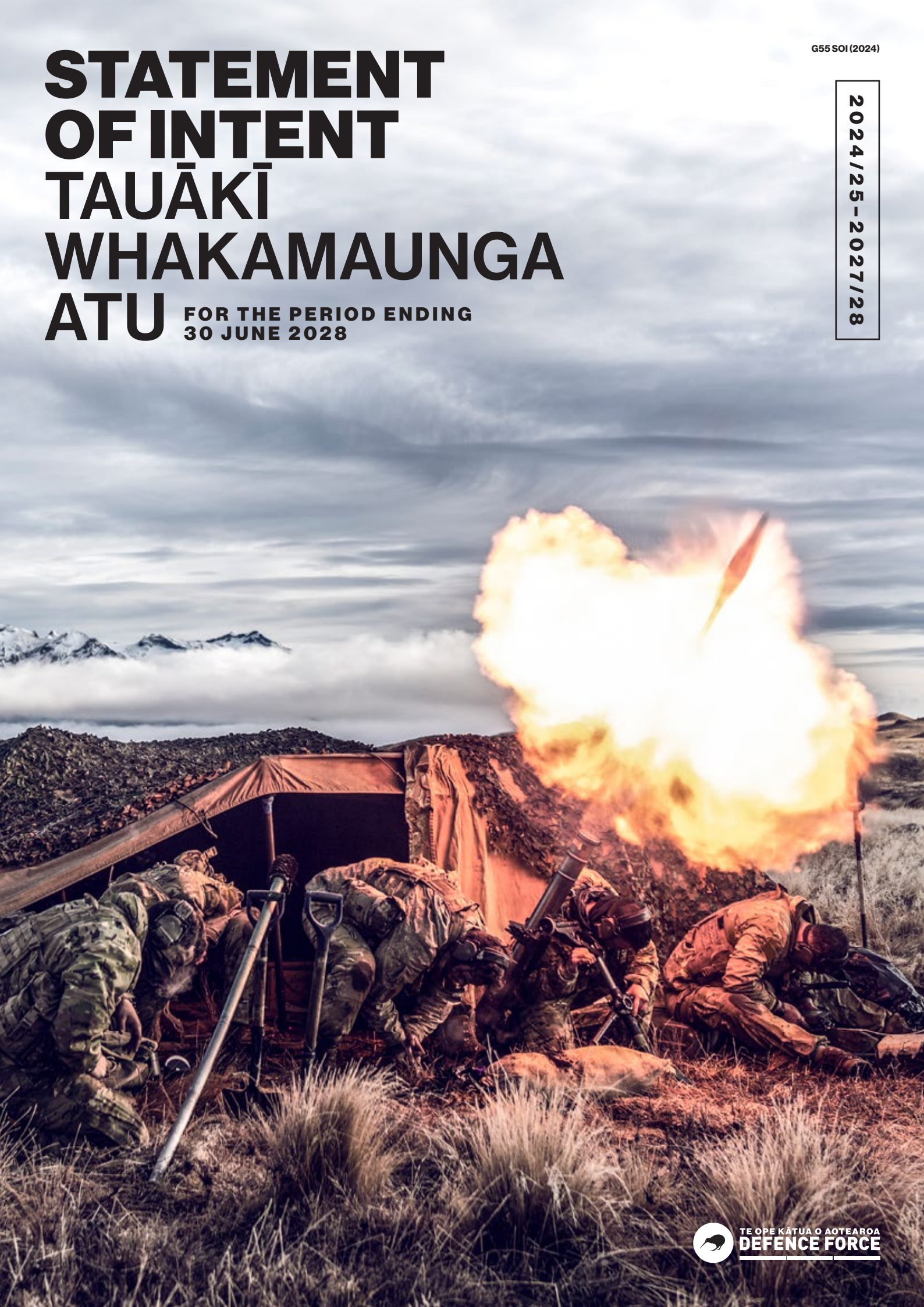


# STATEMENT OF INTENT TAUĀKĪ WHAKAMAUNGA ATU

FOR THE PERIOD ENDING  
30 JUNE 2028

2024/25 - 2027/28



This Statement of Intent covers the period FY 2024/25 to FY 2027/28.

Headquarters New Zealand  
Defence Force  
34 Bowen Street  
Wellington 6011

Phone: (04) 496 0999  
nzdf.mil.nz

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# FOREWORD: MINISTER OF DEFENCE KUPU WHAKATAKI NĀ TE MINITA WAWAONGA



The men and women of our New Zealand Defence Force are everyday Kiwis who do extraordinary things in service of the country.

Protecting the security of the nation is one of the key functions of the Government, and I'm deeply committed to working hard to ensure the New Zealand Defence Force is supported to be able to meet the growing challenges we face as a country. As Minister of Defence, I've signalled that the challenges the New Zealand Defence Force has encountered in recent years means there is a need for a clear focus. This means ensuring our people are doing their primary roles, working in the most efficient and effective way, and being fiscally responsible.

My priorities for the Defence portfolio include reinvigorating our international relationships with key security partners, setting clear policy direction to increase our Defence Force capabilities to ensure New Zealand remains a credible defence partner, and rebuilding our personnel capability in order to strengthen and maintain our nation's collective security.

New Zealand is facing a more challenging strategic environment than it has in decades, with increasing threats to our security. The underlying liberal democratic principles that have brought New Zealand relative peace since World War II are increasingly under threat by challenges to the rules-based order, geostrategic competition and climate change.

It is more important than ever that we work with our partners to uphold the system upon which we depend and play our part to defend the systems and principles that we benefit from; to do anything else is abdicating our responsibilities.

It is a great honour to work with our Defence personnel who answer the call to serve every day, and I gratefully acknowledge their families and communities who support them to do so.

#### **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.

A handwritten signature in black ink, reading "Judith Collins".

**Hon Judith Collins, KC**

Minister of Defence

24 September 2024

# FOREWORD: MINISTER FOR VETERANS

## KUPU WHAKATAKI NĀ TE MINITA MŌ NGĀ IKA-Ā-WHIRO



As Minister for Veterans, I have the privilege of representing the interests of those who have served their country in circumstances that few other New Zealanders face. This gives me a unique opportunity to work with Veterans' Affairs to ensure that our veterans are recognised and provided with the support and services that they deserve.

Recognition is something that should never be restricted to kind words on Anzac Day. I'm keen to look across the board at ways in which veterans can be assured that their fellow citizens are aware of the contributions they have made to our country's security, so that these may be properly honoured. As part of this, I'm planning to focus on a question that has pre-occupied a lot of former service people in recent years – what the term 'veteran' means, and how veterans should be recognised.

New Zealand's veteran legislation provides entitlements for those who have served New Zealand in high-risk deployments and it is important that those entitlements are delivered as effectively as possible. One of my priority commitments is making sure that any delays in responding to the needs of veterans who have illnesses or injuries because of their service are kept to a minimum.

It's been good to see the work that's being done after the 2022 launch of a Veterans' Affairs initiative, Te Arataki, the Veteran, Family and Whānau Mental Health and Wellbeing Policy Framework. That work will continue. Te Arataki has brought together a number of agencies, government and non-government, all of whom have dealings with veterans. It's increasing their understanding of veteran needs and how these can best be met. Some exciting work is coming out of this initiative.

I want to acknowledge here the staff of Veterans' Affairs whose professionalism and dedication is making a real difference to the lives of the former service personnel and their families.

And, above all, I want to acknowledge the service to New Zealand of our veteran community – serving and former. You all deserve a first rate service and that is what we aim to deliver for you.

**Hon Chris Penk**

Minister for Veterans

# INTRODUCTION: CHIEF OF DEFENCE FORCE KUPU TĪMATANGA: TUMU WHAKARAE O TE OPE KĀTUA



**Tena koutou katoa.  
The people who serve in  
the New Zealand Defence  
Force (NZDF) are a  
crucial part of a combat-  
capable military who are  
trained, equipped and  
ready to respond to what  
is asked of them every  
day of the year.**

The NZDF's mission is to protect New Zealand's defence interests in a deliberate and purposeful way, shaped specifically to respond to the challenging security environment that we operate in.

This requires having a military force that is able to defend the country against external threats whilst protecting sovereign interests such as the land and waters in New Zealand's large Exclusive Economic Zone. New Zealand is facing one of the most challenging security environments seen in decades, with an increase in strategic competition, global unrest and the effects of climate change.

At risk is a secure, resilient New Zealand, a stable and resilient region, collective security through the network of partners and a strong and effective international rules-based system.

Current government policy and direction is defined through the Defence Policy and Strategy Statement 2023 (DPSS23), as well as the National Security Strategy 2023-2028 objectives. These policies confirm the NZDF's role in supporting partnerships and demonstrating New Zealand's commitment to contributing globally to collective security efforts.

To be able to act early and deliberately in pursuing and protecting our defence interests, the NZDF is required to ensure it has the capabilities available to deliver. This includes having clear plans to ensure programmes of technology and capability upgrades continue to develop in key strategic areas.

We will continue with our momentum of introduction into service of the newest capabilities to the NZDF. This includes the C-130J-30 Hercules aircraft, as well as other capability projects – continuing upgrades to the NH90 helicopters and the NZDF's classified environment, starting to replace our Unimog trucks and Pinzgauer combat utility vehicles, and the maritime awareness cloud-based application. Many of these capabilities are fundamental to ensuring New Zealand can continue to work closely with our partners, including our military ally Australia.

It is important that the NZDF maintains these strong partnerships with like-minded militaries, allowing not just interoperability on the ground, but a shared, common knowledge and understanding of the values and benefits of stability around the globe. These relationships form a key part of the NZDF's investment areas, alongside people, capability and information. Ensuring the NZDF has the right people to perform the right tasks with the right capabilities ensures strategic goals can be achieved.

This combined vision will form the NZDF Strategy that will be refreshed in 2024/25, with a view out to 2040. It will include aspects from the DPSS23, Future Force Design Principles and the Defence Capability Plan 2024, and lay out a delivery plan that sets out key programmes, initiatives and milestones to achieve strategic goals.

The purpose and mission of the NZDF remains clear and largely unchanged – we are tasked with keeping New Zealand safe and secure through our combat-ready force. The NZDF needs to be able to protect and promote our sovereign interests, secure New Zealand against external threats, and be able to take action in areas of strategic interest.

And as we achieve our vision of being an integrated Defence Force, we do so while holding close our values of Tū Kaha – Courage, Tū Tika – Commitment, Tū Tira – Comradeship, and Tū Māia – Integrity.

Over this Statement of Intent period, the NZDF also finds itself in a key stage of regeneration which will see a focus on training and capability, not only responding to challenges but also finding innovative opportunities and solutions to strategic challenges.

### 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 sections 38 and 40 of the Public Finance Act 1989.

Ngā mihi



### Tony Davies

Air Marshal  
Chief of Defence Force

12 September 2024

# ABOUT THE DEFENCE FORCE E PĀ ANA TE OPE KĀTUA





**This section explains the purpose of the New Zealand Defence Force (NZDF), including Veterans' Affairs and respective legislation, the nature and scope of its work, and Government and ministerial expectations of the NZDF. The functions of the NZDF 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.**



## NATURE AND SCOPE OF ITS WORK

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

The NZDF is part of New Zealand's broader national security system, working closely with the Ministry of Defence (MoD) and other agencies to advance New Zealand's national security interests.

This means the NZDF contributes to a diverse range of defence and security activities, both domestically and overseas. It is the only agency of state that maintains disciplined, combat-ready 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, information and space capabilities, and associated technology, along with disciplined and highly-trained people, ensures the NZDF is ready for combat and able to quickly respond to military crises as they unfold. The NZDF stands ready to assist the civil power in times of emergency, providing people with specialised skills and capabilities in support of other government agencies and first responders when safety of life is at risk or critical infrastructure comes under threat.

The raising and maintaining of the NZDF is mandated by the Defence Act 1990. The NZDF is under the control of the Minister of Defence, who exercises authority through the Chief of Defence Force.

The NZDF comprises the Royal New Zealand Navy, the New Zealand Army and the Royal New Zealand Air Force. There are approximately 15,700 people in the NZDF, made up of Regular Force, Reserve Force and civilians; 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 the NZDF's workforce are integral members of local communities throughout the country.

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 NZDF provides the Government with options to exert influence and respond to defence and security events. This depends on maintaining credible military capabilities at readiness levels consistent with the Government's direction. The Secretary of Defence is the principal civilian adviser to the Minister on defence matters. Whilst each has sole and distinct responsibilities the bulk of the advice to the Minister of Defence is jointly submitted.

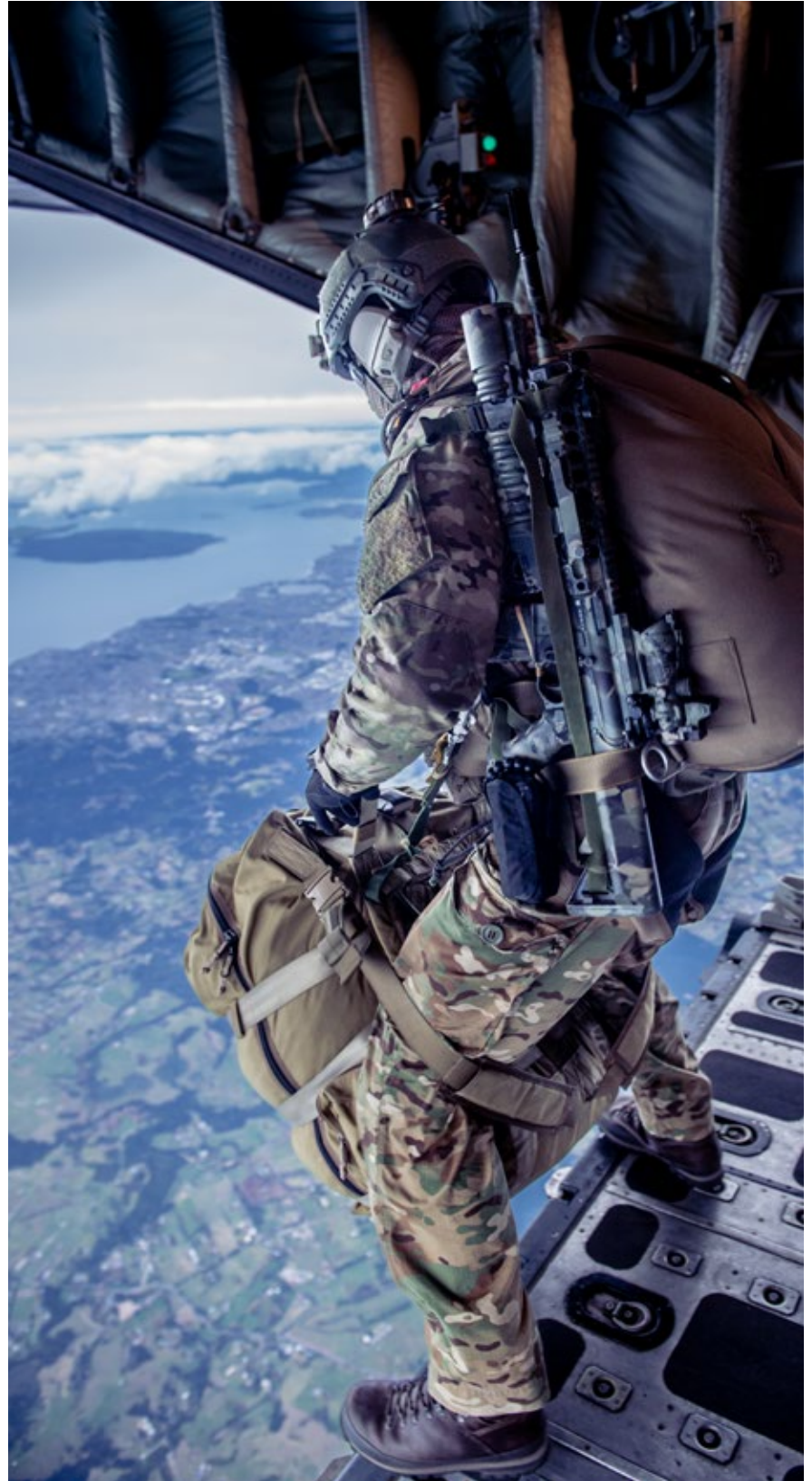
The Chief of Defence Force and the Secretary of Defence are members of the Officials Committee for Domestic and External Security Coordination (commonly known as ODESC). The Committee provides leadership, coordination and support to all-of-government responses to national security issues.

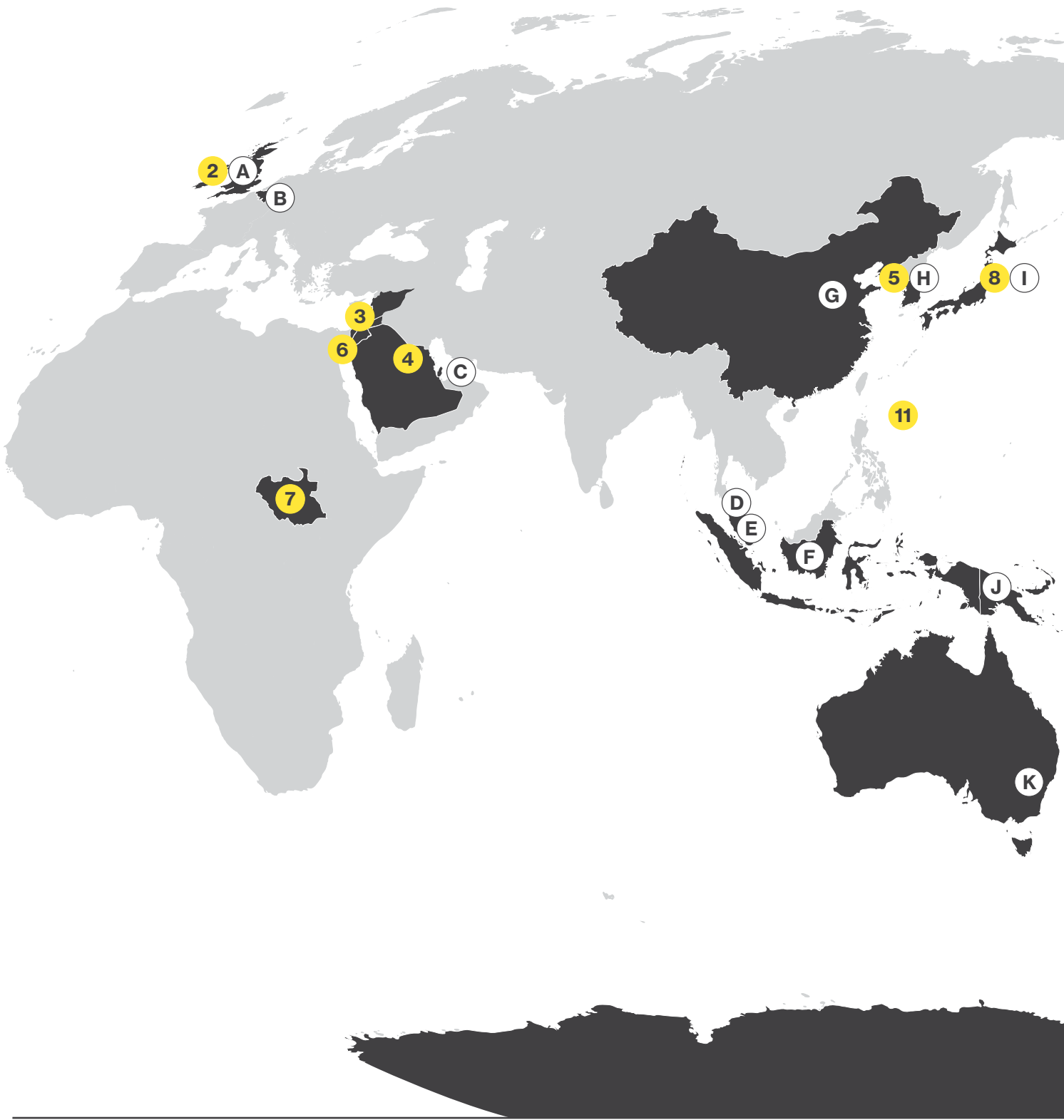
## THE ROLE OF THE NZDF

The NZDF is the only tool of government equipped and mandated to apply military force. Its fundamental role is the generation and application of military capabilities and combat force to defend New Zealand and advance its defence and security interests. As such, the NZDF leads and participates in activity to address threats to our national security.

The NZDF can also provide options and tools, as part of an all-of-Government approach, to pursue New Zealand's wider national and international interests and objectives. This includes providing support to other government agencies to assist with civil defence and emergency management, maritime patrolling, humanitarian assistance and disaster relief response, and presence in support of diplomatic initiatives.

The NZDF maintains a global presence in order to contribute to the preservation of the international rules-based system. This is achieved through New Zealand forces participation in operations and exercises around the world alongside international partners. The NZDF also contributes to New Zealand's system of strong international relationships. A network of Defence Attachés and Defence Advisers provide a military presence in New Zealand's diplomatic missions, as seen in Figure 1.





## Global Operations

- |                                      |                               |
|--------------------------------------|-------------------------------|
| 1 Antarctica (Op Antarctica)         | 7 South Sudan (Op Sudden)     |
| 2 United Kingdom (Western Europe)    | 8 Japan (Op Whio)             |
| 3 Israel, Lebanon, Syria (Op Scoria) | 9 Solomon Islands (Op SIAST)  |
| 4 Middle East operations             | 10 South Pacific (Op Calypso) |
| 5 Republic of Korea (Op Monitor)     | 11 Indo-Pacific (Op Crucible) |
| 6 Sinai Peninsula (Op Farad)         |                               |



# NZDF GLOBAL PRESENCE

- Operations
- Defence Attachés

Figure 1 (as of June 2024)

## Defence Attachés

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li><b>A</b> Defence Adviser United Kingdom (Head of New Zealand Defence Staff)</li> <li><b>B</b> Defence Attaché Belgium</li> <li><b>C</b> Defence Attaché United Arab Emirates</li> <li><b>D</b> Defence Adviser Malaysia</li> <li><b>E</b> Defence Adviser Singapore</li> <li><b>F</b> Defence Attaché Indonesia</li> <li><b>G</b> Defence Attaché China</li> </ul> | <ul style="list-style-type: none"> <li><b>H</b> Defence Attaché Republic of Korea</li> <li><b>I</b> Defence Attaché Japan</li> <li><b>J</b> Defence Adviser Papua New Guinea</li> <li><b>K</b> Defence Adviser Australia (Head of New Zealand Defence Staff)</li> <li><b>L</b> Defence Adviser Fiji</li> <li><b>M</b> Defence Adviser Tonga</li> </ul> | <ul style="list-style-type: none"> <li><b>N</b> Defence Adviser Canada</li> <li><b>O</b> Defence Attaché USA (Head of New Zealand Defence Staff)</li> <li><b>P</b> Military Adviser New Zealand Permanent Mission to the United Nations</li> </ul> |
|---|--|--|

# STRATEGIC DIRECTION ARONGA RAUTAKI



**This section explains the Government's direction to the NZDF, the strategic environment and the NZDF's outputs.**



## STRATEGIC BACKGROUND

### Government's Direction to the Defence Force

The Government provides direction to Defence<sup>1</sup> in a number of forms, including policy statements, Minister of Defence priorities, and other relevant Government priorities and strategies. New Zealand's national defence policy and strategy interests and objectives are developed through a cross-agency policy review process.

A formal Defence Assessment is carried out every five years, with the most recent released in 2021. The purpose of the assessment is to analyse implications of the changing strategic outlook and how this might affect Defence policy settings and the NZDF's roles and tasks.

A *Defence Policy Review (DPR)* commenced in 2022 to ensure New Zealand's defence policy, strategy and planned capability investments remain coherent, mutually supportive and continue to produce a Defence Force that meets New Zealand's needs. The products of the DPR are the *Defence Policy and Strategy Statement 2023 (DPSS23)*, the *Future Force Design Principles (FFDP23)* and the *Defence Capability Plan (DCP)*. The DPSS23 and FFDP23 were approved by Government in August 2023. The DCP is being prepared to present options to the Government for investment in the NZDF.

The Government released the first New Zealand National Security Strategy, *Secure Together Tō Tātou Korowai Manaaki*, in 2023. This takes an integrated approach across agencies in the national security system, of which the NZDF is a critical component. In 2023, the Ministry of Foreign Affairs and Trade (MFAT) published a Strategic Foreign Policy Assessment, *Navigating a Shifting World Te Whakatere I Tētahi ao Hurihuri*, and the Security Intelligence Service released the *NZ Security Threat Environment 2023* assessment, both of which also inform the strategic context in which the NZDF operates.

### Strategic Environment

New Zealand's strategic outlook provides context for Defence policy, capability and resourcing decisions. New Zealand is facing a more challenging strategic environment than it has for decades, which is increasing pressure on New Zealand's national security interests.<sup>2</sup>

The key factors in the strategic environment are:

- Increasing strategic competition, which is reducing the effectiveness of the international rules-based system
- Growing challenges to New Zealand interests in the Pacific and the Southern Ocean
- Intensifying impacts of climate change, which presents direct environmental and human security risks
- After-effects of the COVID-19 pandemic
- Competition for natural resources
- Technological advances which impact the character of military operations and conflict
- The spread of mis- and dis-information
- The threats of terrorism and violent extremism
- Trans-national organised crime.

The NZDF is also facing an increasingly challenging operating environment, including:

- High demand for NZDF support domestically, in the Pacific, and other regions
- Workforce shortages, particularly for ranks and trades that are critical to operations, as uniformed staff cannot be recruited from the general labour market and the necessary skills take years to develop
- Ageing estate and digital infrastructure which is increasingly obsolete and unable to support the needs of the NZDF
- Cost pressures due to increased prices for military equipment and domestic inflation
- Disrupted global supply chains for both military and non-military supplies
- Balancing the demands of delivering military operations now, while also developing the force for the future, with diminished financial and people resources.

<sup>1</sup> Collective term for MoD and the NZDF.

<sup>2</sup> The Defence Assessment (2021), DPSS23, National Security Strategy and Strategic Foreign Policy Assessment provide similar perspectives about the nature of the global security environment and implications for New Zealand's national security.



## Government's Defence Policy

The DPSS23 articulates the Government's policy and strategy approach for responding to the challenging strategic and operating environment.

The primary goal of New Zealand's defence policy is to contribute to the promotion and protection of four key defence interests:

- A secure, sovereign and resilient New Zealand
- A secure, stable and resilient region
- Collective security through a strong network of partners
- A strong and effective international rules-based system.

The NZDF will pursue these interests by acting early and deliberately to achieve three policy objectives:

- Promoting and protecting New Zealand's defence interests in our region, particularly in the Pacific
- Contributing globally to collective security efforts that promote and protect New Zealand's interests and values
- Responding to events in New Zealand, in our region, and globally where required.

As expressed in the Defence Policy and Strategy Statement (DPSS23) and the Minister of Defence's priorities, giving effect to New Zealand's defence policy settings requires a clear strategy to guide operational planning, capability development, enterprise management, and investment. New Zealand's defence strategy emphasises three mutually reinforcing themes.

**Understand** – Defence will have increased awareness of our strategy and operating environment by maximising the use of defence capabilities and technologies.

As part of the all-of-government efforts, Defence will deepen its contribution to New Zealand's knowledge and understanding of the overall strategic environment. Defence will improve its insights into strategic issues and developments with a particular focus on our immediate regions, and the wider Indo-Pacific. This will include:

- Expanding awareness of New Zealand's territory and region
- Contributing to the development of situational awareness with Pacific partners
- Deepening New Zealand's understanding of its regional security needs and amplifying Pacific voices.

**Partner** – Defence will improve and enhance our partnerships within and beyond New Zealand to support collective security approaches to shared challenges, and maximize interoperability with security partners.

Partnerships are essential to New Zealand Defence's success. Defence works in coordination with other New Zealand agencies and international partners. These partnerships shape how Defence plans, prepares, and acts, and the capabilities Defence acquires and operates. This will include:

- Collaborating more to address shared security challenges
- Maximising opportunities with Australia
- Ensuring interoperability and engagement with New Zealand's security partners
- Partnering in the Pacific.

**Act** – Defence will be more ready and able to promote and protect New Zealand's interests by shaping our security environment and maintaining a credible, combat-ready, deployable force able to operate across the spectrum of operations (from humanitarian assistance to combat).

The pace of geo-strategic change and the increasingly challenging strategic environment require Defence to become more agile in identifying, preparing for, and acting to protect and promote New Zealand's interests. This includes proactively shaping activities, such as supporting international security arrangements that reinforce desired norms of behavior, and responses to events across the spectrum of cooperation to conflict including combat.

Defence must be able to defend, if necessary, New Zealand's sovereign territory and maritime interests. Defence will be ready to commit to global security efforts, particularly where New Zealand's interests are clearly engaged. This will include:

- Improving the effectiveness of New Zealand's combat and other military capabilities
- Increasing New Zealand's presence and strengthen defence resilience and security capacity in the Pacific
- Responding to security events in the region
- Preventing actions counter to New Zealand's interests.

### How Defence Policy is Transformed into Action

Figure 2 depicts the high-level links from Government policy through to actions and activities undertaken by the NZDF.

Policy influences operational decisions that the NZDF makes about training, development and use of military forces to deliver outputs. It also influences the strategic choices and approaches taken to modernise the ways in which the NZDF operates, and the capabilities and assets that the NZDF uses.

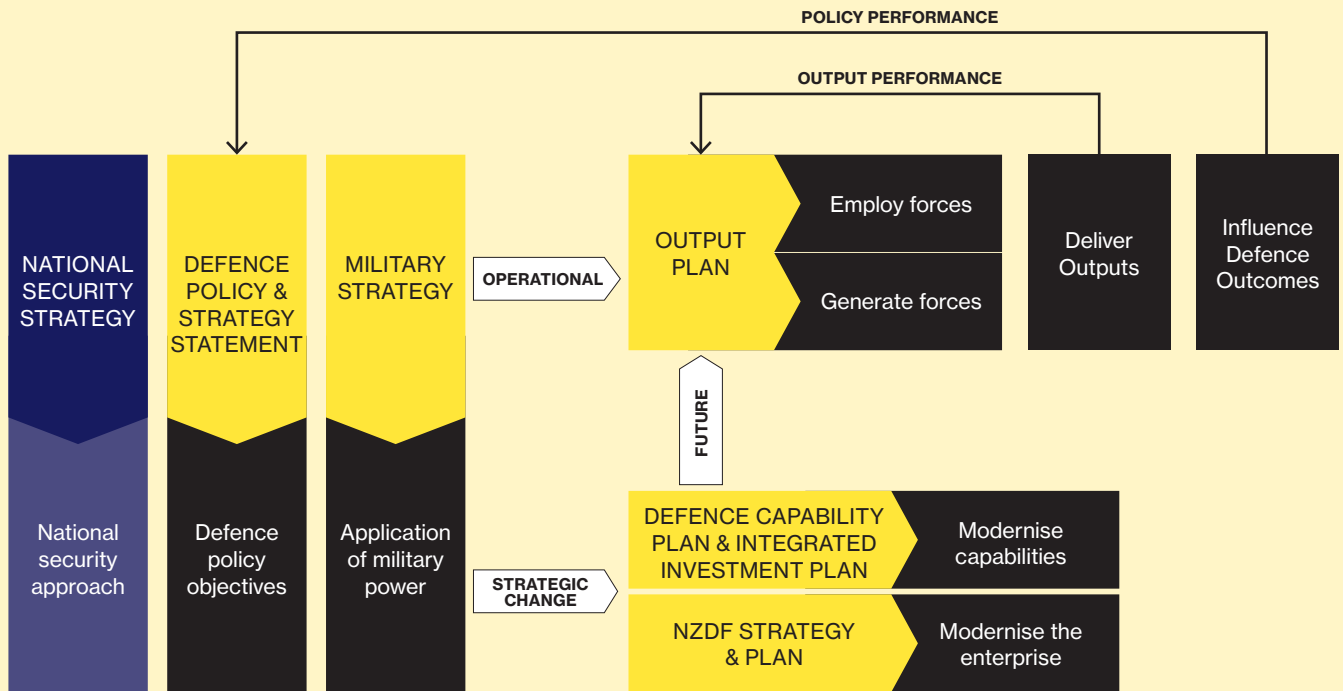


Figure 2

## NZDF Strategic Direction

The FFDP23 provides design guidance for all elements of the NZDF to achieve the Government's defence policy. The design principles also outline broad parameters for making capability decisions for the next 15 years and the need to stabilise and grow the NZDF. These include assumptions and principles for guiding choices on force structure and all other parts of the NZDF's operating model, for example, choices relating to capacity and readiness to respond to concurrent operations and tasks.

Eleven principles provide a compass for the future design of the NZDF. The principles are sets of values that drive organisational planning, including capability development. The NZDF will pursue the principles to ensure a coherent and combat capable force, that is able to deliver against the policy objectives and strategy outlined in the DPSS23.

Three of the principles are enduring and will not change. A Systems Approach ensures that all components will be considered and that future systems will be integrated. The NZDF will be guided by Kaitiakitanga (guardianship) in responding, adapting, mitigating and engaging in response to the climate crisis. People are the NZDF's most important capability and will remain an enduring focus. A highly professional, well-trained, and skilled workforce will be critical to achieve Defence policy objectives.

The remaining eight principles are designed to be scalable and must be used in combination. Each has a specified policy setting on a sliding scale that indicates where the NZDF should be in order to face the future challenges set out in the DPSS23. The NZDF will increase its Combat Capability to deliver in different levels of conflict intensity and duration. The NZDF will be called upon more often to undertake activities in

multiple locations simultaneously (Concurrency) and so will explore ways to respond to such demands. The NZDF will develop greater Resilience and preparation for shocks, including in supply chains and digital networks. Both organisational and capability Flexibility will be enhanced to respond to a range of circumstances and the NZDF will improve its Scalability to be able to rapidly expand its capabilities.

The NZDF will continue to pursue Partnerships with government and non-government agencies, Pacific partners, our ally Australia, other security partners, and industry. Technologies will be adopted earlier in their lifecycle and in line with partners. The NZDF will seek to reduce the level of System Complexity, including procuring off-the-shelf systems and capabilities that are simpler to operate, repair and maintain. The principles are flexible and do not commit the NZDF to a particular design or investment level.

The DCP sets out the options for investments in the NZDF and the Government's intention for force structure development, including people, infrastructure and digital capability, indicative funding, and proposed time horizons.

In April 2022 an internal review concluded that the NZDF Strategic Plan released in 2019 could not be realised within planned timeframes due to COVID-19's internal and external effects, historically high workforce attrition and slower than planned progress of Government investments laid down in the 2019 DCP. The end state of an Integrated Defence Force, as expressed by the ability to generate, deploy, operate, sustain, and regenerate as a Networked Combat Force was maintained, but the timeframe was extended until 2027. A new strategy and strategic plan will be developed, informed by the policy and strategy settings of the DPSS23, FFDP23 and DCP.

The foundations of the current Strategy are:

**Vision** – To be an Integrated Defence Force.

**Purpose** – The NZDF is a combat-ready force keeping New Zealand safe and secure.

**Mission** – 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 areas of interest.

### Values:

Tū Kaha – Courage  
Tū Tika – Commitment  
Tū Tira – Comradeship  
Tū Māia – Integrity

Integration is the combination and cooperation of forces and organisations to achieve results greater than the individual elements could achieve on their own. It is first and foremost a systems approach to working that is being embedded in the NZDF's culture and design. An integrated NZDF will have an increased understanding of the environment, enhanced partnerships within New Zealand and abroad, partnering more effectively within New Zealand and abroad, and acting more deliberately to pursue New Zealand's defence interests.



The integrated NZDF will be achieved through three linked strategic goals:

- **Joint Operational Excellence** – The NZDF is a proficient fighting force, which is interoperable with New Zealand's national and international partners and ally to meet operational objectives and deliver strategic outcomes
- **Operational Domain Mastery** – The NZDF is expert at conducting military operations within the domains (maritime, land, air, space, cyber/ electromagnetic spectrum) and capable of integrating across these domains
- **Organisational Excellence** – The NZDF integrates core and supporting systems that enable military effectiveness and the successful operation of a large government organisation.

Designing, implementing, embedding and operating as an integrated NZDF requires a sustained effort across four investment areas to achieve strategic change:

- **People** – Ensuring the NZDF has the suitably qualified and experienced people it needs to be an effective Defence Force
- **Information** – NZDF's decisions are led by timely and relevant information
- **Relationships** – the NZDF has trusted connections with its ally and key partners, enhancing its ability to operate
- **Capability** – the NZDF is enabled and equipped to succeed on operations.

**Relationship between Activities, Outputs and Objectives**

Figure 3 shows the link between the DPSS, the NZDF Strategy and DCP.



Figure 3

## NZDF Strategy

The key components of the NZDF Strategy are shown in Figure 4

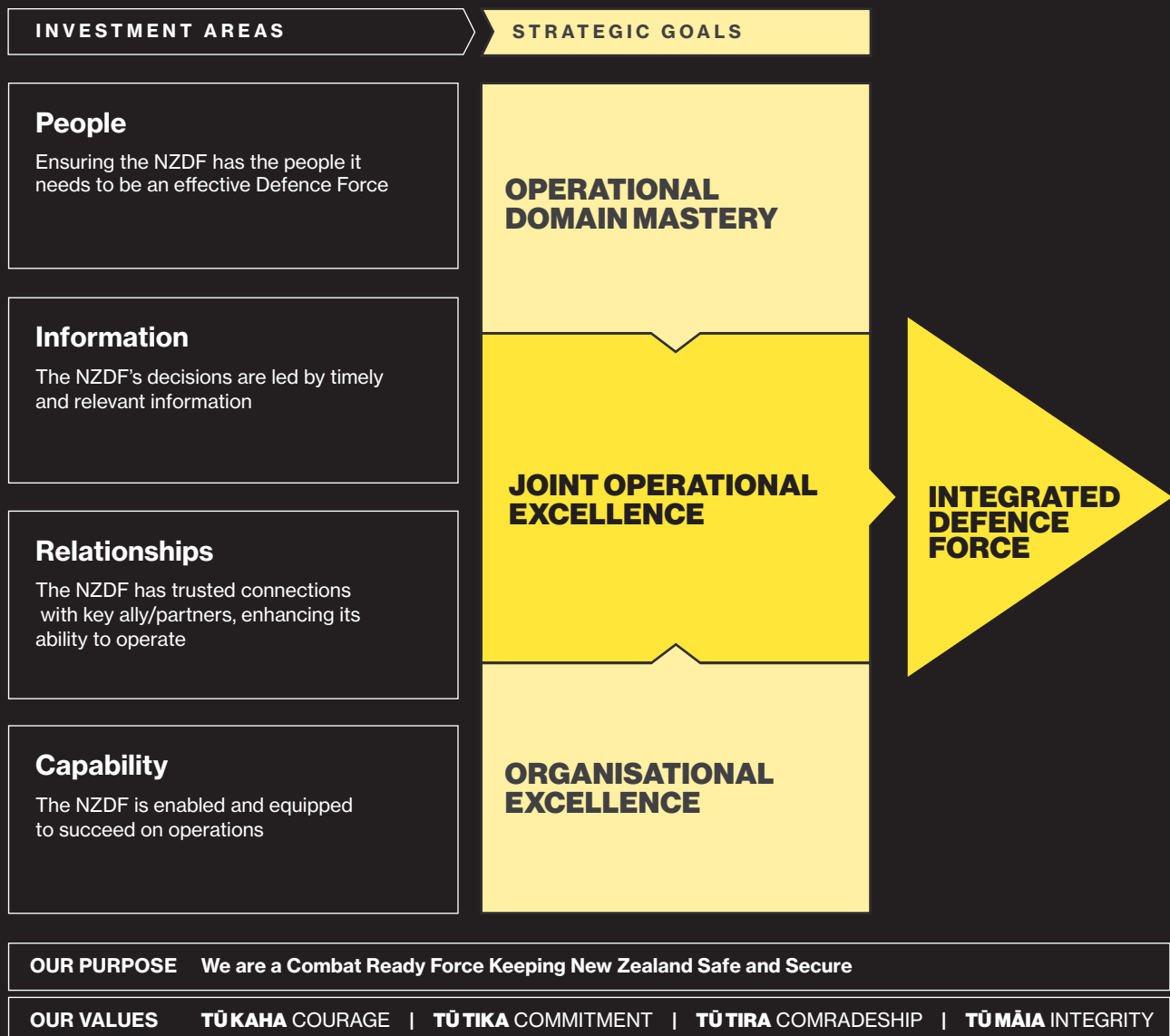


Figure 4

**GOVERNMENT AND  
MINISTERIAL PRIORITIES**

**The Government wants an NZDF that strengthens New Zealand's collective security, 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.**



**DEFENCE HOUSE**

## Government Priorities

The Government's over-arching priorities<sup>3</sup> include:

- Rebuilding the economy to ease the cost of living, delivering tax relief, and increasing prosperity for all New Zealanders
- Delivering public services so they are more efficient, effective, and responsive to all those who need and use them
- Restoring law and order and personal responsibility
- Strengthening New Zealand's democracy.

The NZDF safeguards New Zealand and our region, and contributes to the protection and strengthening of the international rules-based system to provide the stability, security and prosperity necessary for the Government to be able to focus on its priorities.

## Ministerial Expectations and Priorities

### MINISTER OF DEFENCE

#### **Priority one – Promote and maintain the security of New Zealand through credible contributions to collective security with our international partners**

New Zealand finds itself in an increasingly complex geopolitical environment. Much of this action is focussed in the Pacific and involves a number of international parties. In addition, being located at the bottom of the world's supply chains causes New Zealanders to rely on Defence to play a part, alongside other government agencies, in keeping supply chains open.

In order to ensure New Zealand's security and interests in this ever-changing environment, the NZDF will work to strengthen the Australia-New Zealand alliance and increase integration and interoperability between our Defence Forces. It will also harness the value of the Five Eyes<sup>4</sup> partnership as a crucial enabler of intelligence sharing and security cooperation.

The NZDF's commitment will be demonstrated through involvement in international operations, joint training and engagement in the Pacific, Indo-Pacific, and globally to support combined security, stability, support and humanitarian efforts with our international partners.

#### **Priority two – Build workforce capability in order to strengthen and maintain New Zealand's security**

The NZDF workforce is in a vulnerable state with very high levels of attrition and low recruitment conversion levels. There are a number of key drivers including a lack of training and deployment opportunities (especially during the COVID-19 pandemic), low remuneration and the degraded nature of some military infrastructure and equipment. Although the attrition has begun to reduce, the NZDF must continue work to lower it further.

The NZDF is developing a longer-term workforce strategy and plan that will ensure a sustainable, well supported workforce that is matched to the force structure necessary to deliver outputs. The strategy should enable a resilient and agile workforce, which is able to respond to challenges and changing conditions.

#### **Priority three – Provide strong and clear leadership to boost morale and cement a positive culture**

Strong leadership is also needed given the changing nature of the geopolitical environment. The NZDF is dependent on suitably qualified and experienced people to deliver outputs and future capabilities, and train the next generation. There will also be a focus on operational and training opportunities that allow NZDF sailors, soldiers and aviators the ability to use and enhance their core skills.

Boosting morale through strong and clear leadership, as well as promotion of a greater mission focus, and culture of respect and dignity, is important. New Zealand values its forces immensely, and it is important that this feeling is reflected from top to bottom in the force.

The NZDF must continue to eliminate harmful behaviour and cement a culture of dignity and respect.

There is a need to increase the number of women in senior leadership and build a diverse succession pipeline for Service Chief and other NZDF senior leadership roles.

<sup>3</sup> As outlined in the Speech from the Throne, 6 December 2023.

<sup>4</sup> Five Eyes is an information sharing arrangement between New Zealand, Australia, Canada, United Kingdom, and United States of America.



**Priority four – Lift the NZDF’s capability through investment in assets and equipment to ensure New Zealand remains a credible partner**

New Zealand’s environment has changed. Strategic competition is increasing and climate change will affect our region. The Government needs clear, grounded advice on the investment options and cost of sustainable NZDF capabilities appropriate to respond to this situation.

MoD (in partnership with the NZDF) will deliver this primarily through a Defence Capability Plan in 2024 with annual updates of progress once approved. This will be supported by an investment plan, which will provide coherent choices for the Government to ensure a fit for purpose NZDF so that it can deliver government policy and strategy in an increasingly contested strategic environment. The NZDF will work with MoD to progress Defence procurement decisions, as agreed by Cabinet.

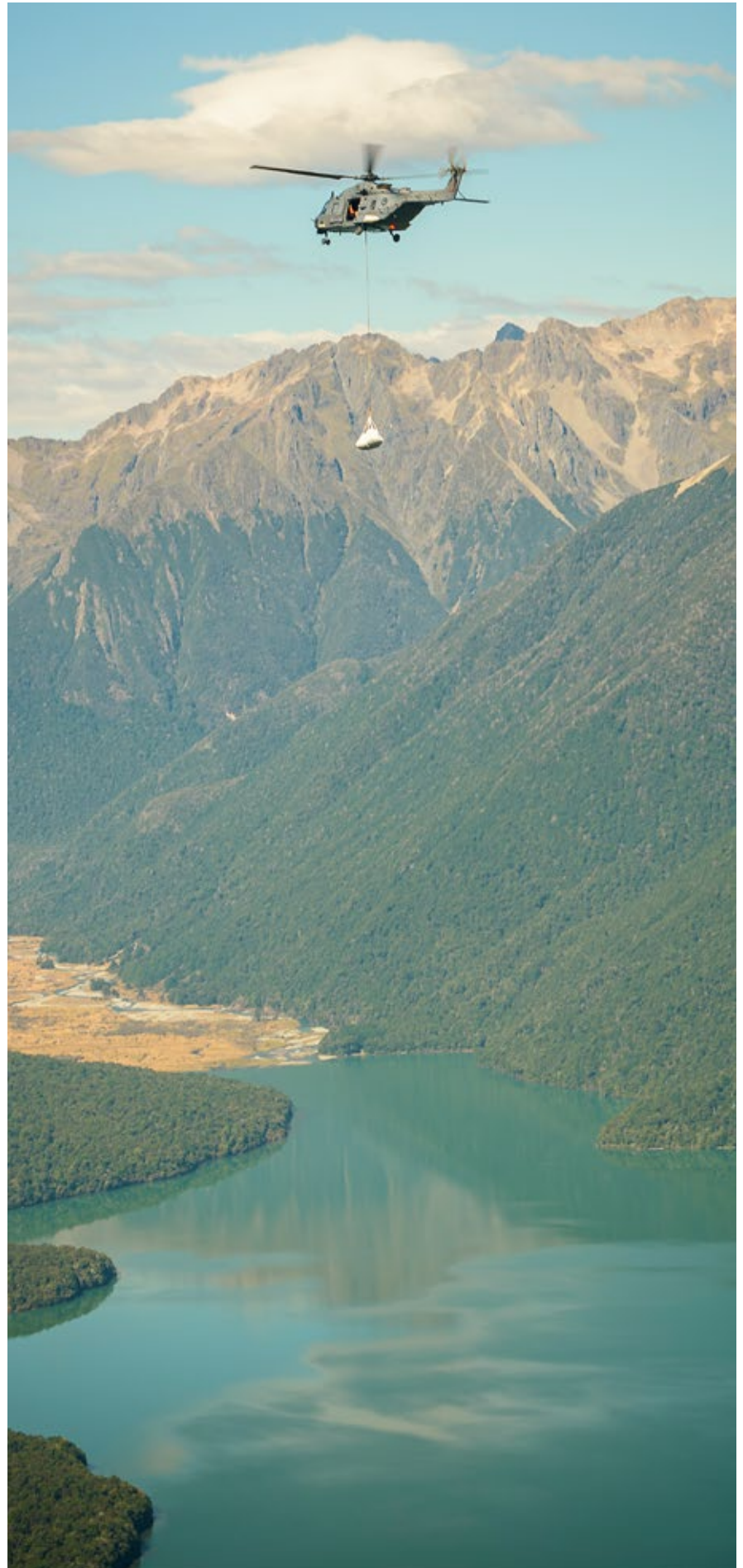
**Priority five – Work towards a sustainable funding path for the NZDF**

While implementing the Defence Capability Plan, the NZDF will work closely with MoD and the Treasury in an effort to find further efficiencies and ensure a sustainable funding path for the NZDF going forward. Fiscal responsibility is always a priority.

**MINISTER FOR VETERANS**

The Minister for Veterans expects that the focus will remain on veterans’ health and wellbeing. His two main priorities are:

- Improving services to veterans through Veterans’ Affairs
- Ensuring better recognition for those who have served (including clarifying the long-standing issue of who should be considered a veteran in New Zealand).



## DEFENCE FORCE OUTPUTS

Defence Force Outputs (Figure 5) are the tasks required of the NZDF by the Government. The annual Output Plan provides the means of managing and reporting on performance to assure the Government that the NZDF is delivering outputs to the expected standard, including the readiness states of military capabilities.

Readiness (being prepared) to deploy military capabilities is key to ensuring the NZDF can meet Government requirements. Should circumstances demand, the readiness levels of military capabilities can be adjusted and resourcing levels changed. This is usually as a result of unforeseen events (such as COVID-19) or external pressures that impact, or have the potential to impact, future capability generation and other activities.

The NZDF's ability to deploy force elements and sustain operations is continuing to be impacted by historically long term attrition of its workforce. This has significantly depleted the NZDF's collective skill and experience base, and reduced the trained state of military units. The NZDF is therefore forecast to deliver a reduced level of outputs over the medium term. Notwithstanding this, the NZDF will make all efforts to prioritise the delivery of combat readiness and other outputs whilst rigorously implementing efficiencies across all parts of the organisation.

### Outputs 1, 2, and 3

**Prepared** – Relate to the generation of single Service force elements in preparation for Joint operations and other tasks, including combat, such that maritime, land (including special operations) and air force capabilities can be deployed, sustained, recovered and regenerated at the scales of effort required to meet the Government's strategic objectives. Generating operational readiness will continue to be a protracted process requiring a multi-year training and sustainment programme to rebuild lost expertise and experience.

### Output 4

**Protect** – Utilises the generation of military combat capability delivered to the Government through Outputs 1 – 3 to protect New Zealand's sovereignty, and provide security and other services for New Zealanders. This encompasses the NZDF's support to border and resource protection efforts, assistance to civil authorities in emergency and non-emergency situations, support to the wider New Zealand community, and an international defence engagement programme.

### Output 5

**Project** – Is the employment of military combat capability generated through Outputs 1 – 3 in the conduct of operations that contribute to New Zealand's security, stability, and interests, as directed by the Government. This encompasses military operations in support of regional security and an international rules-based system.

### Output 6

**Inform** – Provides advice to support decision-making by the Government on defence policy matters. This describes the NZDF's support for the Government and parliamentary process. It involves the provision of intelligence analysis, military advice, statutory and legislative support, and reporting to the Minister of Defence. More widely, it also covers an advisory role with MoD for other Cabinet Ministers and senior officials in the Officials Committee for Domestic and External Security Coordination system.

### Output 7

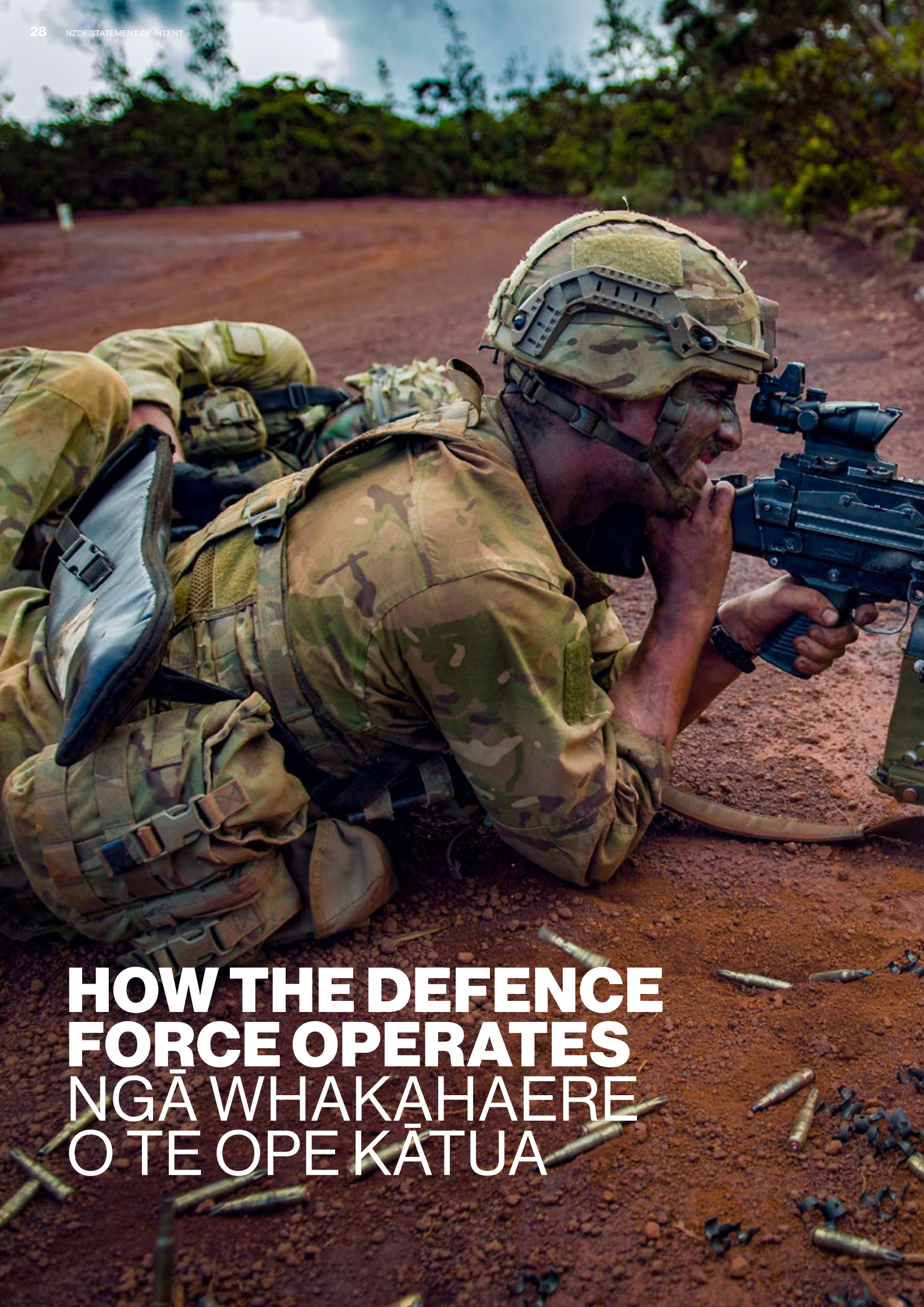
**Veterans** – Provides policy, services, and payment support to veterans. While this output is part of Vote Defence Force, the appropriation for this is administered by the Minister for Veterans.

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 Outputs Framework



Figure 5



# HOW THE DEFENCE FORCE OPERATES NGĀ WHAKAHAERE O TE OPE KĀTUA

**This section explains the NZDF Operating Model, the NZDF Governance System, NZDF Strategic Risks, the NZDF's Relationship with other Government Departments and Agencies, Organisational Improvements and Monitoring, and Reporting Performance.**



## THE NZDF OPERATING MODEL

The NZDF Operating model (Figure 6) describes how it will deliver against the NZDF Strategy through the allocation, management, and use of resources to deliver outcomes. This model allows the NZDF to translate strategic intent into operational capabilities, and provides a common view of how the NZDF operates.

Outputs 1, 2, and 3 (Prepared) are delivered by the Navy, Army and Air Force. Outputs 4, 5, and 6 (Protect, Project and Inform) are delivered in part through operational objectives, and also through various other components of the operating model.

The NZDF operating model represents how the NZDF generates and delivers military activities, effects, and outputs. The operating model value-chain has the following phases:

- **Force Generation.** Navy, Army, and Air Force are responsible for developing and generating force elements that deliver outputs as single Services or as part of a joint, multi-national, or interagency task force.
- **Force Integration.** Commander Joint Forces New Zealand (COMJFNZ) is responsible for force integration, which has two activities:
  - Force Preparation. Planning and concentrating force elements.
  - Force Operation. Deploying and sustaining forces on operations, including their recovery back to New Zealand.
- **Military Strategic Objectives.** The end state to be achieved by military forces in order to achieve the Government's desired outcome in a situation.

Enabling functions provide integrated support required by the other parts of the NZDF. Some enabling functions also directly deliver outputs and effects.

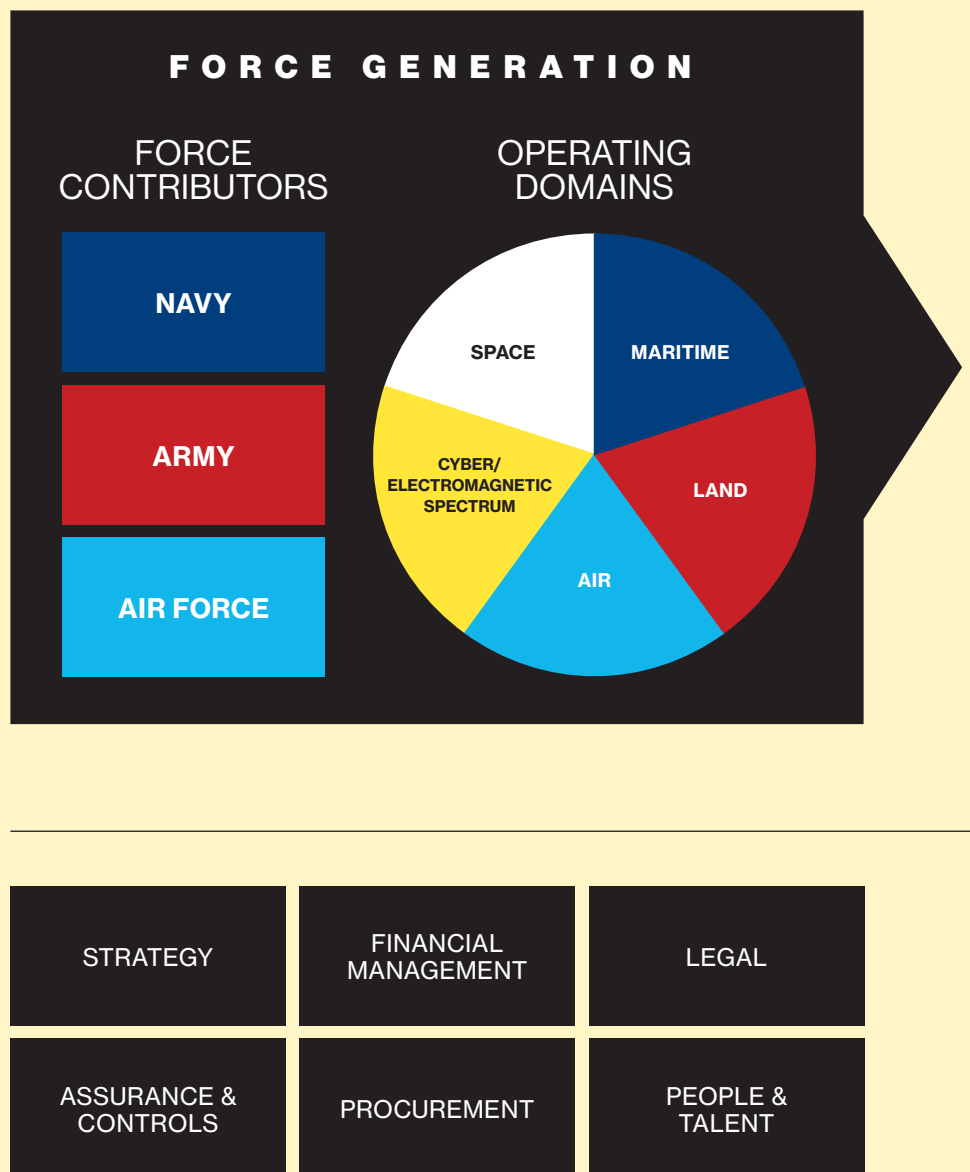
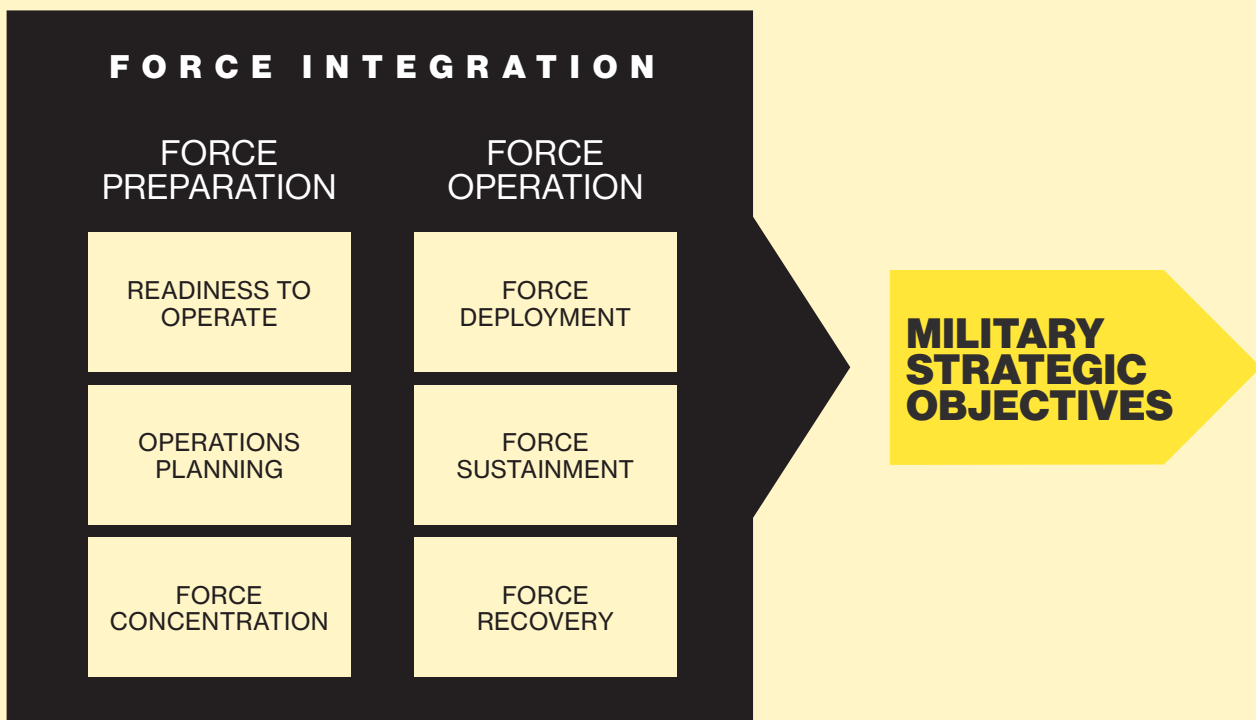
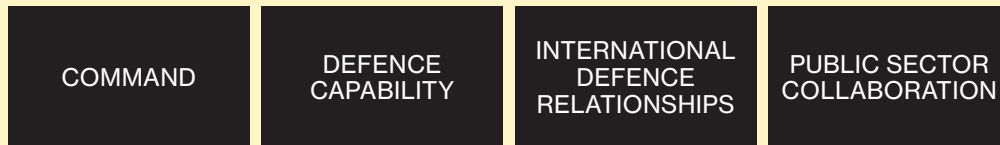


Figure 6

## DEFENCE LEADERSHIP



## ENABLING FUNCTIONS



## THE NZDF GOVERNANCE SYSTEM

The NZDF Governance system in Figure 7 is designed to deliver a strong performance and accountability culture, bringing closer alignment between governance, performance and planning. This system empowers and drives accountability through the NZDF to ensure the development, translation and pursuit of the NZDF Strategy. It enables long-term stewardship and prioritisation of resources to achieve the NZDF's strategic objectives.

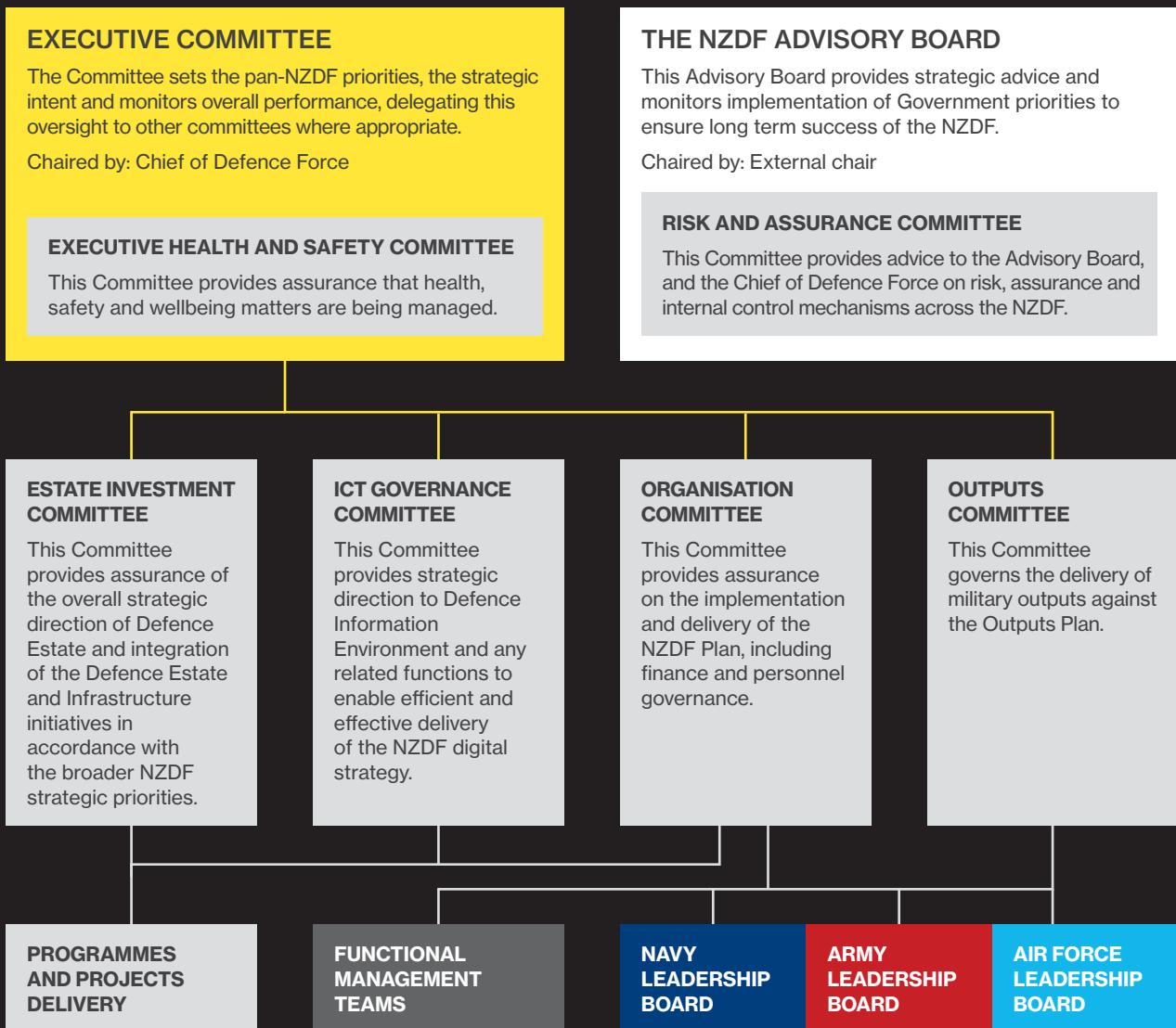


Figure 7



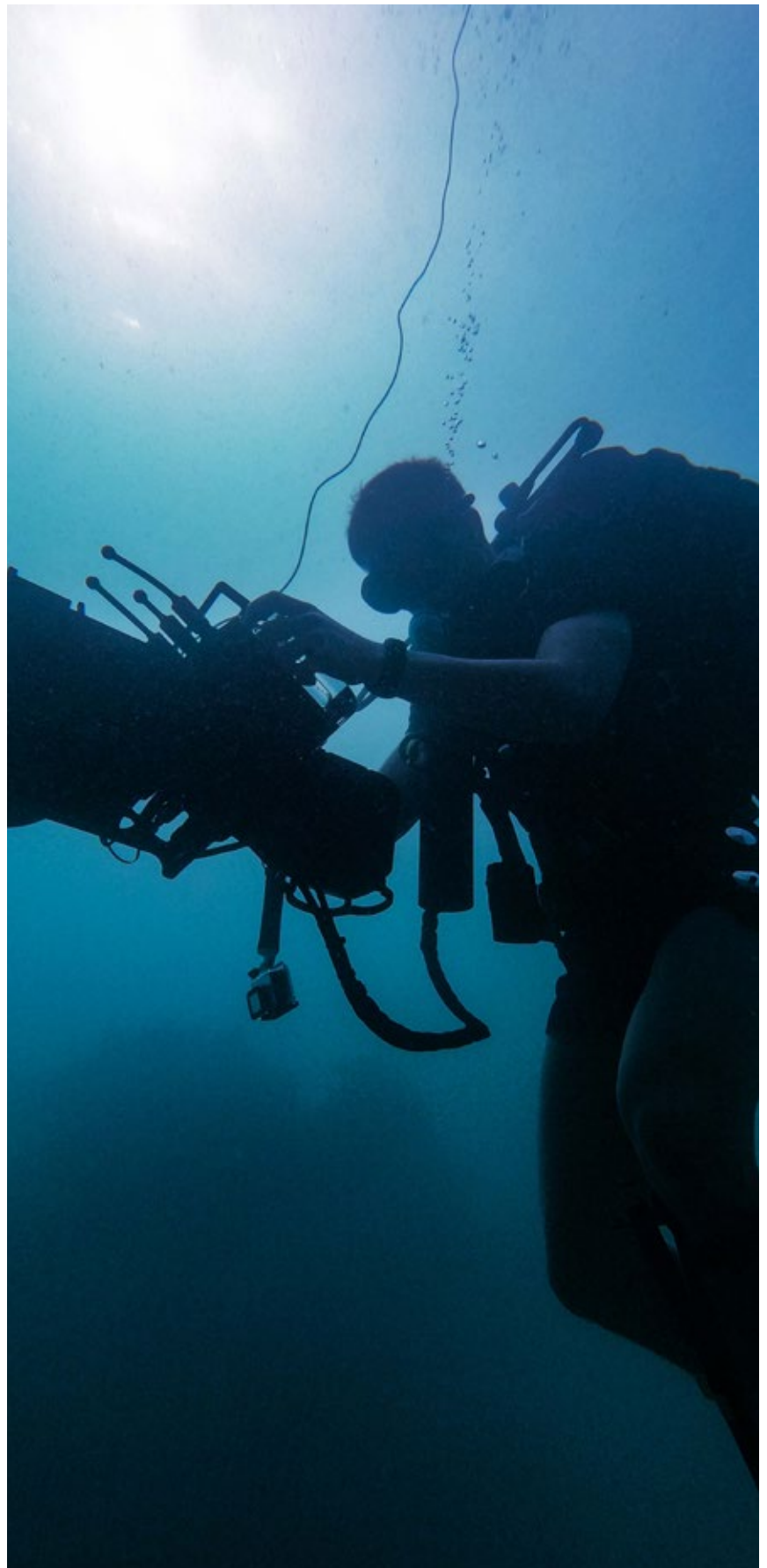
## NZDF STRATEGIC RISKS

The NZDF is a complex organisation that must be combat-ready, trained, equipped, and ready to respond to an increasingly challenging and uncertain strategic environment. Risk is inherent in everything the NZDF does, and must be effectively managed to ensure the successful delivery of NZDF outputs and strategic objectives.

The NZDF promotes risk-informed and aware decision making, based on trade-offs between opportunity, benefit, and cost. This approach to risk management (based on ISO 31000:2018) is integrated into the strategy, planning and decision-making processes, and executed through NZDF command and governance structures.

The NZDF seeks to understand and manage risks that impact its ability to:

- Maintain Trust and Credibility – Build and maintain its standing with key stakeholders
- Generate and Deliver Military Outputs – Be combat-ready and ready to deliver military effect and outputs, now and in the future
- Sustain NZDF People and Workforce – Develop and maintain a skilled and resilient workforce
- Exploit Information as a Strategic Asset – Exploit timely, relevant, trustworthy, and secure information
- Steward the Organisation – Plan and deliver NZDF organisational goals
- Optimise Funding – Fund and deliver agreed defence outcomes
- Leverage Outsourcing and Third Parties – Risks that a third party fails to deliver as expected
- Respond to Externalities – External risks over which the NZDF have no ability to influence likelihood, but can manage the impact. For example, geopolitical tension, pandemics, and the implications of climate change.



## Respective Roles of the NZDF and MoD



Figure 8

### THE NZDF'S RELATIONSHIP WITH THE EXTERNAL SECTOR, OTHER GOVERNMENT DEPARTMENTS AND AGENCIES

For Vote appropriation purposes, the NZDF is part of the External Sector, which is administered by four departments; the NZDF, the MoD, MFAT, 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 defending its security interests at, and beyond, the border.

The NZDF and MoD have a very strong working relationship. Both agencies work together to provide military and civilian perspectives and advice to Ministers on a range of defence matters, including defence policy, capability development and delivery, international engagements, and defence deployments.

The NZDF works closely with MoD to interpret, align and apply Government policy settings and the related priorities for Defence. Central to this relationship is the collaboration necessary for the delivery of substantial investments in the next generation of military capability. In further collaboration with the NZDF, MoD supports the Government to make decisions on the direction and tasking of the NZDF. The respective roles of both agencies are shown in Figure 8.

While the principal role of the NZDF is the preparation of military forces for a range of contingencies, the NZDF also makes substantial contributions to other government departments and agencies, international military and diplomatic partners, non-government and voluntary organisations, business, industry and the community of New Zealand. The NZDF contributes to the intelligence community, youth and social sectors, the education and training sector, the aviation, maritime and transport sectors, primary industry and conservation. Alongside the External Sector, the NZDF is a core component of the New Zealand national defence and security architecture.

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

## KEY ACTIVITIES AND ENGAGEMENT WITH OUR PARTNERS

### 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.

The Treasury

- Provision of advice and information on Vote Defence Force appropriations.

Public Service 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
- Manage 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
- Support New Zealand Space Agency policy development and regulatory activities.

Transport Accident Investigation Commission

- Provision of support for transportation accidents.

## Operational Partners

### Ministry of Transport

- Provision of support to Civil Aviation Authority and Transport Accident Investigation Commission (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 for 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.

### Ministry of Civil Defence and Emergency Management

- Provision of specialised military capabilities to support the initial response to 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 New Zealand Community

- Provision of additional skills to society via our Reserve and Territorial Force
- Encouraging innovation, and promoting high standards in education
- The education and skills given to members of the NZDF add value to the wider New Zealand community
- Promoting and supporting initiatives that enhance the capacity of young New Zealanders, such as the Limited Service Volunteer and the Youth Life Skills schemes.

## New Zealand Defence Industry

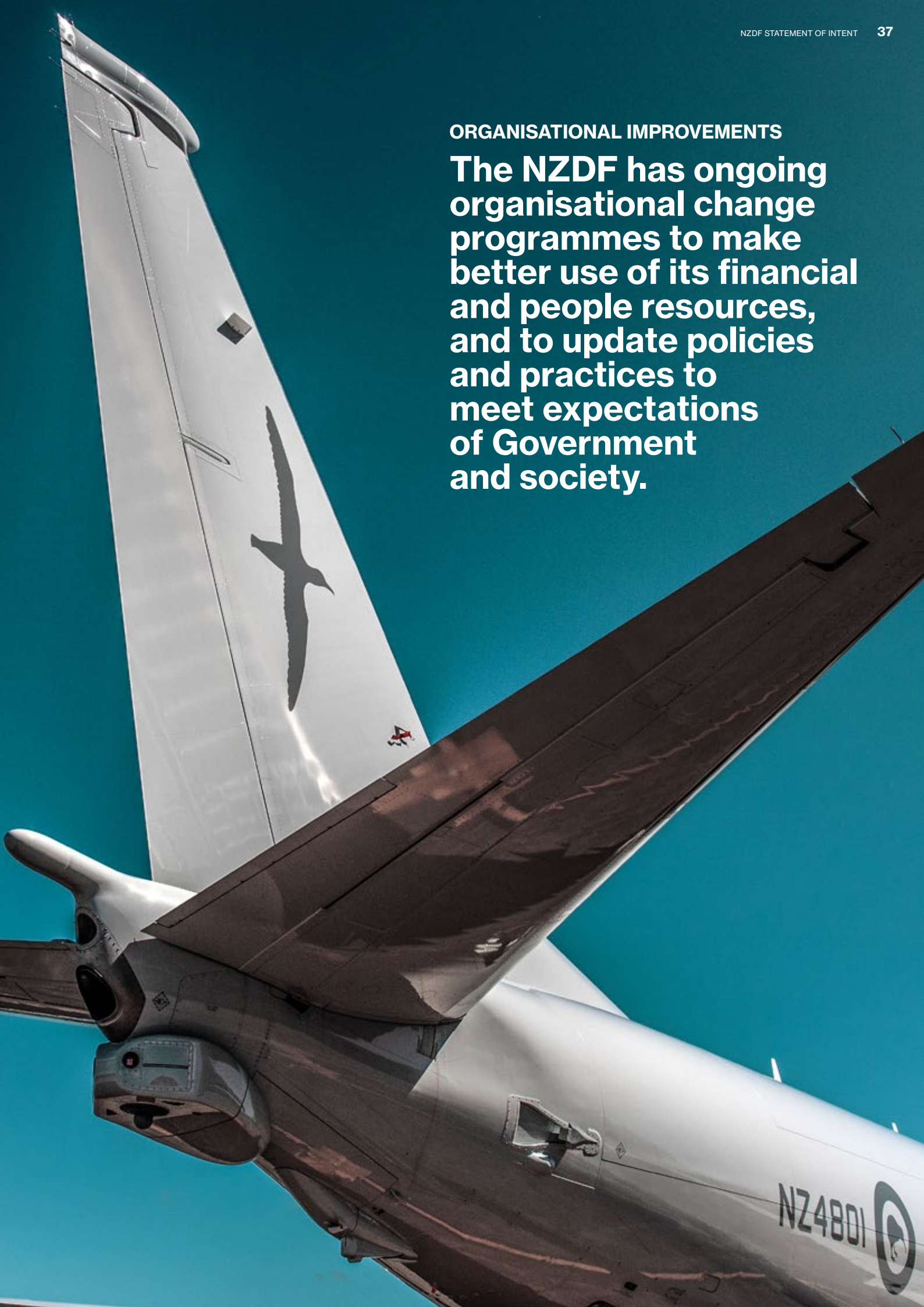
- Build and maintain strategic relationships with Defence industry partners in New Zealand
- Continue to develop, build and maintain resilient supply chains with Defence industry partners domestically and internationally
- Work with strategic partners to deliver broader outcomes and innovative solutions to deliver on the Defence Capability Plan
- Engage with industry and academia to develop and utilise asymmetric and disruptive technologies, and deliver such capabilities into service
- Collaborate with our Australian ally and their Defence industry through CER, to focus on joint capabilities and sustainment opportunities
- Encourage Defence industry to support employment opportunities for Veterans, Reserve and Cadet Forces and LSV.

## Internationally

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

**ORGANISATIONAL IMPROVEMENTS**

**The NZDF has ongoing 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.**



This section provides an outline of:

- Workforce Strategy and Recruitment
- Capability Investment
- Integrating Strategic Military and Policy advice for Operations
- Digital and Information
- Strengthening Māori-Crown Relationship
- Responding to the Climate Crisis
- NZDF Sustainability.

### **Workforce Strategy and Recruitment**

The NZDF is one of the largest and most diverse workforces in New Zealand and includes Regular Force, Reserve Force, and civilians. Those in uniform are trained so that they can successfully operate in dangerous and complex conditions. Gaining and sustaining such a multifaceted workforce has been challenging over the past three to four years. Very high attrition and low recruitment has resulted in a workforce that is hollowed out of the skills and experience needed to both deliver NZDF outputs and develop the next generation.

An Interim Workforce Programme (IWP) has been implemented to retain, recruit and re-enlist people to provide a stable workforce, from which the NZDF can regrow. During 2024/25, the IWP will be superseded by a workforce strategy, which will set a clear direction for the workforce change needed to deliver on the DCP. Subsequently, a comprehensive change programme of initiatives will be implemented to ensure that the future NZDF workforce provides the competencies and quality to meet long-term strategic and operational needs.

The NZDF will continue to focus on being a safe, respectful and inclusive, values-led organisation eliminating inappropriate and unacceptable behaviour.

### **Capability Investment**

In line with Government expectations regarding the effective and efficient use of capital funding by investment intensive agencies, the NZDF in partnership with MoD works within a world class Capability Management Framework to develop and introduce new military capabilities. Future funding is expected to be informed by Government decisions on the DCP. The NZDF will work closely with MoD to ensure the timely and well-managed implementation of the DCP.

### **Integrating Strategic Military and Policy Advice for Operations**

Defence is implementing an integrated that strengthens inter-agency policy consultation and advice for military operations. The programme is jointly delivered by the NZDF and MoD and gives effect to the recommendations of the Expert Review Group Report, which followed the Operation Burnham Inquiry.

Work will continue to implement a more robust approach to preparing advice to Ministers on military operations, policy advice to deployed military commanders, strategic level monitoring of operations, and a proactive system of post operation reviews. Changes are also being made to strengthen elements of the Headquarters NZDF, increasing capacity to focus on operations and to enhance the flow and fidelity of information to Ministers. The outcomes Defence are delivering include increased provision of timely and transparent information to decision makers, improved decision-making, and improved interagency collaboration. This work enhances democratic oversight, trust and confidence in the NZDF.

Realising the full benefits of enhanced integrated ways of working also depends on the NZDF's digital modernisation, particularly information and analytical capabilities.

## Digital and Information

Digital technology makes the NZDF more effective and efficient – it is a force multiplier and primary integrator. The NZDF will continue to modernise Information and Communications Technology capabilities to achieve a digitally enabled, data driven and integrated NZDF. This work focuses on:

- Creating the Defence Digital Ecosystem – Putting in place the key structures, policies, practices, processes and digital platforms which underpin the NZDF’s digital capability
- Empowering a digitally fluent workforce – Equipping sailors, soldiers and aviators to focus on high-value tasks, increasing their skills, improving their readiness and enhancing team performance
- Enabling data-driven capabilities and decision making – Raising the quality of NZDF data and analytical capabilities to improve decision making and enable better exploitation of Defence information
- Digitalising NZDF activity – Simplifying, reducing or eliminating low value activities through the digitalisation of processes and practices
- Working with Partners – Building a robust network of governmental, military, industry and academic partnerships to stay ahead of the curve, maintain partner interoperability and to drive reform in how the NZDF partners for outcomes in a digital world.

## Strengthening Māori-Crown Relationship

The NZDF will continue to support the Crown’s vision to strengthen its engagement and partnership with Māori. *Kia Eke* the NZDF Māori Strategic Framework describes the goals and outcomes that support the Crown’s vision, together with bringing to effect the NZDF’s obligations within Te Tiriti o Waitangi. The continued development of its people, processes and systems is required to better support the relationships with Māori.

- WAI2500 – The Military Veterans Kaupapa Inquiry (Wai2500) is hearing claims involving past Māori military service undertaken directly for, or on behalf of, the Crown in right of New Zealand. The Inquiry is an opportunity for the NZDF to consider improvements as to how service people, veterans and their whānau, can better be supported; whether their service has been operational or routine, in time of war or peace, at home or abroad.
- Te reo Māori. The ongoing development of an NZDF Māori Language Plan will support the uplift of people capability and contribute to the Crown’s strategy for Māori language revitalisation across government and New Zealand society.

## Responding to the Climate Crisis

Tackling the challenges of climate change is one of the greatest global challenges of the coming decades. New Zealand is already experiencing the physical impacts sharply and deeply, as are New Zealand’s Pacific neighbours. Guided by the principle of kaitiakitanga contained in the FFDP, the NZDF will ensure strategy and plans meet the challenges of climate change. The NZDF will seek to:

- Improve the NZDF’s understanding of the range of influences climate change will have on security and resilience, and its readiness to conduct military operations
- Adapt training, planning, operations, infrastructure and capabilities to increase resilience to climate change
- Enhance provision of information for decision making to achieve greenhouse gas emissions reduction targets, in ways that maintain interoperability with partners and preserve the ability to respond in conflict and crisis, and
- Meet external reporting obligations and increase transparency of the NZDF’s activities in response to the climate crisis.

## NZDF Sustainability

The NZDF must have a deliberate approach to managing its environmental and socioeconomic risks, impacts and opportunities, both to and from the NZDF, while maintaining operational readiness and social licence. While environmental changes and societal stresses are complex and interconnected, sustainability principles and change action will help to enhance the NZDF’s legacy and the security of New Zealand. The NZDF has developed a strategic framework for enhancing sustainability of the NZDF estate, and is now developing the pan-NZDF direction for enduring resilience.

## MONITORING AND REPORTING PERFORMANCE

**The NZDF is the only tool of government equipped and mandated to apply military force. Its fundamental role is the generation and application of military capabilities and combat force to defend New Zealand and advance its defence and security interests. As such, the NZDF leads and participates in activity to address threats to our national security.**

The DPSS23 sets out the defence goals and how they will be achieved, including a framework that outlines the four key defence interests and three policy objectives.

In accordance with Cabinet's decisions on the DPSS23, the MoD and the NZDF will provide the Minister of Defence with an annual report on progress against the DPSS23.

The NZDF measures output performance and the protection of New Zealand's sovereignty and security for New Zealanders (see Figure 5, Defence Force Outputs Framework diagram, on page 27). This is measured through performance standards, which are set in the Estimates of Appropriation and reported in the Annual Report. The primary assessment of performance in relation to output delivery is the ability of the NZDF to meet specific peacetime readiness requirements, and deploy within directed response times.

The performance management system is designed to assess the preparation of the NZDF for future operations, and its ability to sustain current operational demands. The system assesses the capacity across the workforce, equipment and resourcing, training and logistic support that might be required to deploy and sustain operations.

The NZDF verifies its readiness for future operations through the conduct of internal operational and administrative assessments, and seeks external validation of the effectiveness of military capabilities during multinational exercises and related activities. Performance assessments emanating from this internal reporting system inform the annual Parliamentary reporting process, and are the basis for routine reports to Ministers. The auditing of the Annual Report is also used as an assessment of the NZDF's performance.

Complementing these measures, relevant case studies are used in the Annual Report to illustrate what the NZDF sought to achieve, what actions were taken and the results.

The NZDF will continue to develop measures and targets that enable it to manage and report progress for diversity and inclusion targets in the Papa Pounamu priority areas and the emissions reduction programme, as well as sustainability initiatives to mitigate its impact on the climate and environment.

Performance information will be reported in our Annual Report to Parliament, as well as 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.



# GLOSSARY

## PAPAKUPU

|              |   |
|--------------|---|
| <b>DCP</b>   | Defence Capability Plan   |
| <b>DPR</b>   | Defence Policy Review   |
| <b>DPSS</b>  | Defence Policy and Strategy Statement 2023                          |
| <b>FFDP</b>  | Future Force Design Principles 2023                                 |
| <b>ICT</b>   | Information and Communications Technology                           |
| <b>IWP</b>   | Interim Workforce Plan  |
| <b>MFAT</b>  | Ministry of Foreign Affairs and Trade                               |
| <b>MoD</b>   | Ministry of Defence   |
| <b>NZDF</b>  | New Zealand Defence Force   |
| <b>ODESC</b> | Officials Committee for Domestic and External Security Coordination |









**HEI MANA MŌ AOTEAROA**  
**A FORCE FOR NEW ZEALAND**



**Te Kāwanatanga o Aotearoa**  
New Zealand Government