New Zealand
DEFENCE
FORCE
Te Ope Kātua O Aotearoa

NZDF Strategic Plan 2019–2025

OPERATIONALISING STRATEGY25

A FORCE FOR
NEW ZEALAND

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Foreword

The NZDF Strategic Plan 2019–2025 (Plan25) is our 'action plan' to turn Strategy25 and our rallying point of a **Networked Combat Force** into a reality as part of our vision to be an **Integrated Defence Force.**

Plan25 is an evolution of Strategy25 to account for the updates in Government Defence policy that have occurred since the release of Strategy25 in 2017. Government policy reinforces our need to be combat-capable, flexible, to be able to lead combined operations in the South Pacific, to operate in a more integrated way with our partners, and for us to be ready to respond with more frequency to events in our neighbourhood.

To achieve this, the Government has confirmed several new major capability enhancements out to 2025 and beyond. The 2019 Defence Capability Plan confirms the introduction and integration requirement for several major new capabilities in the next six years. For example, the P-8A Poseidon aircraft, our upgraded ANZAC Frigates, a new dive and hydrographic ship (HMNZS MANAWANUI), a new naval replenishment ship (AOTEAROA), further Networked Enabled Army tranches, new protected mobility vehicles, and a new tactical air mobility capability (with the Government identifying the C-130J-30 as its preferred replacement aircraft type).

These systems will provide an unprecedented level of military capability for us. Plan25 details how the continued targeted investments in our people; our information systems, the way we use information to make decisions; and the strengthening of our relationships with our partners – domestic and international – will enable us to operate these enhanced capabilities to deliver military effect.

Plan25 is our medium-term outlook and the change needed is significant. Nonetheless, it is a milestone in a longer, on-going, journey, as outlined in the Strategic Defence Policy Statement 2018 and the Defence Capability Plan 2019, which identify New Zealand's defence and security requirements decades hence.

Given the magnitude of the reform required to achieve our 2025 goals we must be disciplined and focus our time and resources on those critical actions and initiatives needed to make us more connected, coordinated, and agile.

By 2025, we will demonstrate we have achieved this lift in our joint operational excellence through being able to field a **Networked Combat Force.** Plan25 is about seizing this moment to ensure we are the sophisticated, flexible, combat-ready Defence Force that New Zealand and New Zealanders need to be secure.

K.R. Short
Air Marshal
Chief of Defence Force

STRATEGY25

INTEGRATED DEFENCE FORCE

TARGETED INVESTMENT AREAS	STRATEGIC GOALS

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

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

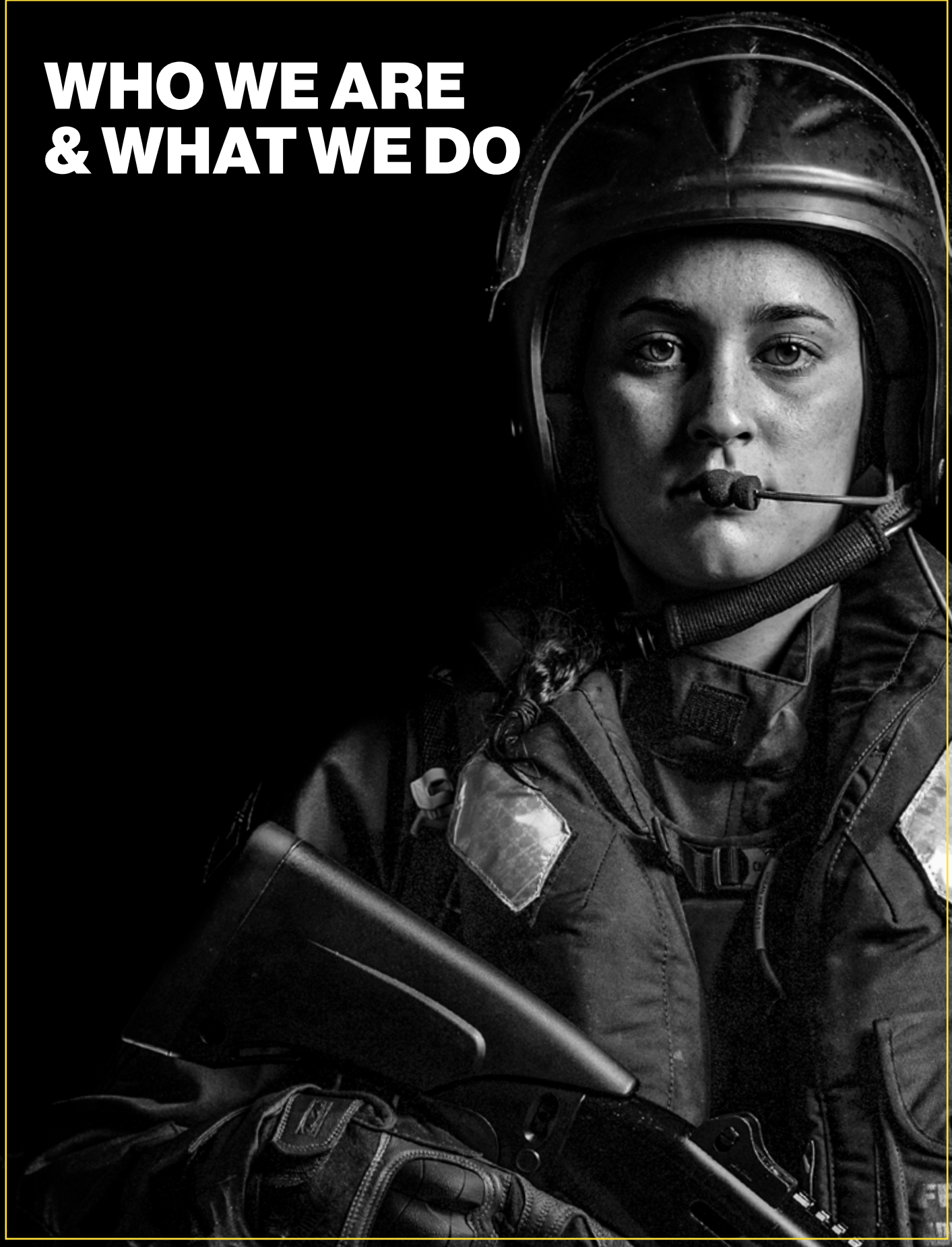
ORGANISATIONAL EXCELLENCE

- 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	**TŪ KAHA** COURAGE | **TŪ TIKA** COMMITMENT | **TŪ TIRA** COMRADESHIP | **TŪ MĀIA** INTEGRITY

WHO WE ARE & WHAT WE DO



OUR STRATEGIC CONTEXT

The New Zealand Defence Force (NZDF) is a combat-capable military force, ready to respond to domestic and international events that pose a real risk of harm.

The NZDF 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. As such, the NZDF is ready to conduct military operations as directed by Government, and is able to quickly respond to military crises as they unfold. The NZDF also stands ready to assist civil authorities in times of emergency by providing specialised support to government agencies and first responders when safety of life is at risk or critical infrastructure comes under threat. NZDF initiatives also contribute directly to the current and future wellbeing of New Zealanders.

NZDF is part of an all-of-government approach, operating with our partner agencies in pursuit of national interests and often in a multinational approach, operating with military partners and like-minded nations.

The NZDF must be ready for a broad array of potential events and respond to situations that are dynamic and evolving in nature. The effective use of information about the situation, our own forces, and the needs of our partners and communities is essential to be successful.

Our role in National Security

The NZDF delivers military effects in support of New Zealand's national security objectives. We exist within a Government-set Defence policy framework that defines our principles, outcomes and priorities, and ultimately drives our purpose.

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

This approach is encapsulated in New Zealand's seven overarching national security objectives:

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

OUR PURPOSE:

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

OUR MISSION:

To secure New Zealand against external threat, to protect our sovereign interests, including in the Exclusive Economic Zone, and be able to take action to meet likely contingencies in our strategic area of interest.

OUR VALUES:

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

OUR DEFENCE POLICY FRAMEWORK

Defence Outcomes

Defence supports New Zealand's security, resilience and wellbeing across a broad range of activities. In particular:

COMMUNITY

The NZDF supports New Zealand's community and environmental wellbeing and resilience

The NZDF is a major contributor to New Zealand's wellbeing and resilience. The NZDF prides itself on providing local support to the community from disaster relief, to support for hui of national significance.

The NZDF trains and supports its people to deliver outputs globally, nationally, and in their community.

The NZDF's contribution to youth development provides motivational training and valuable life skills to young New Zealanders, strengthening both the social and human capital of New Zealand.

The NZDF also contributes to community life by participating in and supporting commemorations on days of national significance, from Waitangi Day to Anzac Day. In doing so, we help to foster national pride and belonging, and reinforce national values.

NATION

The NZDF promotes a safe, secure and resilient New Zealand, including on its borders and approaches

The NZDF contributes to maintaining New Zealand's prosperity via secure air, sea and electronic lines of communication, and secure access to space-based services

The Government's highest priority for the NZDF is to protect New Zealand's people, territory, and physical and natural capital, including its Exclusive Economic Zone; in a neighbourhood stretching from the South Pole to the Equator.

Working with its external sector partners, the NZDF works to maintain the safety and security of New Zealand and its interests. This includes helping to uphold New Zealand's constitutional obligations to the Cook Islands, Niue and Tokelau and assisting the maintenance of New Zealand's claim to territorial sovereignty in the Ross Dependency of Antarctica.

The NZDF maintains capabilities that allow it to detect, deter and counter threats to New Zealand. We also work with a large range of public sector agencies in support of wider government goals and objectives.

WORLD

The NZDF contributes to the maintenance of the international rules-based order

The NZDF contributes to New Zealand's network of strong international relationships

New Zealand is a small nation, dependent on trade. Our safety, prosperity and wellbeing is fundamentally tied to global security. The international rules-based order protects the ability of New Zealanders to communicate, travel and trade goods in a way that underpins our economy and our way of life.

The NZDF's involvement in military partnerships and coalitions and our involvement in combined military operations is a key part of the New Zealand Government's support to the international rules-based order.

In order to maintain the effectiveness of that contribution, the NZDF must be combat capable, flexible and ready to operate alongside its partners. As a combat capable force the NZDF has a range of military capabilities that are ready and able to be deployed anywhere in the world to operate in a range of high-threat environments.

Principles underpinning Defence policy

The *Strategic Defence Policy Statement 2018* articulates several fundamental high-level expectations of the Defence Force.

- Defence is combat-capable, flexible and ready
- Defence personnel are highly trained professionals
- Defence has the resources to meet the Government's operational and strategic priorities
- Defence operates in ways that maintain public trust and confidence
- Defence embodies and promotes New Zealand's values
- Defence is a credible and trusted international partner

Principal Roles

The *Strategic Defence Policy Statement 2018* lists the principal roles and tasks expected of the NZDF:

- Defend New Zealand's sovereign territory, and contribute to protecting New Zealand's critical lines of communication
- Contribute to national, community and environmental wellbeing and resilience, and whole-of-government security objectives
- Meet New Zealand's commitments to its allies and partners
- Support New Zealand's civilian presence in the Ross Dependency of Antarctica, and work with other agencies to monitor and respond to activity in the Southern Ocean
- Conduct a broad range of operations in the South Pacific, including leading operations where necessary, to protect and promote regional peace, security and resilience
- Make a credible contribution in support of peace and security in the Asia-Pacific region, including in support of regional security arrangements
- Protect New Zealand's wider interests by contributing to international peace and security and the international rules-based order
- Contribute to advancing New Zealand's international relationships
- Work with other agencies to monitor and understand New Zealand's strategic environment
- Be prepared to respond to sudden shifts in the strategic environment

Defence Policy Priorities

Operating in our neighbourhood

- Government's highest priority for the NZDF is its ability to operate and undertake tasks in New Zealand's territory, including its Exclusive Economic Zone, and its neighbourhood from the South Pacific through to Antarctica. The recognition of operating in the Pacific as equal in priority for the NZDF to New Zealand's own territory is reflective of the Government's Pacific Reset, and the importance of the Pacific to New Zealand's national security.

Leading combined operations

- The NZDF must be able to operate independently, or lead combined operations, in these areas if required. In the Pacific, Defence has an active part to play in filling the need for capabilities which our Pacific partners are not equipped. Additionally, the Strategic Defence Policy Statement recognises the likelihood of increasing numbers of events in the region requiring response.

Contributing to regional security

- The Government has also stated the importance of the NZDF being able to contribute to Asia-Pacific regional security, and to support the maintenance of the international rules-based order worldwide. These deployments will most likely continue to be as part of operations led by New Zealand's security partners, or as part of United Nations-mandated peace support operations.

Operating effectively with our key partners

- The NZDF must sustain and enhance our ability to operate effectively with New Zealand's key security partners, in particular with our ally Australia.

Responding to climate change

- Responding to the Climate Crisis is a specific Government priority which Defence has a part to play in. The Defence Assessment: The Climate Crisis identified that the NZDF will need to deal with an increase in the number of Humanitarian and Disaster Relief (HADR) operations, an increased likelihood of stability operations, a larger number of search and rescue missions across a broader area, and that events caused by climate change are likely to decrease in predictability.

WHY WE NEED
TO CHANGE

OUR STRATEGIC ENVIRONMENT

We live in an increasingly complex and dynamic international security environment. While New Zealand's interests may be impacted by a single event, New Zealand's strategic environment and security outlook is more likely to be shaped most powerfully by a combination of forces that increase pressure on the international rules-based order.

Spheres of Influence

The increasing importance of spheres of influence, with some states pursuing greater influence in ways that, at times, challenge to international norms is one of these. Another is the challenges to open societies and Western liberalism, driven by increasing disillusionment with existing arrangements within these societies that threaten to reduce the willingness of open liberal states to champion the rules-based order. A collection of global complex disruptors challenge stability, and while some offer opportunities, these disruptive forces often amplify or enable other threats.

Working at home and in our region

By 2025 the NZDF must be capable of leading independent and combined operations in the South Pacific and our neighbourhood, including the ability to integrate capabilities and personnel from other nations, New Zealand Government agencies, non-governmental organisations, and commercial contractors. This will require us to improve the way we work with domestic and regional partners, while sustaining interoperability with our traditional military partners and providing ongoing support to operations in support of the rules-based international order.

The NZDF has broad and complex stakeholder groups, and is required to build and manage relationships with a range of domestic and international partners. The NZDF must maintain its relationships with key international security partners to support New Zealand's international and regional collective security frameworks and to sustain appropriate levels of interoperability with key partners. At home, the NZDF must improve its integration and collaboration with government agencies. We must also continue to enhance the way we work with New Zealand communities to grow the awareness of the NZDF and the value we provide to New Zealanders.

Climate Change and the Environment

The effects of climate change, felt acutely in New Zealand and the Pacific, will increase the frequency and intensity of weather extremes. Over time, this will also create competition for resources. The frequency and diversity of events to which the NZDF must respond is expected to increase, with the requirement for concurrent deployments likely. NZDF will also be called upon to support other Government agencies in the monitoring and mitigation of climate effects.

The New Zealand Government is committed to climate-change action, as signatories to the Paris Agreement and the inclusion in the Boe Declaration of climate-change security issues. *The Defence Assessment, The Climate Crisis: Defence Readiness and Responsibilities [2018]* articulates the pressure that climate-change will place on the NZDF; in terms of increased frequency of response to events in our region, the impact of climate change on NZDF infrastructure, and NZDF responsibilities as a Government organisation for the wider New Zealand environment.

Overall, the NZDF will need to be prepared for more concurrent and complex missions as a result of climate-change, while also pursuing technologies and methods of operating that reduce our impact on the climate and the environment.

Modern capabilities and our people

Effectively operating advanced military capabilities to their potential in complex, high-risk, environments requires the NZDF to maintain a workforce of highly trained professionals. Additionally, the NZDF is competing with the wider government, security and commercial sectors for a growing demand for some key skills, such as cyber and information-related roles. This means we must take an integrated approach with others and have innovative and flexible approaches to the recruitment, retention, use, and management of our workforce.

Modern information and communication technology platforms allows NZDF to be interoperable with a range of partners and have the right information to make organisational and operational decisions. New technologies, including artificial intelligence, are driving some change in this area. A foundational component of being able to operate effectively as an organisation and on operations is robust information management systems that provide secure, ready, resilient, and protected information to people when needed.

Cyber, Space, and Advanced Technologies

Cyber has proven to be a global disruptor, removing the limitations of physical distance and state boundaries. State-sponsored cyber operations, and the development of military cyber capabilities, are increasing. The NZDF will need to be able to conduct a range of cyber operations to maintain relevant and interoperable combat capabilities.

Space systems have become essential for a range of civilian and military services, including communication, information exchange, and navigation. Access to these services is also a prerequisite to maintaining a professional, combat capable and flexible force, and for greater situational awareness within New Zealand's maritime domain. Space technologies are also becoming more available, resulting in greater competition and the development of counter-space capabilities.

As the pace of development of advanced technologies increases, robotics and autonomous systems are becoming ubiquitous across the spectrum of military operations. Readily-available technologies increase the capabilities of less resourced nations and non-state actors, while the technology levels of our partners increase and diverge. The NZDF will need to manage the threat posed by adversaries' technologies, while leveraging new technologies ourselves, and maintaining required levels of interoperability with partner nations.

Transnational organised crime

Transnational organised crime continues to proliferate and drive instability in our region and globally. Organised crime can de-stabilise government and commercial institutions, contributing to instability in the region. New Zealand has an increasing requirement to maintain situational awareness of its maritime domain to identify and respond to criminal activities in support of border security agencies, and is likely to be called upon to support Pacific partners in doing the same.

OTHER STRATEGIC CHALLENGES & OPPORTUNITIES

In addition to the strategic change needed for the NZDF to remain effective in a dynamic and complex security environment, to achieve its strategic goals the NZDF must address other strategic challenges and defence policy requirements, take advantage of opportunities, and mitigate key organisational risks.

People

While the NZDF faces similar challenges with its workforce as other militaries and large organisations (e.g millennial workers, competition for talent, diversity and inclusion), central to its challenge is the tension between the inherently long-run nature of the investment in the military workforce and its vulnerability to short-term labour market shifts. The NZDF, like most militaries, grows and sustains its own workforce and cannot hire military personnel at scale in a 'just in time' approach.

The NZDF workforce profile must be aligned to its capabilities and output requirements. This requires the NZDF to be able to model its future workforce requirements in sufficient time (often 10–20 years in advance) to ensure that it has the right mix of skills, rank, and experience available at the right time.

To have a sustainable workforce that matches its capability and output requirements, the NZDF must continue to attract large cohorts of physically fit young people into the Services and then prepare them to operate advanced capabilities in complex, high-risk environments, including combat. Personnel must have the right education and skills to operate and maintain these capabilities, be able to understand the technology behind them, and have the interpersonal skills to be able to exploit the capabilities, NZDF enabling systems, and their relationships to achieve an operational advantage.

The NZDF competes within the domestic and international labour market for its workforce and some trades and skills are impacted by the supply and demand in those markets. In particular for a specialised skillset like cyber, the NZDF is affected by the global market for these skills, as well as competing in a talent pool restricted to those who can obtain the necessary security clearances. Over the near term, increasing competition in the domestic and international labour market, including competition for talent from other militaries, will also place retention pressure on some trades and ranks.

The training of these personnel, often in partnership with tertiary education providers, is complex and takes many years of investment. Military personnel typically become attractive to the external labour market just at the point when the return on the training investment begins to pay off. Therefore, a stronger moral compact will be an important factor for NZDF to retain talent, though specific push and pull factors will vary by trade, rank and gender. This stronger moral compact will require improved services to veterans, better career transition support, better career management, and strategic partnering with the defence and security sector and related organisations.

As well as having the right uniformed workforce to operate its advanced capabilities, the NZDF must modernise its management practices. To do this it needs the right mix of specialist strategic skills in its corporate functions (finance, HR, estate, ICS etc.) and therefore also faces pressures to attract, retain and develop its civilian talent.

Information and Communications Systems

The NZDF faces major challenges with its information and communications systems (ICS) infrastructure and systems. Significant investment is required to 2025 to address systemic legacy technology deficiencies, to satisfy emerging challenges, meet contemporary cyber security and compliance requirements, and deliver improved interoperability with NZDF military partners. The scope of the required investment encompasses the entire ICS enterprise; including corporate, organisational, and operational mission systems and information delivery platforms. This is the foundational ICS infrastructure and systems on which the NZDF operates.

Information Domain

The Strategic Defence Policy Statement 2018 (SDSP 2018) and the Defence Capability Plan 2019 (DCP 2019) strengthened the NZDF focus on the 'information domain' and outlined associated capability investments. Specific capability investments include wide area domain awareness, enhanced intelligence capabilities, a broader range of cyber capabilities, as well as cryptographic, electronic warfare, and semi-autonomous capabilities. Across the four pillars of the information domain (intelligence, information also/effects, C4, cyber and electromagnetic effects), the NZDF is improving its coherency in order to deliver upon the policy and capability requirements and to position itself for the future. A strategy for delivery of information domain capabilities and a more coherent NZDF approach to the information domain across foundational systems, force generation, integration, and the delivery of information effects are key requirements for 2025.

Logistics

Logistics is a key enabler that is needed to sustain and maintain NZDF capabilities and to deliver outputs. It comprises multiple dimensions of activity; from deep level and collaborative support provided by the commercial sector through to direct support provided to NZDF force elements deployed on operations. The NZDF needs to continue to transform its logistics support system as it moves towards 2025 and beyond, with emphasis on the need for logistics to be as efficient as possible, whilst continuing to contribute to output delivery.

Estate and Infrastructure

The NZDF estate and infrastructure is a critical enabler and strategic asset. It is old and outdated, with a large proportion dating back to World War II. Portions of buildings and infrastructure are nearing, or are past the end of their useful life; in average condition; at risk of not meeting minimum regulatory requirements; and in some cases, not fit for purpose.

Living facilities are no longer meeting the needs of the NZDF and are largely unfit for purpose. In addition, shared services (horizontal utility infrastructure for example, roads, waste water, storm water, electricity, gas and communication networks) are becoming increasingly unfit for purpose.

In 2016, NZDF initiated a significant investment programme, the 'Defence Estate Regeneration Programme Plan 2016-2030' to address critical under-investment in the estate. This was approved by Government in 2016 along with an indicative capital funding envelope of $1.7 billion to 2030 to address the effects of accumulated maintenance backlog as well as upgrades and replacement across the estate. An indicative operating funding envelope of $2.5 billion was also provided to cover planned, scheduled and unscheduled maintenance, utilities, rates, rentals and personnel expenses associated with running the estate.

The Defence Estate Regeneration Programme Plan (DERP) was refreshed in 2019 and aligned with the Defence Capability Plan 2019. The Defence Estate Regeneration Implementation Plan 2019–2035 provides a refreshed framework and an indicative project delivery sequence out to 2035 and a project delivery sequence to 2024 aligned to the capital investment profile and defence capability requirements.

NZDF Operating Model

The NZDF operating model has evolved from the traditional single-Service (Navy, Army, Air Force) structure, where each Service generated and maintained capabilities on behalf of NZDF and these were employed to achieve joint effects. Some integration has occurred as part of NZDF's ongoing integration journey over many decades. However, recent change initiatives have highlighted challenges in the force generation of some joint capabilities, such as health and military police, and there are emerging requirements such as in the information domain, which cut across all the Services, HQJFNZ, and foundation enabling systems. To address this the NZDF needs to more clearly define its operating model to enable more enduring solutions to challenges that extend beyond its traditional model, while retaining the strengths of this approach.

Affordability

The Government has articulated the value of its considerable investment in the NZDF – both in the operating funding required for the NZDF to achieve its mission today and in the future investment in capabilities, people, and infrastructure to ensure that the NZDF can continue to respond to a range of contingencies and security events. In doing so, the NZDF must use the resources it is provided by Government, on behalf of New Zealanders, to achieve the Defence Outcomes in the most effective way.

HOW WE WILL DO IT

STRATEGY25

Our 2025 Vision: to be an Integrated Defence Force

An Integrated Defence Force is a connected, coordinated, and agile military organisation. Being integrated means providing value more than just the sum of our parts; acting as 'one force'. We will value diversity of skill, thought, and function.

The NZDF does not operate alone. We must be connected with: our key military and security partners, particularly in our region; with domestic agencies that we support and together which we protect New Zealand's interests; with our commercial partners; and with our communities. By being connected through relationships and technology, we can deliver better military effects, harnessing collective effort as our strategic advantage.

The NZDF must be integrated internally and externally, with a unified and aligned view of how we deliver military effect as our core purpose, and the part played by all areas of the organisation in doing so. This will allow us to leverage information across the organisation to make effective decisions and solve strategic and operational challenges. Additionally, a culture of integration will drive our collaboration with others (internally and externally) to achieve common goals.

The NZDF must be responsive in our fluid strategic environment, a "rapidly changing world". To be an agile military organisation and combat-ready, we must excel in the three environmental domains (Land, Air, and Maritime) as well as in the Information Domain. Individually and collectively our systems and people must be capable of operating across these domains and in a range of joint operational tasks. Agility will allow the organisation to adjust to changes in strategic direction or the strategic environment with an integrated approach to resourcing.

Deploying and operating as a networked combat force

The tangible expression in 2025 of the NZDF being an Integrated Defence Force will be our ability to generate, deploy, operate, sustain, and regenerate as a networked combat force.

Operating as a networked combat force will ensure the NZDF delivers a comprehensive approach to security through joint, interagency, and multinational operations and activities. To achieve this we will improve our integration with our interagency and multi-national partners at the strategic level, and combine military and non-military capabilities at the operational-tactical level to deliver integrated effects.

Our 2025 Targeted Investment Areas

Strategy25 outlines four targeted investment areas: people, information, relationships, and capability, in order to achieve the strategic change necessary to deploy and operate as a networked combat force and advance our vision of being an Integrated Defence Force.

People

We must develop a more flexible, resilient and affordable workforce in order to ensure we have the right mix of people, with the right skills, in the right place, at the right time, to achieve our Defence outcomes. This will include having sufficient numbers of the right military personnel to meet operational outputs; having a more diverse and inclusive workforce; having better career opportunities and performance management; and managing our organisational workforce so that we have the right mix of people to operate effectively in complex environments.

Information

In an information-centric environment, information is the central integrating component across the traditional environmental domains (land, air, maritime).

We must provide our people with secure access to accurate, timely, trusted, and relevant information, everywhere it is needed, in order for them make the right decisions. This includes the ability for our people to share and protect information and our intelligence, wherever and whenever they need.

In an operational context, the NZDF will need to excel at building knowledge and intelligence and being able to share this effectively with our joint, interagency and multinational partners. Interoperability across our information systems is critical to exchanging this protected information in a timely manner, developing trusted relationships, and enabling sound operational and strategic decision making.

Relationships

We must build upon the strength of our domestic, international and commercial relationships in order to maximise our combined effect and achieve a more comprehensive approach to Defence outcomes. This includes sustaining our strong existing relationships with our international military partners; enhancing our relationships with regional and domestic security partners; building a greater understanding amongst the public of the NZDF's contribution to national security, resilience and wellbeing; and enhancing our relationships with key commercial partners to provide effective and efficient supply of goods and services.

Capability

As outlined in the Defence Capability Plan 2019, by 2025 we need to introduce and be operating several major new and enhanced capabilities that will increase our combat capability, flexibility, and readiness. Additionally, our key enabling systems such as our estate, infrastructure, and logistics must be modernised and be fit for purpose so that they better enable the generation, integration, and delivery of military effect.

As a major public sector organisation, the NZDF must also better understand the impact of its training and operations on the natural environment. We must also understand the impact of climate change on our existing infrastructure and minimise the environmental impact of our activities on communities. As part of an all of Government framework, NZDF must also consider the environment and climate change impact in capability, infrastructure and procurement decisions, be more energy efficient, and use zero or low emission technology where practical.

What is a Networked Combat Force?

Operating as a networked combat force is the peak operational expression of the NZDF's ability to lead the delivery of a Combined Joint Effect. In 2025, NZDF will maintain a range of capabilities and relationships that will mean it can deliver and enable a broad range of military and other effects across a range of joint operational scenarios, acting independently or with partners.

Being a networked combat force progresses the NZDF's 'One Force' approach which combines the operational mastery of individual domains into the delivery of joint effects. It achieves this by combining military and non-military capabilities in the delivery of comprehensive joint, interagency and multinational operations.

A networked combat force is an operational framework and concept that connects people, sensors, command and control (C2), platforms, and capabilities, and is underpinned by strong organisational structures, business processes, logistics, and infrastructure. Operationally, it provides commanders the means to obtain accurate and timely information, to execute more effective decision-making at increased tempo, with real time visibility of the execution of their decisions.

The benefit of being a networked combat force is improved combat effectiveness and a comprehensive approach to security.

A networked combat force is built to be agile strategically, operationally and tactically. Agility is built on the ability of its people to operate with, through and on behalf of others; to make good decisions at speed using the best information available; and to exercise mission command, so effective operations can continue even if its communications lines are degraded.

Information flow is critical to a networked combat force. The NZDF needs to facilitate the passage of information and intelligence within the context of joint, multinational, and interagency operations. To achieve this, C4ISR systems must be interoperable so that information and intelligence can be exchanged in a timely manner. This requires investment in equipment, operating procedures, agreements, relationships, exchanges and joint and combined training.

NZDF's partners need to trust that it will share what it should and protect what it should. They need to trust the quality of the information it shares with them and the quality of its analysis. They need to see value in working with NZDF to achieve shared objectives. NZDF must take a long-term view of this. Trust cannot be surged and must exist before a crisis.

Why Operate as a Networked Combat Force?

The networked combat force concept is driven by the challenges of the future operating environment, as articulated in Government policy. The Strategic Defence Policy Statement 2018, places a priority for the NZDF on operating and undertaking tasks in New Zealand's territory, its EEZ, and neighbourhood from the South Pole to the Equator.

This is alongside other priorities:

- Being able to commit resources worldwide to support maintenance of the international rules-based order,
- Operating effectively with key security partners and our ally Australia, and
- Being able to contribute key capabilities to support Asia-Pacific security.

The Climate Crisis: Defence Readiness and Responsibilities (November 2018) highlights that NZDF will be faced with more frequent and concurrent operational commitments for humanitarian assistance and disaster relief, stability operations, and search and rescue missions that will stretch resources and may reduce readiness for other requirements.

As a priority, as a networked combat force the NZDF must be capable of leading an independent, integrated operation in a high-risk environment in New Zealand, across the South-West Pacific and into the Deep South. Concurrently, the NZDF must continue to commit resources worldwide to protect and advance New Zealand's national security interests.

To do this, NZDF must remain a professional military force, highly trained, expert and equipped to provide military support to domestic, regional and global security situations. The uncertain strategic outlook underscores the need for an NZDF which is responsive, versatile and professional, able to conduct the range of tasks set for it by the Government.

To ensure NZDF can deliver on the Government's expectations, it needs to be more combat-focused, equipped, flexible and ready. The NZDF needs to be prepared and ready to lead combined operations. Leading means that NZDF must be capable of providing all elements of an operation across the CIPPPOS (Command, Inform, Prepare, Project, Protect, Operate, Sustain) framework and providing an environment that enables other parties to be successful.

When the Government deploys the NZDF on operations, its objective is to achieve acceptable enduring conditions. The concept of 'acceptable enduring conditions' is broader than the military notions of 'victory' or 'defeat'. Acceptable enduring conditions embody social, economic, political, religious, cultural, security and development dimensions. By nature, acceptable enduring conditions are a collective ambition that requires NZDF to work alongside other government agencies, other militaries, and non-government organisations. Doctrinally, this is called the Comprehensive Approach. Achieving acceptable enduring conditions requires NZDF to be capable of operating across the full spectrum of joint operations from capacity development through to combat operations. Combat does not only mean that NZDF can prosecute an offensive operation but that it is able to master the principles of joint warfare to achieve tactical, operational, and strategic objectives.

How will NZDF build and evaluate being a Networked Combat Force?

NZDF preparedness and readiness for operating as a networked combat force will be built, exercised, and evaluated using a series of joint training activities, culminating in Exercise Southern Katipo 2024. This will demonstrate that NZDF is combat-capable, expeditionary, information-led, interoperable, and flexible.

NZDF STRATEGIC PLAN 2019–2025

The NZDF Strategic Plan 2019–2025

The NZDF Strategic Plan 2019–2025 'operationalises' Strategy25 and is an integrated and connected view of strategic change and critical business activities across NZDF out to 2025. Plan25 uses the networked combat force concept as the focal point and the mechanism to connect Strategy25 to enhanced Defence Outcomes and enhanced output delivery. This integrated view of strategic change requires a systems view of the organisation, which is reflected in the design of the Plan.

Plan25 integrates the four targeted investment areas of Strategy25 (*people, information, relationships, and capability*) as the ways with three functional goals as the ends to give an integrated, systems view of strategic change and provide a framework for measurement of strategy execution across the organisation. The corresponding Strategic Outcomes expand upon the ends for each goal. The Roadmaps show the means, the strategic change initiatives, by which the Outcomes are achieved over three time Horizon's to 2025.

Major strategic change priorities to 2025

Navy

The Navy is required to introduce and operate several upgraded major platforms and new ships before 2025, including the frigates TE KAHA and TE MANA on completion of the Frigate Systems Upgrade (FSU) project. The Navy's two new ships (AOTEAROA and MANAWANUI) are larger than their predecessors with an expanded range of capabilities. AOTEAROA in particular will provide the NZDF with additional maritime projection capability and also enable replenishment support to civilian activities on the Ross Dependency of Antarctica. Given their larger sizes and expanded capabilities, the Navy requires additional personnel both afloat and ashore in supporting roles and the infrastructure at the Devonport Naval Base must be enhanced. Alongside existing capabilities, these enhanced and new ships are a foundational component of being a networked combat force and the NZDF's ability to operate more effectively in our region and neighbourhood.

Army

The Army has two major capability initiatives through to 2025 that are critical in enabling it to transform into a modern, agile, highly adaptive light combat force. These capability initiatives are the Protected Mobility Capability Project and the digitisation of the Army by the Network Enabled Army Programme. A key enabler to delivering a digitised land force is a synthetic mission command training environment. This capability is essential to the Army being able to raise, train and sustain the digitally networked forces needed for a Multi-Role Battalion Group. The digital situational awareness, enhanced decision making, and increased protection and mobility that these initiatives provide are vital to enabling land forces deploy and operate as part of a networked combat force by 2025. To deliver the benefits of this transformation and to reduce risk to output sustainability; the Army must recover its personnel levels to 5,150 military FTE which is aligned to the Defence Capability Plan 2019 longer-term growth plan for Army.

Air Force

Over the next six years the Air Force is required to introduce a number of new capabilities, including the P-8A and C-130J-30 aircraft types, into service. The Air Force must maintain its current fleet and outputs, along with the challenges that operating an ageing fleet bring, whilst introducing these new aircraft into service. Additionally, to effectively operate and support the new capabilities to the desired potential the Air Force must enhance its enabling personnel and base infrastructure. As an example, additional intelligence and mission support personnel are required to ensure actionable and timely intelligence from the operations. The Air Force must also build a knowledge base for enhanced future capabilities, including space, remotely piloted systems, and naval aviation. The enhanced maritime domain awareness and air mobility that will be introduced by the Air Force before 2025 are key components of being a networked combat force and will enable the NZDF to achieve better Defence Outcomes for New Zealand.

Major strategic change priorities to 2025 (continued)

People

The NZDF must evolve its 'people' systems to ensure it has a workforce that is skilled, sustainable, and affordable and so that it can continue to deliver defence outputs. The NZDF workforce must become more diverse, better reflecting the diversity that exists in New Zealand society. It needs to attract, retain, develop, and support a more diverse workforce in terms of gender, ethnic and experiential diversity, and harness this diversity for operational advantage.

To assist in attracting, retaining, and developing the diverse talent it needs for 2025, the NZDF must improve its talent and career management.

Additionally, the NZDF must improve its joint professional military education and ensure that its military personnel have the right joint warfighting skills to win in complex operational environments and its civilian staff are higher performing.

The structure and composition of the NZDF workforce, including the Headquarters New Zealand Defence Force, must also become more sustainable and better support the effective delivery of outputs.

To achieve the diverse, higher performing, and more sustainable workforce it needs in 2025, NZDF must be able to accurately model its future operational and organisational workforce requirements and ensure a multi-year approach to people investment.

Information and Communications Systems

The CIS Change Transformation Programme (CIS CTP) will establish an integrated information environment by FY21/22 that comprises modern and secure infrastructure and an operating model that will enable the NZDF to effectively govern, operate, defend and evolve the Defence Information Environment (DIE) and enable a networked combat force.

This transformation will provide NZDF with a common digital platform that has the necessary technology (hardware and software), people, and processes to support NZDF information needs. The DIE and the common digital platform are core requirements for the NZDF to operate as a networked combat force.

Information Domain

NZDF is identifying information domain leadership and accountability requirements for the information domain capabilities, aligned to the NZDF Operating Model, to enable coherent and sustainable capability development, optimise resources, support a coherent workforce strategy, and enable the delivery of information effects. In concert with the Information Domain Review, the NZDF is developing an Information Domain Delivery Strategy (IDDS) that will provide a coherent plan to develop the information capabilities signalled in the SDPS 2018 and the DCP 2019. The IDDS will be aligned with and will leverage informational domain capabilities led by or in progress with central and other security agencies. NZDF is also investing in a Cyber Security and Support (Capability) to invest in the protection of networks, platforms, and people, and providing dedicated support for operations.

Estate and Infrastructure

NZDF has a refreshed framework for the regeneration, management, and use of the Defence Estate to 2035 and an accompanying Defence Estate Regeneration Implementation Plan 2019–2035. Estate Regeneration is a rolling programme, updated every three years to enable flexibility of capital spend to respond to changing capability requirements. The next Regeneration Plan refresh will be in 2021 to reflect the outcome of a First Principles Review of the Defence Estate Footprint or following any changes to Defence policy as directed by Government, whichever occurs first.

Defence Estate and Infrastructure (DEI) will also complete its transformation programme in order to function differently to manage the major capital delivery programme. As part of this transformation, a Strategic Partnership (Alliance) model will be implemented to build capacity and capability and to drive best practice and innovation for the effective management of the Defence Estate.

DEI Strategic Programmes are linked to the achievement of Strategy25. These include those tied to defence capability projects, such as the P8-A, but also others such as the Consolidated Logistics Project (CLP) and Defence Housing. Completion of these strategic programmes in a timely manner and synchronised with other NZDF change is necessary if NZDF is to have the necessary capabilities, people, and enabling systems by 2025 to be a networked combat force.

Veterans

Veterans' Affairs (VA) strategic change requirements to 2025 are driven by implementing the recommendations in the Paterson Report. These include improvements to infrastructure and systems, legislation, and services to veterans. VA is also continuing to shift services from a transactional support model to a rehabilitation support model in accordance with the Veterans Support Act 2014.

Goals

While each of the three goals are key in themselves, all are required to achieve the Strategy and are interrelated. The primary goal that will achieve a networked combat force is **Joint Operational Excellence. Operational Domain Mastery** and **Organisational Excellence** are enabling goals that are stand-alone but also support the achievement of **Joint Operational Excellence.**

PRIMARY GOAL: JOINT OPERATIONAL EXCELLENCE

Joint Operational Excellence is the primary goal that will enable NZDF to operate as a networked combat force by 2025. Joint Operational Excellence is the need to be proficient and combat-capable as a joint force and operate in an integrated, networked manner with our key partners to deliver military effect, and individually and collectively being capable of operating across a range of joint operational scenarios. As well as being enabled by Operational Domain Mastery and Organisation Excellence, this goal is achieved by two Strategic Objectives and two lines of effort:

- **Strategic Objective: A Networked and Integrated Joint Force** – NZDF has networked and integrated (with key domestic and international partners [military and civilian]) joint force elements that are combat ready and can individually or collectively deliver military effects as part of an integrated NZ Government approach to security.
- **Strategic Objective: A Trusted Strategic and Operational Partner** – NZDF has enduring relationships that enable NZ to achieve comprehensive solutions to national security challenges at home, in our region, and around the world. to security challenges at home, in our region, and around the world.
- **Lines of Effort:**
  - Networked and Integrated Joint Capabilities
  - A Trusted Strategic and Operational Partner

ENABLING GOAL: OPERATIONAL DOMAIN MASTERY

Operational Domain Mastery is one of the two enabling goals that supports Joint Operational Excellence. Operational Domain Mastery is the need for the NZDF to have combat-ready domain (Land, Air, Maritime, Information) force elements and capabilities that are interoperable (internally and externally), and are networked through relationships and systems. This is also requires the NZDF to think and operate in an integrated way across the four domains and not purely along traditional single-Service lines. This goal is achieved by four Strategic Objectives and four lines of effort:

- **Strategic Objective: Combat-ready maritime force** – NZDF has a combat-ready, sustainable, and networked naval force.
- **Strategic Objective: Combat-ready land force** – NZDF has a combat-ready, sustainable, and networked land force.
- **Strategic Objective: Combat-ready air force** – NZDF has a combat-ready, sustainable, and networked air force.
- **Strategic Objective: Integrated information capabilities** – NZDF has integrated information capabilities (intelligence, information, cyber and electromagnetic, C4)
- **Lines of Effort:**
  - Combat-Ready Maritime Force
  - Combat-Ready Land Force
  - Combat-Ready Air Force
  - Integrated Information and Cyber Capabilities

ENABLING GOAL: ORGANISATIONAL EXCELLENCE

Organisational Excellence is the second enabling goal that supports Joint Operational Excellence. Organisational Excellence is the need for the NZDF to have fit for purpose core systems that enable the effective generation of military capability and the delivery of military effect. It also reflects that the NZDF needs to build a greater degree of trust by better demonstrating how we deliver public value that is recognised through the ongoing support of the NZ public and our domestic stakeholders. This goal is achieved by two Strategic Objectives and three lines of effort:

- **Strategic Objective: Enhanced Organisational Support** – NZDF enabling infrastructure, organisational systems and processes (management, finance, concepts, people, logistics, information communications, estate) are fit for purpose and enable the better generation and delivery of military effect.
- **Strategic Objective: Enhanced Trust and Confidence** – There is enhanced external trust, support, and confidence in the NZDF.
- **Lines of Effort:**
  - Integrated Organisational Systems
  - Skilled & Sustainable Workforce
  - Fit for Purpose Estate

2025 Strategic Outcomes

TARGETED INVESTMENT AREAS	ORGANISATIONAL EXCELLENCE	JOINT OPERATIONAL EXCELLENCE	OPERATIONAL DOMAIN MASTERY
	• **Enhanced Organisational Support –** NZDF enabling infrastructure, organisational systems, and processes (management, finance, concepts, people, logistics, information communications, estate) are fit for purpose and enable better generation and delivery of military effect • **Enhanced Trust and Confidence –** there is enhanced external trust, support, and confidence in the NZDF	• **A Networked & Integrated Joint Force –** NZDF has networked and integrated (with key domestic and international partners (military and civilian)) joint force elements that are combat ready and can individually or collectively deliver military effects as part of an integrated NZ Government approach to security • **Trusted Strategic & Operational Partner –** NZDF has enduring relationships that enable New Zealand to achieve comprehensive solutions to national security challenges at home, in our region, and around the world	• **Combat-Ready Maritime Force –** NZDF has a combat-ready , sustainable, and networked naval force • **Combat-Ready Land Force –** NZDF has a combat-ready, sustainable, and networked land force • **Combat-Ready Air Force –** NZDF has a combat-ready, sustainable, and networked air force • **Integrated Information Capabilities –** NZDF has integrated information capabilities (intelligence, information, C4, intelligence, CEMA) and has a unified approach to their force generation
People We have a skilled and sustainable workforce to deliver Defence Outputs	• HQNZDF better supports the delivery of military effects and outputs • NZDF has a more stable and enduring approach to workforce planning and funding • NZDF people, veterans, and communities are supported • NZDF organisational systems enable the attraction, retention and development of a talented workforce • NZDF sustains an inclusive, safe, and respectful workplace • NZDF has a more diverse workforce	• NZDF military personnel have the cognitive edge, knowledge and skills to succeed on complex, joint, inter-agency, and multi-national operations	• NZDF has sufficient suitably qualified and experienced military personnel to sustain operational requirements • NZDF has sufficient suitably qualified and experienced military personnel to sustain organisational requirements • NZDF can sustainably generate and maintain its joint enabling capabilities
Information Our decisions are led by timely and relevant information	• Organisational decisions are information-led and we can exploit opportunities, prioritise resources, and resolve trade-offs • People have secure access to accurate, timely, and relevant information, wherever it is needed	• NZDF operational decisions are agile and information-led • NZDF can operate effectively in an environment where information systems are degraded • NZDF has the expeditionary information (intelligence, information, C4, CEMA) capabilities to operate as a networked combat force	• NZDF has an information environment that enables the establishment of common situational awareness across the maritime, land, air, and information domains with key military partners • NZDF has an information environment that enables the establishment of common situational awareness with Government agencies • NZDF has an information environment that enables the creation of shared situational awareness with non-governmental partners
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	• NZDF has improved relationships with Government agencies and NZ communities • NZDF sustains strategic relationships that contribute to New Zealand's strong international network • NZDF has improved compliance with legislation and state sector expectations	• NZDF supports Pacific partners to strengthen their defence capacity and security systems • NZDF has a greater understanding of the operating environment (incl. human terrain) in the South Pacific and our region • NZDF military relationships enable success on complex, joint, and inter-agency operations at home, in our region, and around the world	• NZDF strategic relationships enable the effective generation and sustainment of combat-ready, multi-domain capabilities that are interoperable with our ally and FVEY partners
Capability The NZDF is enabled to succeed on operations with new and enhanced military capabilities and modern infrastructure	• NZDF has a more strategic and longer term view of its environment as it relates to NZDF Outputs and Defence Outcomes • NZDF estate and infrastructure is modern, safe, and sustainable • Organisational systems and processes are fit for purpose	• NZDF can respond to events in our neighbourhood and the region with more capability, capacity, and endurance, and in an integrated manner with partners • NZDF has enhanced New Zealand's ability to identify, characterise, and respond to activity in the maritime domain • NZDF estate and infrastructure effectively supports the delivery of integrated and joint military effects	• NZDF has an improved ability and capacity to provide combat-ready multi-domain force elements to meet output requirements • NZDF logistics systems enable the generation and delivery of military outputs more flexibly and efficiently • NZDF estate and infrastructure supports the effective generation and operation of military capability

Primary Goal: Joint Operational Excellence

STRATEGIC OBJECTIVE: A NETWORKED & INTEGRATED JOINT FORCE
NZDF has networked and integrated (with key domestic and international partners [both military and civilian]) joint force elements that are combat ready and capable of individually or collectively delivering military effects as part of an integrated NZ Government approach to security

STRATEGIC OBJECTIVE: A TRUSTED STRATEGIC & OPERATIONAL PARTNER
NZDF has enduring relationships that enable NZ to achieve comprehensive solutions to national security challenges at home, in our region, and around the world

TARGETED INVESTMENT AREAS	What outcomes do we need?	How will we know when we've succeeded?
People We have a skilled and sustainable workforce to deliver Defence Outputs	• NZDF military personnel have the cognitive edge, knowledge and skills to succeed on complex, joint, inter-agency, and multi-national operations	• NZDF is effective at developing its people through joint professional military education • NZDF military personnel have improved individual and team resilience, performance, and adaptability • NZDF people have the education and skills needed to operate and maintain NZDF's advanced military equipment to its potential • NZDF joint training and education delivery systems drive self-learning • NZDF military personnel have an enhanced understanding of and compliance with the international law that applies to operational environments
Information Our decisions are led by timely and relevant information	• NZDF operational decisions are agile and information-led • NZDF can operate effectively in an environment where information systems are degraded • NZDF has the expeditionary information (intelligence, information, C4, CEMA) capabilities to operate as a networked combat force	• NZDF has an enhanced ability to provide reach-back support to deployed commanders • NZDF has an expeditionary Joint Task Force HQ capable of leading/commanding a NZ-led joint, inter-agency, and multinational operation in the South Pacific • NZDF information provides a measurable contribution to the success of FVEY, inter-agency, and NZDF-led operations • NZDF information capabilities are secure and resilient • Commanders can synchronise and coordinate information effects and activities to achieve an operational advantage
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	• NZDF supports Pacific partners to strengthen their defence capacity and security systems • NZDF has a greater understanding of the operating environment (incl. human terrain) in the South Pacific and our region • NZDF military relationships enable success on complex, joint, and inter-agency operations at home, in our region, and around the world	• NZDF non-operational postings better support New Zealand's defence policy focus on the South Pacific • NZDF fosters professionalism, enhanced leadership capacity, and supports gender equality in the Pacific security and defence sectors • NZDF is better prepared to respond to threats to New Zealand security in concert with NZ Government agencies • NZDF has well-established relationships with commercial partners and organisations in the region that can support the delivery of comprehensive approach to security • NZDF minimises the environmental impact of its operational and joint training activities on communities
Capability The NZDF is enabled to succeed on operations with new and enhanced military capabilities and modern infrastructure	• NZDF can respond to events in our neighbourhood and the region with more capability, capacity, and endurance, and in an integrated manner with partners • NZDF has enhanced New Zealand's ability to identify, characterise, and respond to activity in the maritime domain • NZDF estate and infrastructure effectively supports the delivery of integrated and joint military effects	• NZDF can generate, deploy, and sustain a combat-ready and networked joint task force capable of leading operations to achieve comprehensive solutions to security challenges in the South Pacific • NZDF estate and infrastructure is resilient and can support the delivery of joint military effects • NZDF information and communications infrastructure effectively enables the sharing of operational information in a timely manner • NZDF has an improved ability to meet operational support requirements from Government agencies • NZDF has a clearly defined approach to the generation, integration, and employment of all joint force elements • NZDF can provide enhanced logistics and air mobility support to civilian activities on the Ross Dependency of Antarctica

Enabling Goal: Operational Domain Mastery

STRATEGIC OBJECTIVE: COMBAT-READY MARITIME FORCE
NZDF has a combat-ready, sustainable, and networked naval force

STRATEGIC OBJECTIVE: COMBAT-READY AIR FORCE
NZDF has a combat-ready, sustainable, and networked air force

STRATEGIC OBJECTIVE: COMBAT-READY LAND FORCE
NZDF has a combat-ready, sustainable, and networked land force

STRATEGIC OBJECTIVE: INTEGRATED INFORMATION CAPABILITIES
NZDF has integrated information capabilities (intelligence, information, cyber and electromagnetic, C4)

TARGETED INVESTMENT AREAS	What outcomes do we need?	How will we know when we've succeeded?
People We have a skilled and sustainable workforce to deliver Defence Outputs	• NZDF has sufficient suitably qualified and experienced military personnel to sustain operational requirements • NZDF has sufficient suitably qualified and experienced military personnel to sustain organisational requirements • NZDF can sustainably generate and maintain its joint enabling capabilities	• The Navy has sufficient numbers (2659 military FTE by 2025) of personnel and they are of the right mix (rank, trade, qualifications, and experience) to sustain operational and organisational requirements • The Army has sufficient numbers (5150 military FTE by 2025) of personnel and they are of the right mix (rank, trade, qualifications, and experience) to sustain operational and organisational requirements • The Air Force has sufficient numbers (2636 military FTE by 2025) of personnel and they are of the right mix (rank, trade, qualifications, and experience) to sustain operational and organisational requirements • NZDF has an effective system for the force generation of all military personnel
Information Our decisions are led by timely and relevant information	• NZDF has an information environment that enables the establishment of common situational awareness across the maritime, land, air, and information domains with key military partners • NZDF has an information environment that enables the establishment of common situational awareness with Government agencies • NZDF has an information environment that enables the creation of shared situational awareness with non-governmental partners	• NZDF understands how it will integrate capabilities and operate in the information environment • NZDF can efficiently and securely share any necessary information with inter-agency, multi-national, and NGO partners • The information that informs NZDF common operating pictures is assured and timely • NZDF information systems have a high level of interoperability between applications, between NZDF operational domain systems, and with NZ Government and FVEY systems • Operational information systems are designed to operate in austere, combat environments as a priority
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	• NZDF strategic relationships enable the effective generation and sustainment of combat-ready, multi-domain capabilities that are interoperable with our ally and FVEY partners	• NZDF sustains relationships that enable high levels of interoperability with our international and domestic partners • NZDF builds operational and technical knowledge from the thinking and the lessons learnt from key military partners • NZDF contractors and suppliers support the sustainment of military capabilities wherever NZDF requires it and in a timely manner
Capability The NZDF is enabled to succeed on operations with new and enhanced military capabilities and modern infrastructure	• NZDF has an improved ability and capacity to provide combat-ready multi-domain force elements to meet output requirements • NZDF logistics systems enable the generation and delivery of military outputs more flexibly and efficiently • NZDF estate and infrastructure supports the effective generation and operation of military capability	• NZDF has an enhanced naval replenishment capability • NZDF has an upgraded naval combat capability • NZDF has an enhanced dive and hydrographic capability • NZDF has an enhanced theatre air mobility capability • NZDF has an enhanced air surveillance and maritime patrol capability • NZDF has improved equipment accessibility, utilisation and availability for training • NZDF has a synthetic (land) mission command training system • NZDF has enhanced land force combat protection and mobility • NZDF has enhanced land force C4ISR to Battalion Group level • NZDF aircraft can operate in civil airspace and operational theatres to their full operational capabilities • NZDF estate and infrastructure is established in sufficient time to enable the generation of new and enhanced capabilities • NZDF can sustain maritime surveillance and tactical air mobility outputs during capability transition • NZDF is ready to introduce its new and enhanced capabilities occurring out to 2028 • Multi-domain, multinational, and interagency interoperability considerations are embedded into all acquisition decisions

Enabling Goal: Organisational Excellence

STRATEGIC OBJECTIVE: ENHANCED ORGANISATIONAL SUPPORT
NZDF enabling infrastructure, organisational systems, and processes (management, finance, concepts, people, logistics, information communications, estate) and processes are fit for purpose and enable the better generation and delivery of military effect

STRATEGIC OBJECTIVE: ENHANCED TRUST AND CONFIDENCE
There is enhanced external trust, support, and confidence in the NZDF

TARGETED INVESTMENT AREAS	What outcomes do we need?	How will we know when we've succeeded?
People We have a skilled and sustainable workforce to deliver Defence Outputs	• HQNZDF better supports the delivery of military effects and outputs • NZDF has a more stable and enduring approach to workforce planning and funding • NZDF people, veterans, and communities are supported • NZDF organisational systems enable the attraction, retention and development of a talented workforce • NZDF sustains an inclusive, safe, and respectful workplace • NZDF has a more diverse workforce	• The NZDF authorised annual workforce targets (military and civilian) are met • NZDF has a 4 year workforce plan with assured multi-year personnel funding • NZDF effectively manages its workforce and ensures it is within funded levels • NZDF is obtaining the best value for money from its contractors and this spend enables enhanced output delivery • The HQNZDF 'system' (its people, structure, processes, and functions) effectively and efficiently enables the delivery of military effects and outputs • The incidence of harmful behaviours in the NZDF workplace is reduced • NZ veterans receive the recognition, support, services and entitlements available to them • NZ veterans receive enhanced rehabilitation services • NZDF has improved growth in its high performing workforce through enhanced coaching and career management • NZDF can retain the talent and critical skills it needs • NZDF has effective policies and support that help to enable successful career transitions • The NZDF workforce better reflects the diversity of the New Zealand population
Information Our decisions are led by timely and relevant information	• Organisational decisions are information-led and NZDF can exploit opportunities, prioritise resources, and resolve trade-offs • People have secure access to accurate, timely, and relevant information, wherever it is needed • Fit for purpose information and communication systems and infrastructure	• NZDF people have appropriate and secure access to information when and where they need it • NZDF has an improved ability to understand the current and future state of people, finances, information, and equipment, and it can model the impact of any changes in our environment. • NZDF information is a trusted input into AoG decision making as it provides an agreed source of truth for the scenario and context • NZDF organisational networks and information systems are secure, resilient, trusted and the confidentiality, integrity and availability of all information is assured
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	• NZDF has improved relationships with Government agencies and NZ communities • NZDF sustains strategic relationships that contribute to New Zealand's strong international network • NZDF has improved compliance with legislation and state sector expectations	• NZDF retains the trust of its military partners in relation to information sharing in an environment where sensitive information is more accessible and ubiquitous • NZDF has improved engagement with the NZ public, iwi, Treaty partners, communities and other stakeholders • NZDF has improved annual and quarterly reporting processes than demonstrate how the NZDF creates public value and improves the security and wellbeing of New Zealanders • NZDF can respond more efficiently and accurately to external requests for information • NZDF has an improved ability to forecast its procurement requirements to industry
Capability The NZDF is enabled to succeed on operations with new and enhanced military capabilities and modern infrastructure	• NZDF has a more strategic and longer term view of its environment as it relates to NZDF Outputs and Defence Outcomes • NZDF estate and infrastructure is modern, safe, and sustainable • Critical organisational systems and processes are fit for purpose	• NZDF strategic change decisions are more enduring, and have greater certainty on their resourcing • All NZDF strategic change initiatives have defined and approved benefits • NZDF strategic change decisions consider potential second and third order effects for NZDF and New Zealand against the four capitals (human, social, physical, natural) • NZDF has greater certainty on its medium term operating funding • NZDF estate energy use, waste generation, and water use efficiency is improved • The NZDF estate is being regenerated faster than it is ageing • NZDF considers the environmental and climate change impact of capability, infrastructure, and procurement decisions • Critical organisational systems and processes are performing to acceptable levels

THE NZDF JOURNEY TO 2025

Six years – three Horizons

The NZDF journey to 2025 can be broken into three, two-year Horizons. These Horizon's enable a more visual, time-based perspective of when strategic change is occurring and how this is synchronized across the organisation. The Horizons have been aligned to financial years and thematically describe the nature of the strategic change occurring in each Horizon. Viewing the 2025 journey in smaller sections also assists in focusing NZDF annual strategic planning and budgeting efforts.

Roadmaps

The initiatives and sub-outcomes that represent the NZDF strategic change journey to 2025 are contained in a Roadmap for each of the three Horizons. These Roadmaps set the baseline plan for 2025 and are live documents. They will be updated regularly as part of performance reporting and enterprise portfolio management.

The Roadmaps are RESTRICTED documents and will be held and managed by Defence Strategy Management.

Strategic Plan Reviews

Plan25 is NZDF's medium-term strategic plan and guides supporting Service and Portfolio strategies, plans, and is the basis for medium-term NZDF workforce and budget planning. As part of the annual strategic planning process or if there are major changes to the strategic environment Plan25 will be reviewed and updated.

STRENGTHENED & ENABLED

HORIZON 1
(2019–2021):

Endstate:

NZDF will be more coherent across its strategic functions and these will be aligned to better support the delivery of military effect, particularly in our region.

Additionally, NZDF will have reduced key risks to output delivery and have set the conditions across all PRICIE components, particularly in the People component, to introduce and integrate the major capability (equipment) enhancements occurring from FY 21/22.

CONNECTED & INFORMED

HORIZON 2
(2021–2023):

Endstate:

NZDF will have generated major new military capabilities to Operational Readiness (OR), such as provision of maritime replenishment support to NZ interests in the Ross Dependency of Antarctica, improved maritime domain awareness in the South Pacific and our EEZ, and an enhanced naval combat capability.

NZDF will have established stronger operational and organisational frameworks, including critical relationship building that will enable realisation of the full benefits of major capability investments.

NETWORKED & INTEGRATED

HORIZON 3
(2023–2025):

Endstate:

NZDF will be more connected, coordinated, and agile and work in an integrated manner with domestic and international partners.

The NZDF will also have completed the operational release of major information-centric capabilities. As a demonstration of this, the NZDF will be able to deploy and operate as a networked combat force; a combat-ready, networked, and integrated Joint Task Force able to lead an independent combined operations in the South Pacific or be part of a partner/coalition-led operation to safeguard New Zealand's interests.

NZDF STRATEGIC RISKS

Strategic risks are the high-level uncertainties that have the potential to affect the achievement of the NZDF strategic objectives and goals. These strategic risks form the foundation for the NZDF Strategic Risk Appetite settings, which indicate where the NZDF Board and the NZDF Executive have formally agreed where they are willing to take risk in order to achieve Strategy25.

The strategic risks also form the basis for both performance management and risk management and are fundamental enablers to the execution of Strategy25 via the NZDF Strategic Plan 2019–2025.

NZDF Strategic Risks

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; and
- 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; and
- 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 mirror our partners and be interoperable with them becomes unaffordable and unsustainable.

How will our strategic risks be managed?

Building and Maintaining Trust

- Actively understanding, maintaining and building the trust of the Government, partners and stakeholders; 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 including military assistance to civil authorities;
- 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 Our 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; and
- Ensuring that veterans continue to be supported effectively.

Sustainability of Military Capability

- 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; 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; and
- Understanding cost structures and drivers and managing them actively.