equip intelligence, security and cyber systems specialists in the skills needed to operate effectively in a contested information environment.
- Greater ability to protect against electronic threats.

## Logistics

A critical enabler for the sustainment of the Defence Force is Logistics. Logistics comprises a range of varied functions, disciplines and capabilities that work with commercial partners, suppliers and manufacturers to sustain the Defence Force and enable delivery of Government required Outputs domestically, regionally, and on deployed operations.

As the characteristics of equipment, major platforms and global supply chains become more complex, the Defence Force's Logistic capabilities must evolve. Recent investments

such as the Consolidated Logistics Project have improved organisational capacity, capability and technologies; enabling ongoing focus on continuous improvement. The Consolidated Logistics Project will also deliver modern, fit for purpose repair, maintenance, supply and storage facilities, within Linton and Burnham Military Camps, over the next five years.

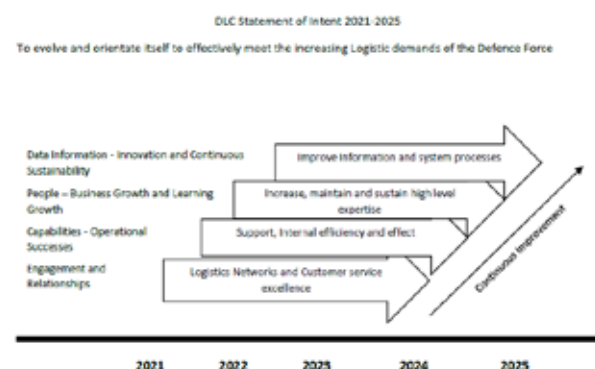


Figure 10

## Estate and Infrastructure

### *The Defence Estate*

The Defence Estate comprises 81,000 hectares of land and over 4,700 buildings across nine camps and bases, two large training areas and regional support facilities. It provides a large range of assets<sup>2</sup> to generate and maintain military skills and capabilities for over 15,500 personnel and security partners.

Estate and infrastructure is generally run down and unsustainable; particularly in the living and training environments and network utilities. Ongoing investment is vital for the well-being of NZDF personnel, and makes an important contribution to the sustainable and inclusive growth of the regions.

### *Asset Management*

The Defence Force is an asset investment intensive agency and has an ambition to be at a more advanced level of asset management during the life of this Plan. Developments in this area will include a comprehensive suite of estate asset plans linked to the Defence Force's strategic intent through the Estate and Infrastructure Strategy.

Key facets include:

- A review of the national strategic level Asset Management Plan first completed in 2010, and the creation of individual asset management plans for each major camp or base; and
- Development of a sustainability framework to guide future investment in infrastructure and management of the defence estate.

### *Estate Regeneration*

A First Principles Review of the Defence Estate Footprint has been completed and awaits Cabinet consideration. The Review recommends that remaining at all current locations for the foreseeable future is the preferred operational outcome for the Defence Force, the Government, and is the best value for money for the economy.

If accepted by Government, the Review outcome means the priority for investment remains as outlined in the Defence Estate Regeneration Programme approved by Cabinet in April 2019. Estate regeneration is underway at current locations with many projects already delivered. 14 investment programmes have been identified as priorities, which will be progressed, subject to Cabinet approvals and confirmed funding.

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<sup>2</sup> Including over 350 barracks/huts providing 7,500 beds; 15 medical facilities; over 425km of water pipes; over 470 workshops warehouses and storage

buildings; five operational runways and 25 wharves; and over 35 weapons ranges.

## Moving to Digital - A Networked Force

The NZDF's ability to respond rapidly to events and adapt to continual and unpredictable change is increasingly dependent on the exploitation of information, both organisationally and operationally.

Improved digital capabilities will enable the NZDF to move at pace, with simplified processes, allowing better adaptation and action in a fast changing environment.

This requires data-driven, inter-connected digital systems, that leverage automation and can integrate easily and securely with our partners, across Government and with our allies.

Specific improvements include:

- **Operating Model** — Modernising the Information Communication Technology (ICT) operating model.
- **Digital Foundations** — Addressing key constraints within existing Information Technology infrastructure. This includes modernising core infrastructure to provide better connectivity, modern cloud capabilities, and enhanced productivity tools, along with investing in a digital working environment, analytical capabilities and data management.
- **Integrating Digital Capabilities with Defence Capabilities** — Integrating NZDF major platforms and projects into the ecosystem and creating digital mission, intelligence and business platforms that can be tailored and scaled rapidly to meet NZDF missions.
- **Networking (Digital Enablement) of the Force** — Enabling the frontline to not only have, but to exploit, digital capabilities across the battle space and business space.

At the heart of the digital strategy is the creation of a digital ecosystem that enables:

- *Interconnection* with government agencies, commercial partners, and the broader community.
- *Interoperability* with Five Eyes and mission partners
- *Integration* across all war fighter domains
- *Innovation* in the use of digital capabilities to support both the business and battle space

To deliver this system, an iterative programme of work has been initiated, which encompasses:

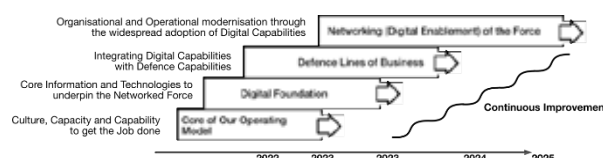


Figure 11

## Organisational Change

The NZDF has continuing organisational change programmes to make better use of its financial and people resources, and to update policies and practices to meet expectations of Government and society.

NZDF has developed a Workforce Strategy that will ensure a sustainable workforce, supported by an improved organisational framework to support decision-making. The Strategy responds to demographic, social, and market change drivers. It provides a workforce plan that balances the size and structure of the military and civilian workforces, Outputs delivery to Government, and affordability in the medium term. This strategy will inform planning for the next four years.

The focus for organisational culture is in two areas: reduction of harmful behaviours, and diversity in senior leadership. The NZDF will strengthen the systems and culture for dealing with harmful behaviours, particularly sexual violence, and will complete the recommendations made following the 2020 review of Operation RESPECT.

The NZDF will also increase diversity in the senior leadership roles of the organisation by building a diverse succession pipeline and increasing the number of women in senior leadership positions.

The NZDF will support the Crown to strengthen its engagement and partnership with Māori. The Te Arawhiti Public Sector Capability framework will be adopted to engage more effectively with Māori and develop policy options and advice.

The Inquiry into Operation BURNHAM (the Inquiry) reported in July 2020 and the Expert Review Group established following the Inquiry has now been completed and delivered to the Minister of Defence. The Minister has accepted the recommendations. The NZDF and the Ministry of Defence will continue to work closely together to implement the recommendations of the Inquiry. The NZDF is supporting the Ministry of Defence in developing options for Cabinet on the introduction of an independent Defence Inspector General. The NZDF will implement recommendations arising from both the Inquiry and the Report of the Expert Review Group. This work will enhance democratic oversight, trust and confidence in Defence.

The NZDF has a significant environmental footprint, in terms of its land holdings, facilities and infrastructure, and emissions. The climate change response and Tuho Iho sustainability programmes are areas of focus as the NZDF regenerates its estate, and updates capabilities.

# 5 – MANAGING FUNCTIONS AND HOW THE NZDF OPERATES

This section explains how the Defence Force will create value and manage its functions and operations to meet its strategic intentions. The value created is driven by the Organisation change delivered through Strategy25 and adopting an Operating Model to deliver defence outcomes.

Plan25, the action plan to achieve Strategy25, is the strategic framework that focuses force generation and integration as delivered through the Operating model. Plan25 provides NZDF's strategic objectives, which informs prioritisation of effects for the NZDF. Through this, the necessary force generation and integration is undertaken, utilising the enabling functions to ensure the NZDF achieves balance between delivery of Outputs and preparing for the future.

The Operating model clearly describes how the NZDF will deliver against the strategy through the allocation, management, and use of resources to deliver outcomes. Adopting this model allows the NZDF to translate strategic intent into operational capabilities, provides a common view of how the NZDF operates, and enables the behaviours that will realise the strategy and vision.





# NZDF OPERATING MODEL

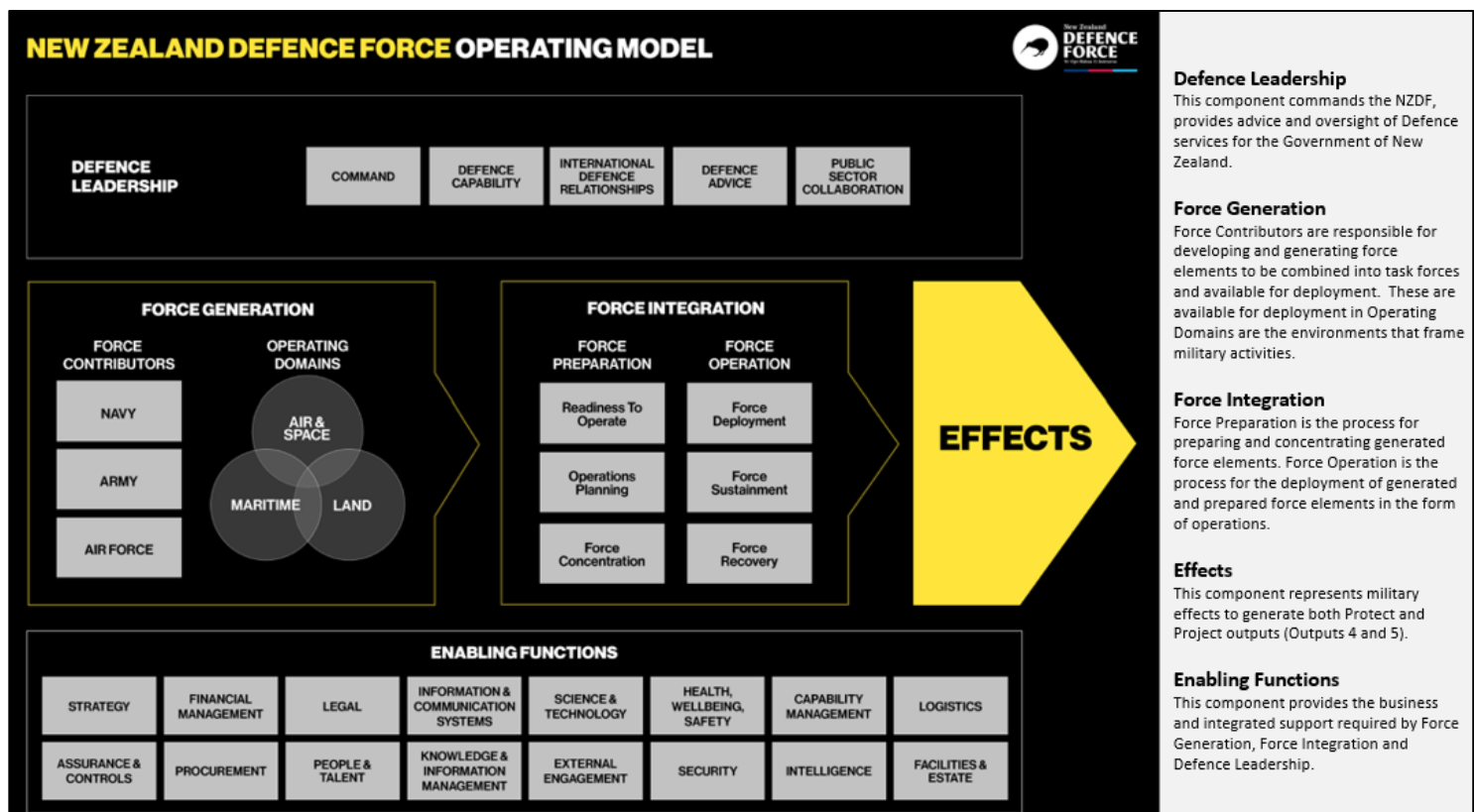
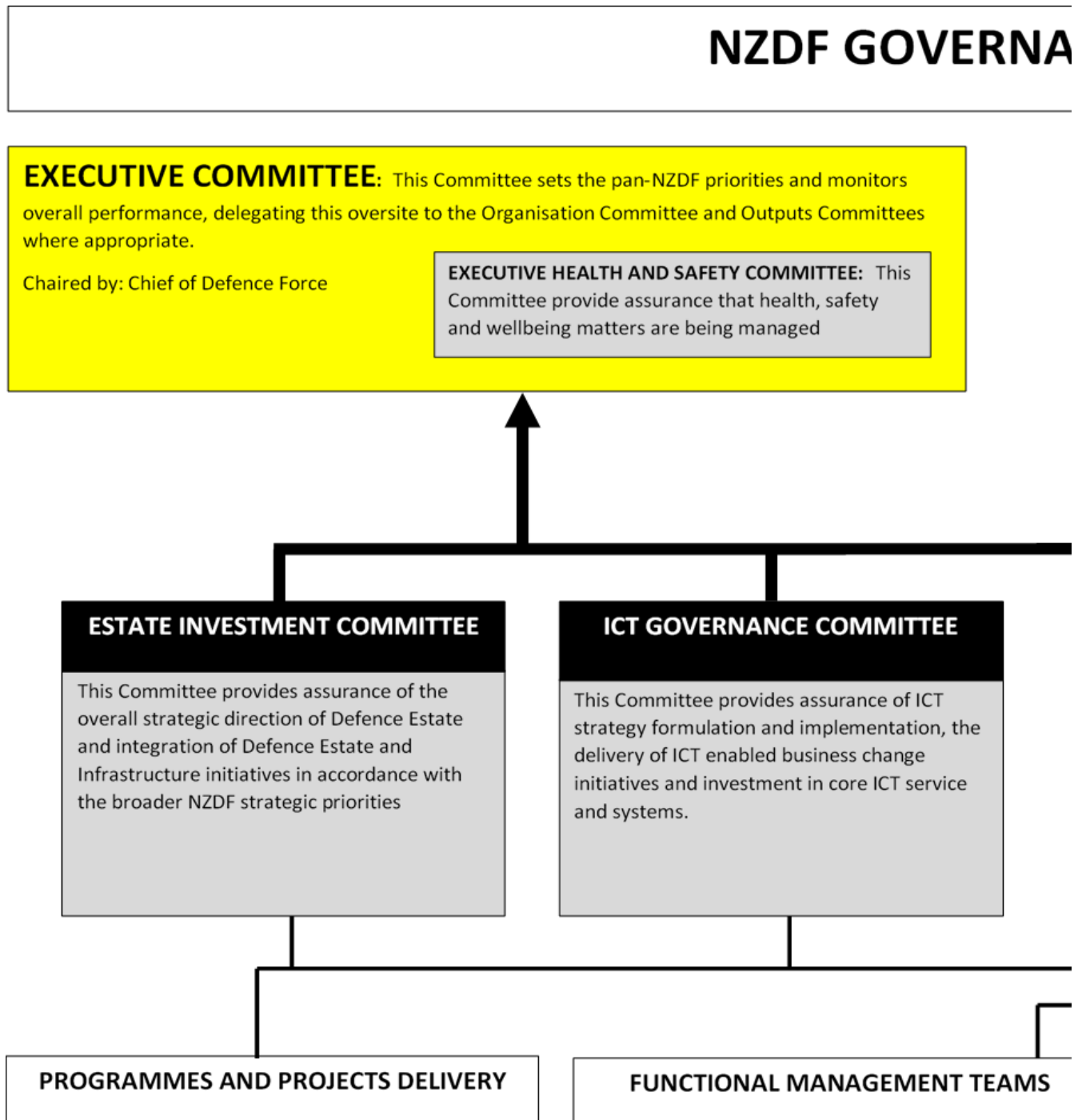


Figure 12

# DEFENCE FORCE GOVERNANCE SYSTEM

The Governance system in Figure 13 is designed to deliver a strong performance and accountability culture and bring closer alignment between governance, performance and planning. This system empowers and drives accountability through the Defence Force to ensure the development, translation and pursuit of our strategy. It enables long-term stewardship and prioritisation of resources to achieve our strategic objectives.



# ANCE SYSTEM

**NZDF ADVISORY BOARD:** This Advisory Board provide strategic advice that assures the long term success of the NZDF.

Chaired by: Dame Paula Rebstock

**RISK AND ASSURANCE COMMITTEE:** This Committee provides advice to the Advisory Board, and the Chief of Defence Force, on risk and assurance across the NZDF

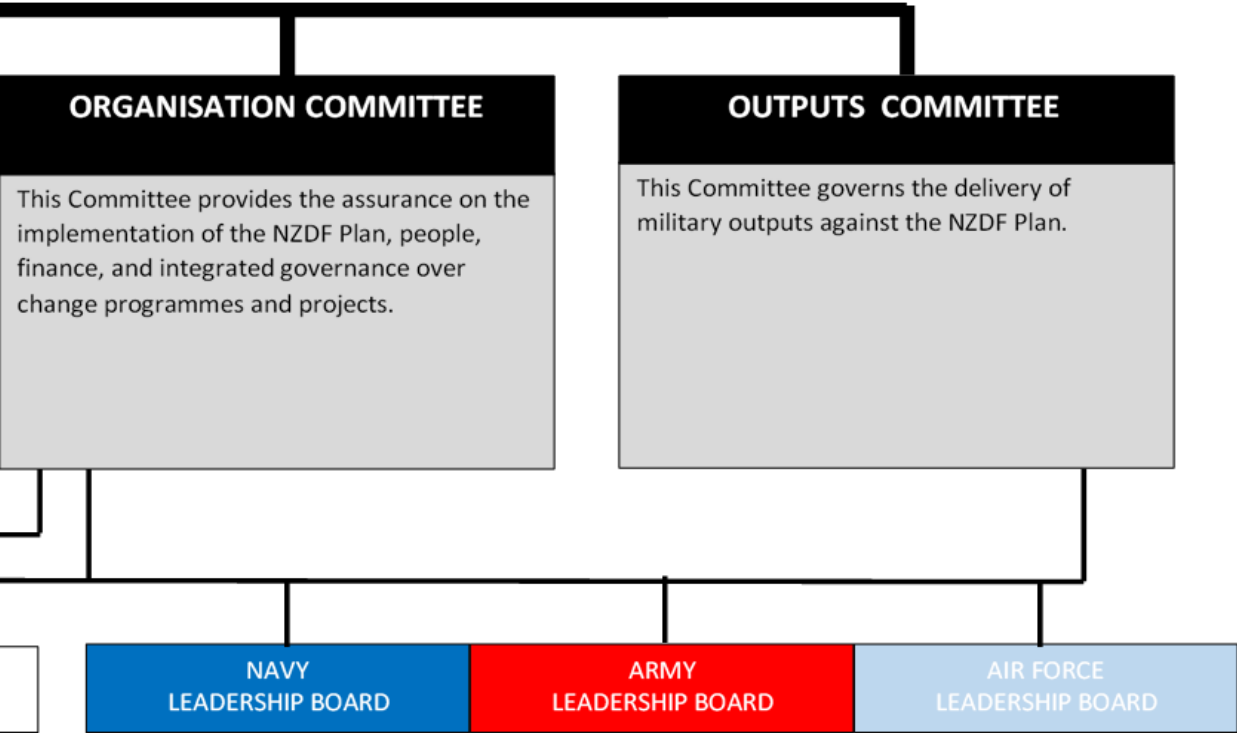


Figure 13

# HOW WE MEASURE SUCCESS

**We will measure progress towards our principal role of defending the nation's sovereign territory and delivering security for New Zealanders.**

The success statements for the Defence Force's three main outcomes and the performance measures and targets for Defence Force Outputs provide tools to enable the tracking of our performance against defending New Zealand's sovereignty and security for New Zealanders. The key measure will be our readiness to respond to unforeseen events and contribute to risk mitigation and resilience as part of New Zealand's national security system. This will be measured through the readiness standards in the Estimates of Appropriation for Navy, Army and Air Force outputs and reported in our Annual Report. The audit of the Annual Report is also used as an assessment of the NZDF's performance.

Complementing these measures, the Defence Force will also use relevant case studies for the three main outcomes in the Annual Report to describe what the Defence Force sought to achieve, what action was taken and what was the result.

The progress and achievement of our strategic outcomes in Plan25 will be tracked and measured using balanced scorecard and project reporting tools as part of our regular organisational assessments. Achieving these outcomes will enable the Defence Force to anticipate and manage challenges and deliver more effective and efficient outputs in the future. We will also develop measures and targets that will enable us to manage and report our progress for diversity and inclusion targets in the Papa Pounamu priority areas and in our emissions reduction programme and sustainability initiatives to mitigate our impact on the climate and environment.

Our performance information will be reported in our Annual Report to Parliament, as well as our quarterly reports to the Minister of Defence and Minister for Veterans.

Ultimately, success for the NZDF is achieving its purpose: New Zealand is secure against external threat, sovereign interests are protected, including in the Exclusive Economic Zone, and the NZDF is able to take action to meet likely contingencies in the New Zealand strategic area of interest.



