



**MANATŪ KAUPAPA
WAONGA**
NEW ZEALAND
MINISTRY OF DEFENCE

G.4 SOI (2025)

MINISTRY OF DEFENCE | MANATŪ KAUPAPA WAONGA

Strategic Intentions | Kawatau ā-Rautaki

JULY 2025 – JUNE 2029

Te Kāwanatanga o Aotearoa
New Zealand Government

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CHIEF EXECUTIVE'S STATEMENT OF RESPONSIBILITY

In signing this statement, I acknowledge that I am responsible for the information on the strategic intentions of the Ministry of Defence. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Brook Barrington
Secretary of Defence

July 2025

RESPONSIBLE MINISTER'S STATEMENT

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



Hon Judith Collins KC
Minister of Defence

July 2025

SECTION ONE | WĀHANGA TUATAHI

Introduction | Tīmatanga kōrero

WHO WE ARE AND WHAT WE DO

The Ministry of Defence is the Government's lead civilian advisor on defence and is responsible for purchasing major capability used by the New Zealand Defence Force in order to enhance the security and national interests of New Zealand and its people.

Ko Te Manatū Kaupapa Waonga te kaitohutohu tūmatanui matua ki te Kāwanatanga mō ngā kaupapa waonga, ka whai takohanga ki te hoko i ngā rawa nui e whakamahia ana e Te Ope Kātua o Aotearoa hei whakahaumako i ngā take whakahaumaru ā-motu o Aotearoa me tōna iwi.

Collectively referred to as 'Defence', the Ministry of Defence (the Ministry) and the New Zealand Defence Force (the NZDF) are separate agencies that work together to ensure the New Zealand Government receives robust advice on defence and security matters, incorporating military and civilian perspectives.

The Defence agencies work together to develop and deliver a work programme through Vote Defence and Vote Defence Force to meet government objectives. Together, we deliver on the Minister of Defence's priorities for the Defence portfolio.

The Ministry exists as a separate agency from NZDF to ensure clear division of responsibilities and accountabilities. The Defence Act 1990 articulates the roles of the Ministry and although not a monitor

of NZDF, the Ministry ensures the military view is balanced with civilian advice. The separation between the two agencies is part of New Zealand's Defence legislative arrangements.

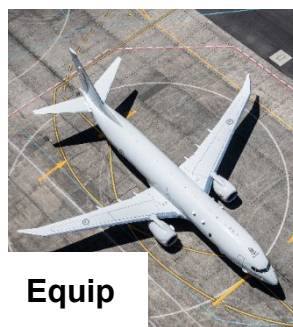
The value of the Ministry to Government, the NZDF and the New Zealand public is its:

- focus on sound stewardship of high value, high risk military procurement
- lead on developing strategies for Defence
- provision of civilian perspective on defence matters, and
- fostering of links with agencies and our international partners.

WHAT WE DO



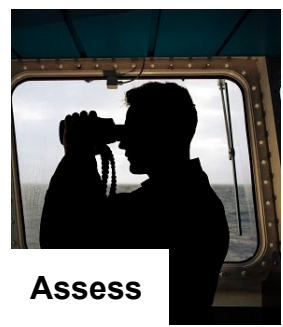
Plan



Equip



Partner



Assess

Our work can be categorised into the following four areas:

PLAN

The Ministry regularly assesses major strategic trends and conducts in-depth assessments on emerging and evolving issues that could affect New Zealand's national security interests. These assessments inform the Government's defence policy settings.

The Ministry assesses the strategic environment and provides Government with civilian advice on Defence policy issues including advice on future investment options. The Ministry undertakes reviews of Defence policy and strategy settings as well as specific pieces of policy work as directed by the Minister such as legislative reform and planning for future capability investments.

EQUIP

Modern military capability is inherently complex, often requiring the integration of weapon systems, multiple sensors and communications, and highly trained personnel and logistical systems that enable their ongoing use, including upgrades

The system developed by the Ministry to manage these significant procurements has been assessed as "the leading example for long-term capital planning within the public sector". The value this adds to New Zealand is the assurance that these projects are well managed and fiscal risks are mitigated.

The Ministry purchases major equipment which becomes a capability when it is used by the NZDF. Once Cabinet has approved an investment, the Ministry is responsible for the successful delivery of the project from procurement to introduction into service.

This work is done in partnership with the NZDF, through integrated teams.

PARTNER

The Ministry works with the NZDF to shape New Zealand's relationships with foreign militaries and security organisations. We provide advice to Government and direction on defence relationships to maximise New Zealand's security and broader interests. Having a network of strong international relationships serves to protect and advance our interests.

The Ministry also leads the development of advice to the Government on deployments of NZDF personnel and assets, and international defence engagements. This advice supports Government decisions that reinforce the international rules-based system, contribute to collective security efforts, and benefit New Zealand's defence and foreign policy. This work is done in line with New Zealand's national security priorities, jointly with the Ministry of Foreign Affairs and Trade and other relevant agencies.

Strong international defence relationships help New Zealand to work closely with trusted partners in responding to security challenges, and support New Zealand's broader foreign and economic policy objectives.

The Ministry undertakes engagements with its counterparts overseas and assists the Minister to engage at a Ministerial level in bilateral and multi-lateral environments.

ASSESS

We also conduct audits and assessments of the NZDF and the Ministry's military procurements to support continuous improvement as part of an annual work programme approved by the Minister.

To ensure the audit and assessment effort is efficiently targeted, the work programme focuses on areas presenting the greatest risk to the Defence system that are not being addressed by another programme of work. The Ministry also uses this work programme to drive increased use of performance measurement and data insights to improve decision making and evaluation across Defence.

WHO WE WORK WITH

The Ministry works closely with:

- **The New Zealand Government:** With the NZDF, we deliver the policies, capabilities and foster relationships to meet or contribute to the Government's defence, national security, and foreign policy objectives.
- **The Minister of Defence:** We deliver policy advice and assessments, advice on deployments, and support the Minister in their domestic and international defence engagements.
- **New Zealand Defence Force personnel:** We deliver safe, effective systems and equipment that becomes a defence capability when used by NZDF service personnel. We work alongside the NZDF in preparing advice on offshore deployments of NZDF personnel.

The Ministry primarily works with the following New Zealand government agencies:



Figure 1: New Zealand government agencies that the Ministry of Defence works with

WE ARE PART OF THE NATIONAL SECURITY SYSTEM

The Ministry is a lead policy agency within the national security system. Our responsibility is to collaborate and integrate with other security agencies, to deliver:

- coherent and consistent advice to Ministers on national security, foreign policy, intelligence and defence issues
- the maximum whole of sector performance from the available resources
- the ability to adapt quickly to changes in the strategic and security environment, and
- improved attraction, development and retention of skilled people, by providing career pathways across the national security system and with other sectors.

Defence also supports the broader National Risk and Resilience Framework, with the Secretary of Defence and the Chief of Defence Force supporting

Strategic Crisis Response as members of the Officials Committee for Domestic and External Security Coordination, and Strategic Governance as members of the National Security Board. This provides leadership, coordination and support of all-of-government responses to national security issues.

New Zealand's first ever *National Security Strategy* was launched in 2023. The *National Security Strategy* is based on an Act Early Framework, promoting a focused, integrated and inclusive approach to preventing national security threats and shaping the environment whenever possible. Consistent with the strategic defence policy settings outlined in the *Defence Capability Plan*, it underscores the importance to New Zealand of a peaceful, stable, and resilient Pacific, and recognises the value of close international relationships for the security challenges we face.

As part of the national security system, the Ministry's work also contributes to the three outcomes and priorities set out in the *National Security Strategy*:

<p>New Zealand is protected from threats</p> <p>PRIORITY: Acting early to prevent national security threats and build New Zealand's resilience</p>	<p>A resilient society, informed and engaged on national security challenges</p> <p>PRIORITY: Working together to foster collective understanding and approaches</p>	<p>An effective national security system</p> <p>PRIORITY: Leading an integrated approach</p>
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Other key strategies that sit below the *National Security Strategy* include:

- The *New Zealand Space and Advanced Aviation Strategy 2024 to 2030* released in September 2024 underscores the Ministry's priority to ensure Defence's interests in space are represented and reflected within major government policy products. The Ministry works closely with our international partners to advance New Zealand's interests in space, particularly through our membership to the Combined Space Operations initiative. This work aligns with the Ministry's additional work to uplift Defence's cyber capabilities.
- The 2024 *Maritime Security Strategy* ensures New Zealand has a maritime security sector that is able to continue to secure New Zealand's marine economic, cultural and environmental interests for future generations. This aligns with New Zealand's defence policy focus on acting early and deliberately to protect New Zealand's interests. A key focus for Defence is protecting New Zealand's sovereignty, including through maritime security.

PARTNERING WITH THE DEFENCE FORCE

Together, the Defence agencies deliver on the Minister of Defence's priorities for the defence portfolio, with responsibilities as set out in Figure 2 below.

In areas where the Ministry leads, such as the procurement of major military equipment, this is done in close collaboration between civilian and military personnel.

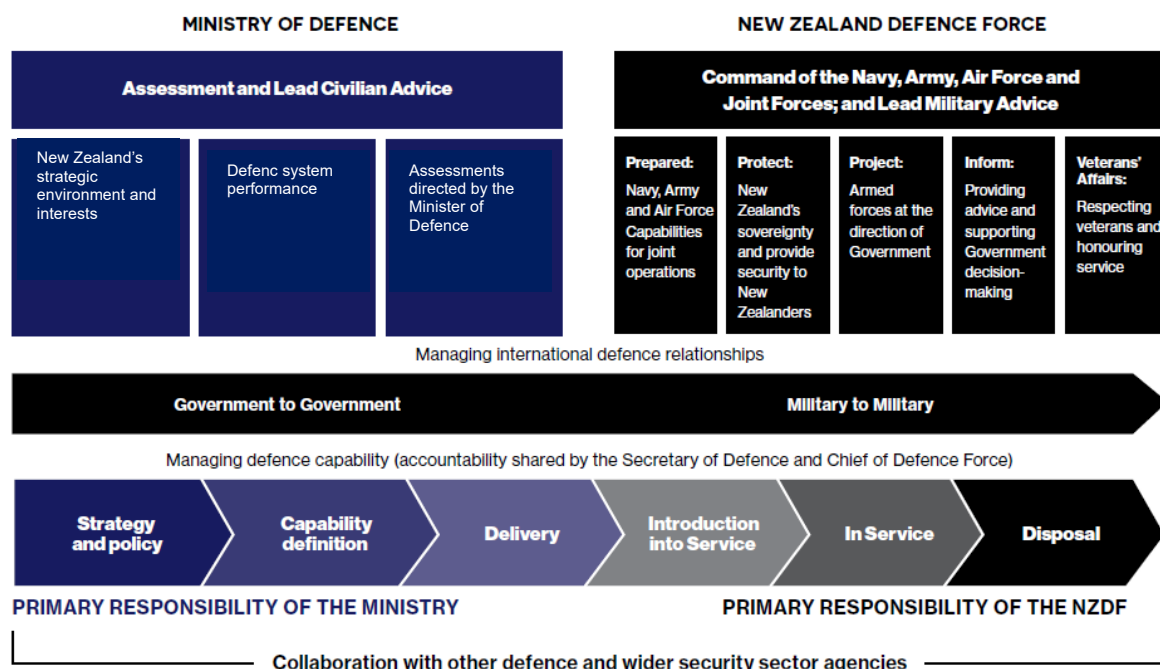


Figure 2: Respective roles of the Ministry of Defence and New Zealand Defence Force

NEW ZEALAND'S STRATEGIC ENVIRONMENT

New Zealand is facing its most challenging and dangerous strategic environment for decades. Recent geopolitical developments demonstrate the increasing and compounding nature of threats to our national security interests. These include Russia's continuing illegal war against Ukraine and blatant disregard for international law, conflict in the Middle East, and growing strategic competition in the wider Indo-Pacific.

The existing international rules-based order is increasingly being challenged by those who seek to undermine international rules or norms or reshape global orders in ways contrary to New Zealand's values and interests.

Intensifying strategic competition is increasing global and regional tensions, and raising the prospect of military confrontation and conflict.

The Indo-Pacific is a primary geographical theatre for strategic competition, most visibly between China and the United States. China's assertive pursuit of its strategic objectives is the principal driver for strategic competition in the Indo-Pacific, and it continues to use all of its tools of statecraft in ways that can challenge both international norms of behaviour and the security of other states. Of particular concern is the rapid and non-transparent growth of China's military capability.

States within the Indo-Pacific and globally are responding to these pressures by increasingly investing in their own military and security capabilities, deepening and broadening their bilateral and multinational security partnerships, and adopting sharper security postures. This includes our closest international security partners and other states that share security interests with New Zealand.

Rising competition and tensions in the wider Indo-Pacific are playing out in New Zealand's immediate region, which spans from Antarctica through to the South Pacific. While wider international engagement and interest in the Pacific can bring some benefits to the region, it also presents challenges for regional security, stability, and unity.

Climate change remains the primary security concern for Pacific Island countries. It is driving increasing and intensifying natural disasters, and over time could cause critical challenges for some Pacific countries both directly and by exacerbating other security issues.

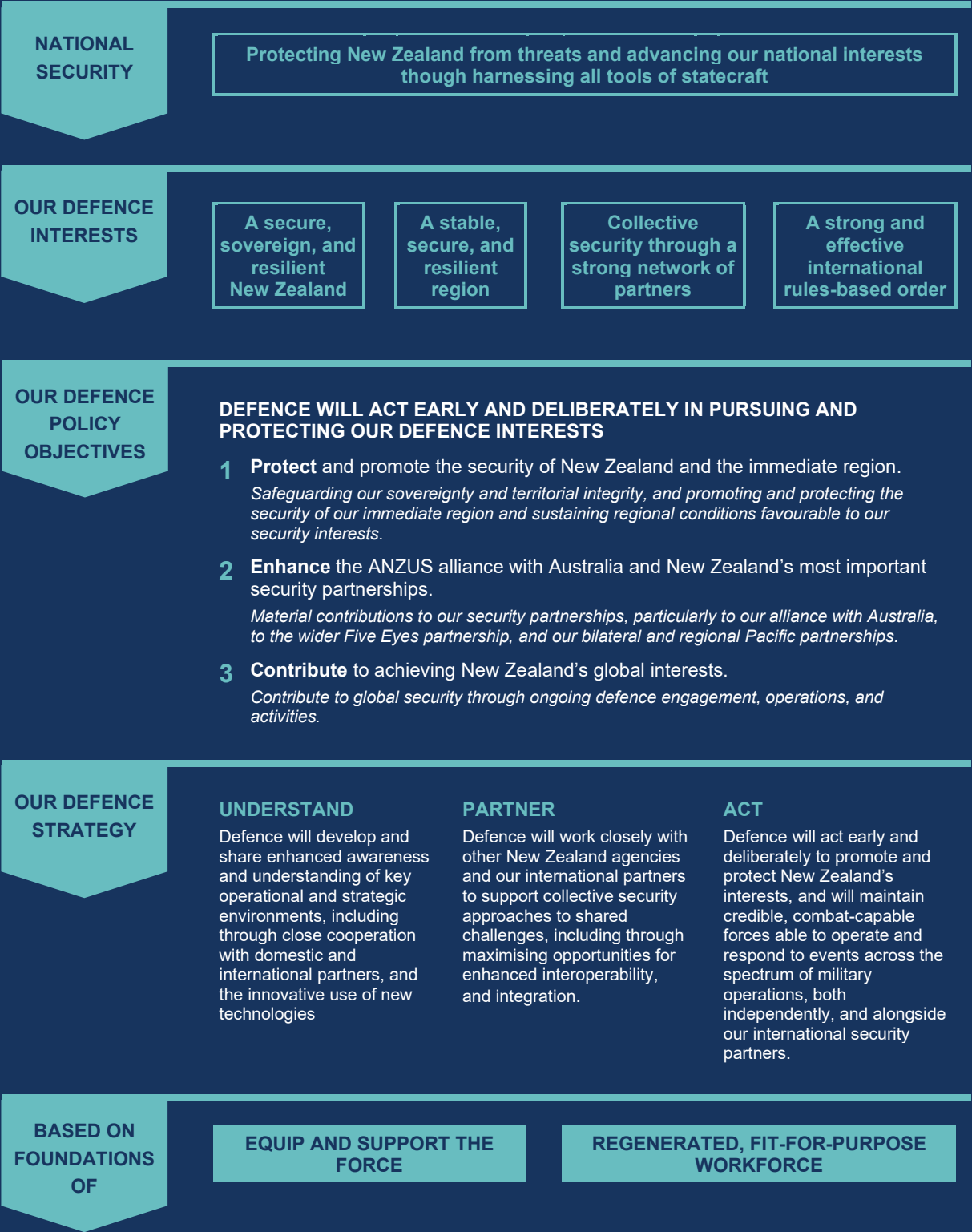
Both climate change and growing strategic interest in the Pacific are layering on top of other regional security challenges, including vulnerability and exposure to natural hazards, transnational organised crime, illegal fishing, and maritime security threats. Civil disorder has also demonstrated the potential for instability in the Pacific.

Strategic interest in the Southern Ocean and Antarctica is also growing. The Antarctic Treaty System continues to provide the framework for state activity, but it is increasingly coming under pressure. It is clear that the Antarctic region is not immune to the spill-over impacts of strategic competition elsewhere.

New Zealand's geographic isolation no longer shelters us from threats to the extent it once did. We are seeing increasing threats to, and through, our extensive maritime area of interest. In addition to the risk of illegal activities, we face the increasing prospect of hostile forces operating in our wider maritime domain in ways that are coercive and threatening. Cyber intrusions are an ever-present threat, and our physical and virtual connections to the world are vulnerable.

THE DIRECTION FOR DEFENCE

Defence’s direction is set by the Government’s defence policy and strategy settings. The latest articulation of these are found in the *2025 Defence Capability Plan*. This provides strategic direction for both the Ministry and NZDF (the Defence agencies).



GOVERNMENT PRIORITIES AND MINISTERIAL FOCUS AREAS

As stated in the Speech from the Throne in November 2023, the Government's priorities include:

- delivering public services so they are more efficient, effective, and responsive to all who need and use them
- an active foreign, defence and trade policy agenda that enhances our security and makes us a participant in major global and regional developments
- protecting the values of democracy, freedom and security.

In support of these priorities, the Ministry is focused on sound stewardship of high value procurement, providing defence policy advice and a civilian perspective on defence matters, and fostering links with agencies and our international defence partners.

In 2025, the Minister of Defence identified five particular areas of focus for the Defence portfolio, to guide the work of both the Ministry of Defence and the NZDF.

Implement the *Defence Capability Plan 2025* and deliver an industry strategy

Defence will focus on implementing the pipeline of projects outlined in the Defence Capability Plan at pace, including preparing business cases in the new ways directed by the Plan. In addition, the two-yearly review cycle of the Defence Capability Plan will enable Defence to manage implementation so that innovation, new technologies, and emerging risks can be considered, with additional capabilities added to the next Plan as the strategic environment demands and the fiscal environment allows.

The forthcoming Defence Industry Strategy will need to outline how Defence can play a role in reinforcing onshore talent, improving national resilience, and supporting the Government's economic growth agenda. The Technology Accelerator set out in the Defence Capability Plan will also play an important role in this area.

Increase operational tempo and maintain strong relationships with key partners

A network of strong international relationships, anchored by our partnership with our ally Australia, is fundamental to our security and wellbeing. Defence needs to continue to show up and to deploy our highly skilled people. Defence needs to continue to be more present, agile, responsive, reliable and predictable, and ensure we remain interoperable with likeminded partners.

Exercise financial prudence

Defence will continue to focus on managing internal cost pressures, including finding savings to ensure Defence is delivering the best value for New Zealand taxpayers.

Defence will also work with the Treasury to ensure long-term stability for defence investment.

Ensure the NZDF workforce and legislative settings are fit for purpose

The Ministry will support NZDF to deliver the Defence Workforce Strategy, and related tools and systems, which will play an important role in the delivery of the Defence Capability Plan.

Policy and legislative work will also continue, to ensure that the NZDF is enabled and protected in modern operational environments.

Contribute to public messaging around defence and national security

The New Zealand public is becoming increasingly aware that we are no longer living in a benign strategic environment. Defence Chief Executives will play more of a role in educating the New Zealand public on our deteriorating strategic environment, and the important job Defence does in securing New Zealand's national interests.

SECTION TWO | WĀHANGA TUARUA

Our strategic direction | Tō mātou ahunga rautaki



OUR STRATEGIC INTENTIONS

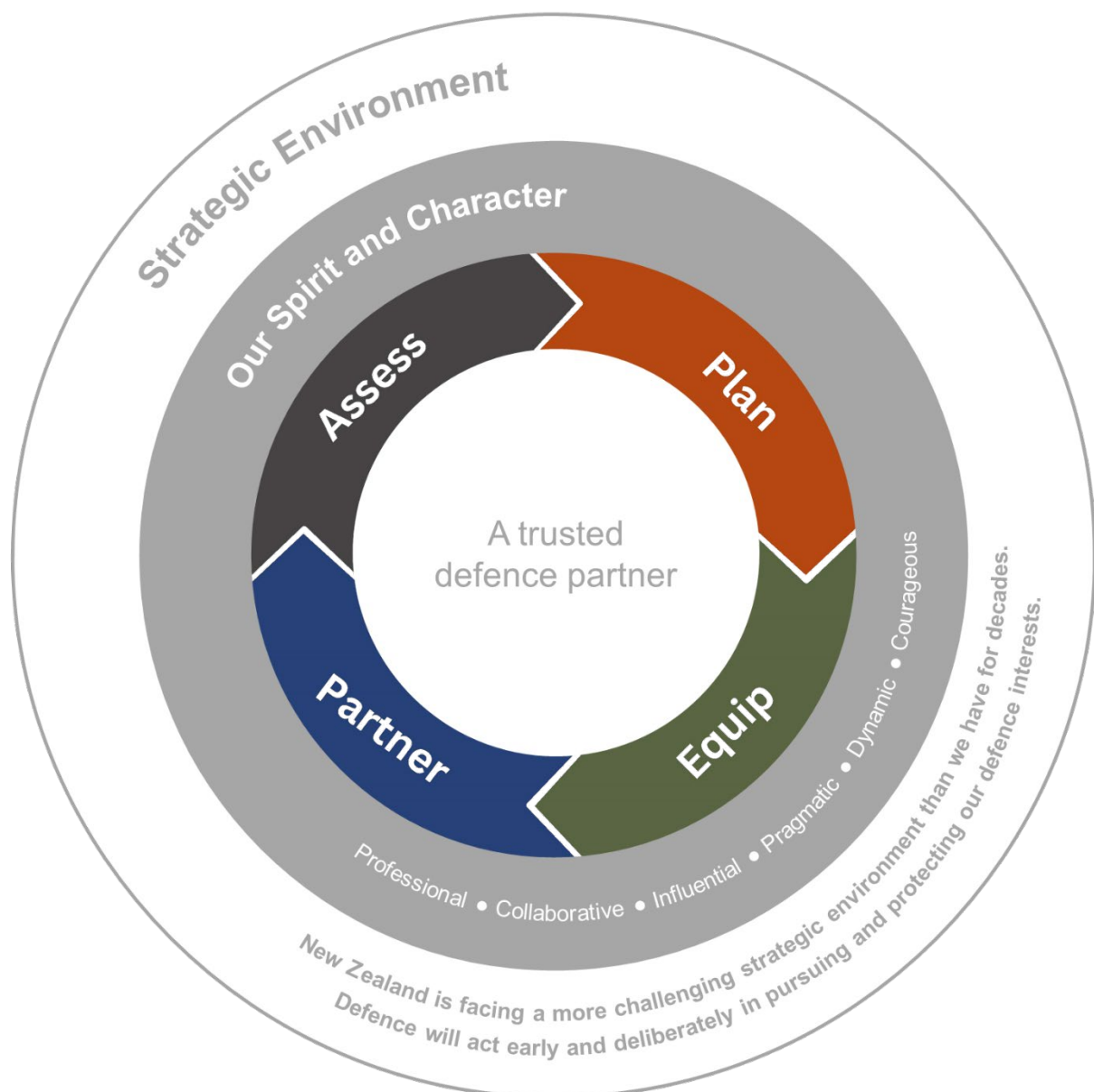
Our vision of the Ministry as a **trusted defence partner** is delivered through four strategic objectives, and is supported by our spirit and character.

Plan: New Zealand's national security is enhanced by defence planning that is able to foresee strategic challenges, shapes defence policy to match them and delivers a credible defence capability investment pipeline to respond to challenges to New Zealand's interests now and in the future.

Equip: The NZDF is equipped to meet New Zealand's defence and security needs. The Ministry delivers major defence capabilities that are timely and fit for purpose.

Partner: Our partners have confidence in the New Zealand Defence system. We provide a valuable contribution to addressing security challenges that impact New Zealanders. The Ministry is respected for its expertise.

Assess: New Zealand understands the performance of the Defence system. A series of assessments demonstrate system credibility, support continuous improvement of the system, and strengthen the Ministry's ongoing advice to decision makers.



PLAN | TE WHAKAMAHERE



New Zealand's national security is enhanced by defence planning that is able to foresee strategic challenges, shapes defence policy to match them and delivers a credible defence capability investment pipeline to respond to challenges to New Zealand's interests now and in the future.

Successful planning will see

- **sustainable defence plans:** The Government is provided with sustainable plans for Defence that address strategic and fiscal challenges.
- **a responsive and resilient Defence:** Defence is responsive and resilient to external shocks and balances policy, capability and funding requirements.

We deliver by

- developing New Zealand's strategic defence policy settings, through defence assessments and policy papers, defence policy and strategy statements, and defence white papers
- leading defence policy on specific subject matter areas, including but not limited to space, cyber, emerging technology, maritime security and climate change
- ensuring the ongoing effectiveness of the Defence regulatory system, including by administering the Defence Act that enables and supports NZDF activities, and reviewing defence policy and law to ensure it remains fit for purpose in a modern context

- providing advice to government on military capability options, in partnership with the NZDF
- managing the capability portfolio, in partnership with NZDF portfolio functions, including by taking a data-driven approach to benefits realisation.

We influence by

- working effectively and influentially across the wider National Security System to deliver defence policy
- building and maintaining strong enduring relationships between the Ministry and NZDF, along with other government agencies in the National Security System
- engaging with partners on investment planning to support improved interoperability
- encouraging innovative thinking, and robust internal and external challenge of ideas
- investing in our people, to ensure that the Ministry is valued for its expertise.

Key indicators and milestones for this strategic objective will be:

- 1.1 Delivering long-term military capability planning will include:
 - 1.1.1 **MILESTONE:** timely investment options on individual capabilities to Cabinet, in line with the Defence Capability Plan – with Cabinet consideration of investment business cases reported in the Ministry's annual report
 - 1.1.2 **MILESTONE:** the Defence Capability Plan is reviewed every two years to ensure the NZDF remains a capable and credible force in a changing world
 - 1.1.3 **INDICATORS:** an annual assessment of the quality of investment advice through an independent review of policy advice and a survey of the Minister's satisfaction of policy advice, both of which will be reported in the Ministry's annual report
 - 1.1.4 **INDICATORS:** reporting on the timeliness of capability advice, and delivery against requirements, as part of the Ministry's annual report.
- 1.2 To ensure the ongoing effectiveness of the Defence regulatory system:
 - 1.2.1 **MILESTONE:** we will provide advice to Ministers on a targeted review of the defence regulatory framework. This work will be reported in the Ministry's annual report.
- 1.3 Supporting effective Defence strategic policy, as well as Defence input into across-government policy matters will involve:
 - 1.3.1 **MILESTONE:** the publication of periodic Defence assessments
 - 1.3.2 **MILESTONES:** the publication of Cabinet papers on key defence policy decisions on the Ministry's website, with redactions as required, in accordance with the Government's proactive release policy
 - 1.3.3 **INDICATORS:** the annual assessment of randomly selected policy advice – including defence assessments – through an independent review of policy advice and a survey of the Minister's satisfaction of policy advice.



The NZDF is equipped to meet New Zealand's defence and security needs. The Ministry delivers major defence capabilities that are timely and fit for purpose.

Successful equipping of the NZDF will see

- **investment advice:** We deliver investment cases that align with the strategic direction and policy objectives set in the Defence Capability Plan. A complex and integrated capital programme supports the Government's investment decisions, and reflects prioritised Defence requirements.
- **capability delivered:** Major defence equipment, platforms and capability are delivered and our performance is based on delivering on time, to budget and to agreed scope. Successful introduction into service enables the NZDF to deliver military effects. This is done through a capability management system that assesses the whole of life for costs, is future-proofed, and delivers a comprehensive solution to the NZDF.
- **engaged and informed industry:** Industry need and want to be ready to respond to Defence requirements. The Ministry's procurement approach is robust, consistent and transparent, and based on clear requirements, including the need for rapid delivery in this changing strategic environment.

We deliver through

- **major capital investments:** Delivering major capital investments in the Defence Capability Plan.
- **governance:** Continuing operation and enhancement of a contemporary and fully integrated end-to-end Capability Management System (CMS) that enables the cost effective design, delivery, maintenance and eventual disposal of military capability. Defence has a CMS International Exemplar to ensure it has a repeatable, consistent, and continuously improving system.

- **industry:** Increasing Industry awareness of future defence investments builds understanding of the opportunities these present. We also do this to be better informed in the preparation of advice to Government on future capability decisions.
- **integrated project teams:** We work in partnership with the NZDF to bring together complementary skills to deliver defence capability.

We influence by

- working alongside the NZDF throughout the capability management lifecycle, from seeking requirements through to the integration of new capability
- working with Industry to deliver defence capability projects
- understanding risks and challenges relating to the international supply chain.

Key indicators and milestones for this strategic objective will be:

- 2.1 We will ensure NZDF is equipped to meet New Zealand defence and security needs by:
 - 2.1.1 **MILESTONES:** delivering the capability projects in the Defence Capability Plan, particularly the projects listed on the following page
 - 2.1.2 **INDICATOR:** realising the benefits set for each capability project, with delivery for each project reported in the Ministry's annual report, alongside an assessment of the delivery of benefits across the portfolio of Defence capability projects, reported in the Ministry's annual report.
- 2.2 Project delivery performance will be reported annually through:
 - 2.2.1 **INDICATORS:** reporting in the Ministry's annual report on delivery against requirements, budget and schedule for the portfolio of defence capability projects
 - 2.2.2 **MILESTONES:** reporting details of delivery over the year and to-date in the Ministry's annual report. This is supplemented by additional detail in the Major Projects Report that is independently audited, considered by the Foreign Affairs, Defence and Trade Select Committee, and published on the Ministry's website
 - 2.2.3 **MILESTONE:** reporting on the effective and efficient spend to forecast on capital investment for major defence capability projects in the Ministry's annual report, alongside details of spend to-date for each project.
- 2.3 We will maintain the effectiveness of the joint Capability Management System by:
 - 2.3.1 **MILESTONE:** undertaking ongoing review and improvement activity, with significant activities reported in the Ministry's annual report.

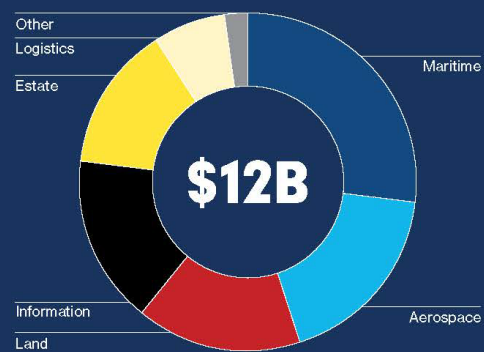
The Defence Capability Plan outlines a range of indicative major investments over the period 2025–2028 that will be led by the Ministry or NZDF. Major capabilities to be delivered by the Ministry in this period include the following projects in the Maritime, Aerospace, Land and Information domains:

MAJOR INVESTMENTS 2025–2028

-  Enhanced strike capabilities
-  Frigate sustainment programme
-  Persistent surveillance (uncrewed autonomous vessels)
-  Replacing the maritime helicopters
-  Javelin anti-tank missile upgrade
-  Network Enabled Army
-  Special Operations sustainment
-  Vehicles for the NZDF
-  Counter Uncrewed Aerial Systems
-  Long-range remotely piloted aircraft (drones)
-  Replacing the Boeing 757 fleet
-  Space capabilities
-  Enhancing cyber security capabilities
-  Enterprise resource planning
-  Improved intelligence functions
-  Updating classified digital services
-  Accommodation, messing, and dining modernisation
-  Defence estate regeneration
-  Defence housing programme
-  Future Devonport naval base design
-  Ohakea infrastructure programme
-  Defence Science & Technology uplift
-  Technology Accelerator
-  Information management
-  Digital modernisation
-  Logistics resilience
-  Consolidated Logistics Project infrastructure
-  Implementing a workforce strategy

The Defence Capability Plan outlines indicative spending of \$12 billion on major capability and critical supports over the next four years. These indicative investments focus on what is required in the short term to rebuild the NZDF and prepare for future.

INDICATIVE SPEND BY AREA



PARTNER | TE WHAKAHOA



Our partners have confidence in the New Zealand Defence system. We provide a valuable contribution to addressing security challenges that impact New Zealanders. The Ministry is respected for its expertise.

Successful partnering will see

- **a strengthened Defence system:** We will reinforce our relationships with NZDF, the national security sector, international defence partners, academia and industry. These relationships will enable the Ministry to be better informed, more influential and be able to provide high quality advice to Government.
 - **regional and global stability:** We will continue to strengthen relationships, defence policy advice and activities that contribute to regional stability, resilience and conflict resolution, including advice on the deployment of the NZDF. This will amplify New Zealand's influence and promote our interests and values.
 - **like-minded partnerships:** We will re-energise traditional like-minded security partnerships, especially with our ally Australia. This will amplify the Ministry's contribution to a strong and effective rules-based international system which benefits New Zealand.
 - **enhanced capabilities:** We will work with partners, global defence industry, science and technology entities. These partnerships will support the improved effectiveness and interoperability of our combat and other military capabilities, helping to ensure New Zealand is seen as a credible partner.
- partnering with NZDF to support the regeneration of the NZDF workforce
 - deploying with partners to contribute to a strong rules-based international system of benefit to New Zealand
 - advancing key international defence relationships that support New Zealand's interests
 - **Australia:** enhancing the ANZUS alliance with Australia including through interoperability, joint procurement and intensified co-operation
 - **Pacific:** supporting workstreams directed by the South Pacific Defence Ministers' Meeting, strengthen the South Pacific Defence Secretary Dialogue and continuing to support Pacific Defence policy capability
 - **Industry:** creating and implementing a new defence industry strategy
 - **Academics:** exploring opportunities for academic engagement.

We deliver through

- developing and implementing the Defence Capability Plan
- progressing the Maritime Fleet Renewal with the NZDF

We will influence outcomes by

- partnering within the national security sector to deliver against the *National Security Strategy* outcomes
- bringing our understanding of partners' defence policy and priorities to our advice
- contributing policy advice to support NZDF deployments throughout the deployment lifecycle.

Key indicators and milestones for this strategic objective will be:

3.1 Successful partnering will involve:

3.1.1 **MILESTONES:** reporting in the Ministry's annual report key activities advancing international defence relationships. This will include:

- 3.1.1.1 progressing the South Pacific Defence Ministers' Meeting initiatives
- 3.1.1.2 hosting of the ASEAN future leaders course in 2025
- 3.1.1.3 promoting connections with Pacific Secretaries of Defence through work as secretariat to the South Pacific Secretaries of Defence Dialogue annual meeting activities
- 3.1.1.4 supporting senior leaders and the Minister of Defence during counterpart talks, and – with NZDF – holding annual official Defence talks with our Pacific counterparts
- 3.1.1.5 continuing secondments in Defence policy with Fiji and Papua New Guinea
- 3.1.1.6 working with our ally Australia, to strengthen the Australia-New Zealand alliance.

3.2 We will support regional and global stability through:

3.2.1 **INDICATOR:** advice to the Government on the deployment of the NZDF, which will be published on the Ministry's website, with necessary redactions, in accordance with the government's proactive release policy

3.2.2 **INDICATORS:** annually assessing the quality of deployment advice through:

- 3.2.2.1 an independent review of a selection of policy advice and
 - 3.2.2.2 a survey of the Minister's satisfaction of policy advice
- both of which will be reported in the Ministry's annual report.

3.3 We will enhance defence capabilities through our work with defence industry:

3.3.1 **MILESTONE:** development of a new defence industry strategy

ASSESS | TE AROTAKE



New Zealand understands the performance of the Defence system. A series of assessments demonstrate system credibility, support continuous improvement of the system, and strengthen the Ministry's ongoing advice to decision makers.

Successful assessing will see

- **enhanced performance and a more resilient system:** This work will lead to improvements in how the NZDF and Ministry conduct their business, better integration across the Defence system, and heightened ability to respond to the challenging and dangerous strategic environment.
- **improved risk management:** Our assessments will evaluate whether risks are being proactively identified, promptly mitigated, and improvements ingrained within the Defence system and its processes. Strong risk management helps ensure the Defence system is set up to deliver on Government direction.
- **evaluation of Defence progress against policy and strategy:** Our assessments will support understanding of how Defence is tracking against the Government's strategic defence policy settings.

We deliver through

- regular reporting of Defence system performance against the Government's strategic defence policy settings

- reviewing current and recently completed Defence operations to assess whether they are achieving or achieved their strategic objectives set by Cabinet – as part of the Defence Operations Lifecycle Framework
- thematic audits and assessments of NZDF functions, duties, or projects, and audits and assessments relating to the Ministry's procurement, replacement, or repair of major military capabilities.

We will influence this outcome by

- carrying out environmental scans using internal and external publications and reports to gauge sentiment about Defence, which will inform future audit and assessment work
- monitoring Defence system performance to identify areas of risk, or areas that may be of interest to the Minister of Defence, for possible inclusion in the future audit and assessment work programme
- creating tools to support data- and evidence-led decision-making.

Key indicators and milestones for this strategic objective will be:

- 4.1 We will support continuous improvement of the Defence system through:
 - 4.1.1 MILESTONE: the approval of the audit and assessment work programme by the Minister of Defence
 - 4.1.2 MILESTONE: delivering regular reporting on Defence's delivery against the Government's defence policy and strategy settings
 - 4.1.3 INDICATOR: a survey of the Minister's satisfaction with the quality of audits and assessments, which will be reported in the Ministry's annual report.

MONITORING AND REPORTING ON OUR PERFORMANCE

The Ministry's work programme is aligned to our strategic objectives. Our priorities will be regularly reviewed and adjusted as our work programme progresses. This may involve responding to significant changes in our strategic environment. For example, a deployment in response to an event overseas, which cannot be predicted, will affect how we prioritise our resources and effort. Having this flexibility with our priorities means we can maximise our impact across our strategic outcomes while delivering to the Government's priorities.

To ensure that we are progressing our strategic outcomes, we monitor and assess our work programme and organisational health through a range of quantitative performance indicators and qualitative reports. We report against performance indicators and all our key achievements in our annual report. These insights into the progress we are making to meet our strategic and organisational outcomes help to enable effective performance management.

As we progress the medium- to longer-term work programme in the Defence Capability Plan, performance indicators for these projects will be agreed. These indicators will continue to be a mix of quantitative and qualitative measures to ensure they tell a comprehensive story of our performance. We measure our success across three domains:

- 1 how our advice contributes to outcomes for all New Zealanders
- 2 how we operate as an agency and how we support our people to be successful
- 3 how effective we have been in delivering.

OUR 'HOW'

The foundation that enables the Ministry: our people, our resources and our core work priorities.



OUR 'WHY'

The objectives and priorities that we want to progress and deliver against our Defence strategic policy and the Ministry's strategic intentions

OUR 'WHAT'

The policy initiatives we are committed to delivering.

SECTION THREE | WĀHANGA TUATORU

How we operate as an organisation | Ā mātou mahi hei rōpū

STEWARDING THE MINISTRY

The Ministry's vision focuses on continuing to be a credible defence partner.

The Ministry comprises around 200 staff, with an operating budget of nearly \$26 million, with over 75% of departmental costs relating to personnel. We are funded through Vote Defence, and work through a departmental appropriation as well as an operating Crown capital appropriation on behalf of the Minister of Defence for our work procuring major military equipment.

The Ministry has recently delivered \$6 billion in major capability projects. The Ministry is now focussed on implementing the 2025 Defence Capability Plan which will include delivering the replacement of the Seasprite maritime helicopters, replacement of the Boeing 757 fleet, a deployable system to counter Uncrewed Aerial Systems, new encrypted radios for the New Zealand Army, and a programme of upgrades to extend the life of the two Anzac frigates. The capital allocation for these projects appears in both Vote Defence Force and Vote Defence.

Crown funding for the delivery of Defence capabilities is allocated after Cabinet approval of business cases for the specific projects.

In line with the Government's priority of fiscal sustainability and consolidation we will look at ways to drive efficiencies. To deliver on our vision, meet our targets, and support our staff we will regularly review our work programmes and projects.

As we implement our strategic intentions we will continue to refine our organisational planning and strategic reporting and enhance our performance measures. This means we will be able to continue to improve how we monitor and report on our work, as well as continuing to ensure what we deliver represents efficient and effective use of public funds.

HAPPY, HEALTHY AND HIGH PERFORMING



A happy, healthy and high performing workforce forms the bedrock of our organisation.

The Ministry is organised around its civilian advice and military capability delivery roles. We regularly identify the capabilities we need to deliver our work to the highest possible standard. Project management, commercial acumen (especially procurement), policy and data analysis and assessment, international relations expertise, specialist technical, and corporate expertise are the core capabilities we need. We look for people who are responsive and adaptable.

The Ministry's *People Strategy 2025–2028* provides the roadmap for the people capability and organisational culture the Ministry needs to deliver its strategy. We aim to maintain the Ministry's employer value proposition where our people consistently tell us they recommend the Ministry as a good place to work, they find the work interesting, they like the people they work with, and they like the culture of the Ministry.

Our People Strategy is delivered across four focus areas:

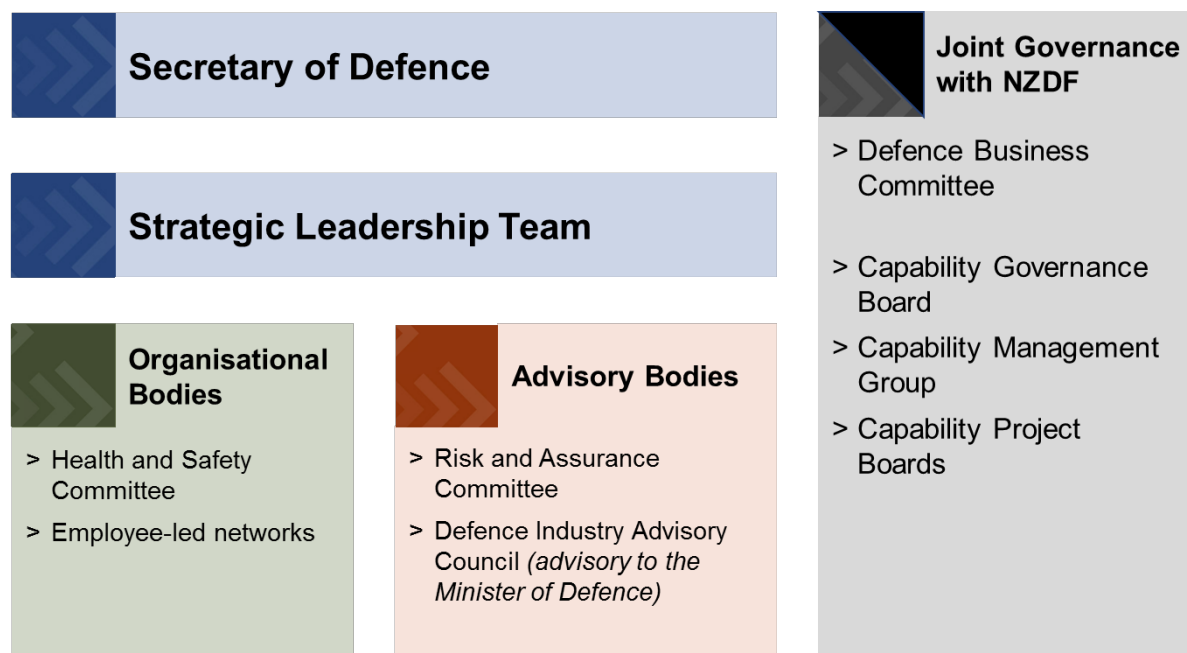
- Plan: We use workforce planning to give assurance to our workforce settings, ensuring that we have the right people in the right roles, at the right time, with the right skills to be high performing.
- Equip: Our goal is to equip our people for their work in the Ministry and to be ready for their next opportunity. We know that our people's careers will extend beyond the Ministry.
- Partner: Our people deliver more effectively by working together across the Ministry and with our partners.
- Assess: Gathering information about trends in our workforce, the health of our Ministry, and the experience of our people, helps us to make better decisions to reach our aspiration for the Ministry to be happy, healthy and high performing

CULTURAL CAPABILITY

We will continue to build our cultural capability to support the Crown in its relationships with Māori under Te Tiriti o Waitangi. We will continue to provide a range of cultural development opportunities for our people and leaders, including te reo Māori training and te ao Māori knowledge building.

LEADING AND GOVERNING THE MINISTRY

Defence governance enables and supports our Strategic Leadership Team to fulfil its responsibilities and ensure we remain effective and accountable in delivering on our purpose and strategic objectives.



ORGANISATIONAL BODIES

Our Strategic Leadership Team

The Ministry's Strategic Leadership Team is the primary body for responsible organisational governance and management. The membership comprises our Chief Executive and Secretary of Defence; Deputy Secretary Capability Delivery; Deputy Secretary Governance, People and Executive Services; Deputy Secretary Policy and Planning; Deputy Secretary Strategy Management and Assessment; Chief Financial Officer; Chief People Advisor; and Assistant Secretary Capability Delivery. The Strategic Leadership Team focuses on efficiently and effectively delivering on the Government's priorities, responsibly managing fiscal performance, and ensuring our people are healthy and safe.

Health and Safety Committee

The Ministry's Health and Safety Committee brings staff and managers together to consider health and safety matters; identify risks and hazards and actions to address them; and promote the level of awareness of health and safety in the Ministry.

Employee-led networks

The Ministry supports a number of employee-led networks. These contribute to the attraction and retention of diverse workforce talent. The networks support engagement, productivity and innovation. They also support professional development and give visibility of emerging talent and future leaders.

JOINT GOVERNANCE WITH NZDF

Defence Business Committee

This body ensures the Ministry and NZDF operate to achieve government priorities as they relate to Defence, in a manner that is complementary and coherent. It is co-chaired by the Secretary of Defence and Chief of Defence Force, and is made up of other senior executives from the Defence

agencies, as well as an independent external member.

Capability Governance Board

The highest-level governance body across the joint Capability Management System, focused on strategic investment, capability portfolio decision-making and risk management. This board is co-chaired by the Secretary of Defence and the Chief of Defence Force, to meet their respective and joint accountabilities and leadership responsibilities across the Defence Capability Lifecycle. Independent advice to the Capability Governance Board is provided by two external members.

Capability Management Group

The management group that provides assurance to the Capability Governance Board that the portfolio of in-flight investments is being effectively delivered in accordance with the practices set out in the Capability Management Framework. This group is co-chaired by the Vice Chief of Defence Force and Deputy Secretary Policy and Planning, and provides a forum to develop advice to the Capability Governance Board based on a common

understanding, and alignment of delegated management responsibilities across Defence.

Capability Project Boards

Provide assurance to the Capability Governance Board that capability projects are being delivered effectively and efficiently, and will realise the benefits sought, in accordance with the Capability Management Framework. Capability project boards are co-chaired by two Senior Responsible Owners, one each from Ministry and NZDF.

Capability project boards governing major projects include an external member, who is an advisory member appointed to strengthen the board through their expertise and experience in the governance of relevant complex and large scale projects. They provide additional assurance, subject matter expertise and diversity of thinking and challenge within the board. The external member is a fully participating member but does not have any individual decision-making authority.

ADVISORY BODIES

Advisory bodies provide independent advice with external members appointed by the Secretary to challenge ideas, provide independent perspectives, and expertise. The contribution of these governance bodies is advisory to support the Secretary's statutory responsibilities and accountabilities.

Risk and Assurance Committee

The Risk and Assurance Committee is an independent committee that reports directly to the Secretary of Defence. It provides independent advice and alternative perspectives on strategic and organisational risk to the Ministry. It comprises two/three independent members, one of whom is the Chair.

Defence Industry Advisory Council

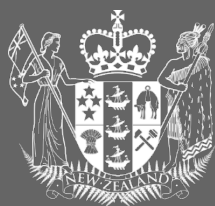
The Ministry supports the Defence Industry Advisory Council that provide advice directly to the Minister.

The Council is appointed by the Minister of Defence and provides advice relating to developments, issues and opportunities in the national and international defence industry sectors. The Council also administers the annual Minister of Defence Awards of Excellence to Industry.

LEVERAGING TECHNOLOGY AND A DIGITAL FUTURE

The Ministry receives property services from the NZDF, who are the primary tenant of Defence House in Wellington. The Ministry also receives communications, ICT, and some security services from the NZDF. This enables the Ministry to leverage economics of scale and support collaboration in developing advice on defence policy and deployments, and the delivery of military capability.

The Ministry utilises a range of all-of-government tools provided by the government's functional leads, including the use of the common web platform for the Ministry's website, the Government Electronic Tender Service, and benefits from all-of-government procurement contracts. This ensures we can, as a small Ministry of around 200 people, leverage technology and digital advances in our work.



Te Kāwanatanga o Aotearoa
New Zealand Government

