

## **HON ANDREW LITTLE, MINISTER OF DEFENCE**

### **Defence Priorities 2021**

May 2023

This publication provides documents on Cabinet's November 2021 agreement to a series of *People, Infrastructure and Pacific* priorities for the Defence portfolio. Cabinet also noted refreshed principles for Defence (*Angitu, Kotahitanga, Mana and Pono, and Kaitiakitanga*).

The pack comprises the following documents:

- *Priorities for the Defence Portfolio* [ERS-21-MIN-0040]
- *Priorities for the Defence Portfolio* [ERS-21-SUB-0040].

This pack has been released on the Ministry of Defence website, available at:  
[www.defence.govt.nz/publications](http://www.defence.govt.nz/publications).

It has been necessary to withhold certain information in accordance with the following provisions of the Official Information Act 1982. Where information is withheld, the relevant sections of the Act are indicated in the body of the document. Where information has been withheld in accordance with section 9(2) of the Act, no public interest has been identified that would outweigh the reasons for withholding it.

Information is withheld where making it available would be likely to prejudice:

- the security or defence of New Zealand or the international relations of the Government of New Zealand [section 6(a)]

Information is also withheld in order to:

- maintain the constitutional conventions for the timing being which protect the confidentiality of advice tendered by Ministers of the Crown and officials [section 9(2)(f)(iv)]



# Cabinet External Relations and Security Committee

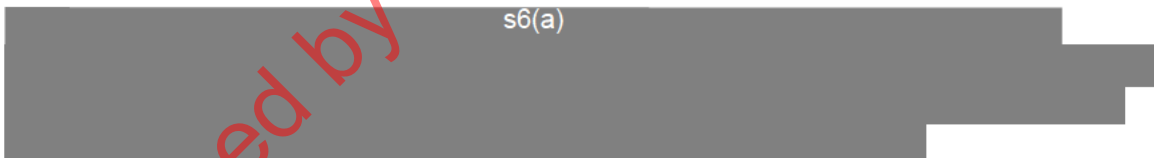
## Minute of Decision

*This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.*

### Priorities for the Defence Portfolio

Portfolio                      Defence

On 26 October 2021, the Cabinet External Relations and Security Committee:

- 1        **agreed** that the three priorities for the Defence portfolio be *People, Infrastructure and Pacific* (the three priorities), as outlined in Annex A to the paper under ERS-21-SUB-0040;
- 2        **noted** that the Defence agencies and the Minister of Defence will focus their efforts on delivering against the three priorities;
- 3        **noted** that *Defence Assessment 2021: He moana pukepuke e ekengia e te waka: A Rough sea can still be navigated* [ERS-21-SUB-0039] looks further out to predict a more challenging strategic environment, and proposes a process to reset strategy, capability, and resourcing for the longer term;
- 4        **noted** that the three priorities reflect only part of the significant work Defence does, and will do, over the next few years to support the security of New Zealand;
- 5         s6(a)
- 6        **noted** that the Minister of Defence's priority focus on the Pacific reflects the importance the government places on engagement with Pacific partners, and does not preclude Defence contributions to the wider Indo-Pacific and beyond in line with New Zealand's broader foreign policy goals;
- 7        **noted** that over the same term, Defence will also focus on *sustaining Defence capabilities*, enhancing *culture*, and *wānanga* connections;
- 8        **directed** the Ministry of Defence and NZDF to report back to the Minister of Defence quarterly on their progress against the three priorities, with referral to the Prime Minister, Minister of Finance and Minister of Foreign Affairs for their information;
- 9        **noted** the refreshed principles for Defence (*Angitu, Kotahitanga, Mana and Pono, and Kaitiakitanga*), as outlined in the paper under ERS-21-SUB-0040;

- 10 **noted** that funding may be required for discrete initiatives under the three priorities, and that agreement to the priorities does not prejudice the outcomes of future funding proposals, which will be submitted to Cabinet in the usual manner.

Janine Harvey  
Committee Secretary

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**Present:**

Rt Hon Jacinda Ardern (Chair)  
Hon Grant Robertson  
Hon Kelvin Davis  
Hon Andrew Little  
Hon David Parker  
Hon Nanaia Mahuta  
Hon Poto Williams  
Hon Kris Faafoi  
Hon Peeni Henare

**Officials present from:**

Office of the Prime Minister  
Department of the Prime Minister and Cabinet  
Officials Committee for ERS

Released by the Minister of Defence

Office of the Minister of Defence

Chair, External Relations and Security Committee

## Priorities for the Defence portfolio

### Proposal

- 1 This paper seeks agreement to three principal priorities for the Defence portfolio: *People*, *Infrastructure* and the *Pacific*. In addition, it outlines refreshed principles to underpin defence activity at home and abroad.
- 2 The accompanying paper, *Defence Assessment 2021 He Moana Pukepuke e Ekengia e te Waka*, describes a more challenging strategic environment, and proposes a process to reset strategy, capability, and resourcing for the longer term.
- 3 Cabinet is also being asked to consider the Expert Review Group report on NZDF operational structures and recordkeeping and related processes, and provide in-principle agreement to the scope, functions, powers and form of an independent Inspector-General of Defence. These fall under my *People* priority.

### Relation to government priorities

- 4 The priorities have been informed by the Government's three overarching policy goals as well as our wellbeing objectives. As such there is a strong focus on the wellbeing of Defence personnel, and ensuring their workplaces are fit-for-purpose, diverse and safe.
- 5 *Objective 1: To keep New Zealanders safe from COVID-19:* The New Zealand Defence Force (NZDF) is a force for New Zealand. A principal role of the NZDF is to contribute to national, community and environmental wellbeing and resilience, and whole-of-government security objectives. At present, the NZDF's continued provision of approximately 1,200 personnel to the Government's COVID-19 response remains a critical focus. By placing priority on *People* and *Infrastructure* we will ensure NZDF personnel are safe, well-trained and effective, as well as housed in appropriate accommodation. This will ensure NZDF personnel are well-placed to respond when tasked by Government and prepared to safeguard New Zealand. Likewise, the NZDF will prioritise COVID-19 related assistance to the *Pacific*, if required. We are in and of the Pacific, our respective responses have bearing on one another.
- 6 *Objective 2: To accelerate our economic recovery:* Much of NZDF infrastructure, housing and messing (dining facilities) are aged and not fit for a modern force of over 12,500 New Zealanders. Accelerating defence housing and infrastructure projects will support our economic recovery by way of investment in regional centres where NZDF camps and bases are located, with a particular focus on the building and construction sector, creating jobs and economic stimulus. Our first such project this term was to commit \$47 million last month for the Maintenance Support Facility at Linton Army Camp, a project

that will employ 120 workers largely from the local region, and indirectly support 300 workers nationwide.

- 7 *Objective 3: To lay the foundations for a better future:* The most important capability of the Defence Force is its *people*. I've asked the Defence agencies (Ministry of Defence and NZDF) to focus on their *people*, this includes looking carefully at culture, gender equity and diversity. This will lay the foundations for Defence to ensure that it reflects the community it serves. In addition to their domestic commitments, NZDF personnel are highly respected for their contributions to international peace and security offshore. As such, post-COVID-19 regeneration of Defence Force readiness will be critical to ensure our people are ready to respond when and where required either at home or abroad into the future. Implementing the recommendations of the *Report of the Government Inquiry into Operation Burnham and related matters* will be a focus under the *people* priority as this will ensure Defence's structures and processes are robust, fit-for-purpose as well as transparent and accountable into the future. Partnering with the *Pacific* for a secure, stable, and resilient region has direct relevance to New Zealand security into the future.

## Background

- 8 After consultation with the Defence agencies I propose Government's defence priorities over this term should be *People, Infrastructure* and the *Pacific*. These support the Government's overall objectives, while at the same time ensuring the Defence Force comes out of the COVID-19 era in a stronger position in terms of culture, diversity, infrastructure and Pacific connections. These priorities are where I recommend the Defence agencies and I focus our attention over the next few years.
- 9 These priority work streams are ambitious and intersect with several other ministerial portfolios. The NZDF's connections with, and support to, other government agencies is integral to how it conducts itself. The NZDF's involvement in the Government's COVID-19 and recent Canterbury flood responses is a testament to their professionalism and diverse range of skills. Likewise, the Ministry of Defence's involvement in the broader national security sector and integration with other Government agencies is central to all that they do. Beyond our borders, New Zealand Defence is a committed contributor to the maintenance of the international rules-based order and New Zealand's network of strong international relationships. As a result, these priorities will guide Defence first, but ultimately they also speak to broader objectives for New Zealand.
- 10 These priorities reflect the current environment for the Defence portfolio, which is shaped by New Zealand's priority focus on COVID-19 response, changed fiscal settings, and an increasingly challenging strategic environment. The accompanying paper *Defence Assessment 2021 He Moana Pukepuke e Ekengia e te Waka* provides related advice on the changed and increasingly challenging environment. On the basis of this Assessment, I am recommending that Cabinet commission a Defence Policy Review, to undertake comprehensive analysis of defence strategy, capability, and resourcing,

required to ensure defence policy settings are fit for purpose in the medium to long term. This process will be informed by the priorities I am proposing.

- 11 The recently announced AUKUS arrangement is a strong signal of the trend of deepening security cooperation and engagement by New Zealand's partners in the wider Indo-Pacific in response to geostrategic pressures. This trend is explored in the *Defence Assessment 2021*, and would be further addressed in a Defence Policy Review, if we choose to commission one.
- 12 My focus on *People*, *Infrastructure* and the *Pacific* will help ensure Defence is part of the wider transformation this Government is leading. This approach will contribute to our Government's aim to reshape the way things are done in New Zealand, to innovate and improve our position and our economy.

### Defence priorities

- 13 I propose three primary priorities to guide the Defence portfolio over the near term. Further detail on each, including their intersections with the principles and proposed deliverables is at Annex A. It identifies key work to deliver the priorities. These three priorities reflect only part of the significant work Defence does, and will do, over the next few years to support the security of New Zealand. Dependent on the situation, there are many other important initiatives and work streams that will take precedence based on the situation. Likewise, the initiatives described at Annex A do not reflect the full breadth of business as usual activity delivered by the Defence agencies.
- 14 **People** are Defence's most important capability. This priority includes the following key pillars:
  - 14.1 Finalising the NZDF Workforce Strategy. This will place NZDF personnel expenditure on a sustainable pathway.
  - 14.2 Ensure their people are well-trained, and effective for work at home and also ready for international peace and security commitments. Defence will lift its focus on culture and diversity to ensure their people not only reflect New Zealand but can also effectively serve our communities and those they are mandated to protect offshore, for example as part of NZDF's contribution to the United Nations Mission in South Sudan. This work is in line with the changes to the *Public Service Act 2020* that enable a more adaptive, agile and collaborative public service.
  - 14.3 Implement the recommendations of the *Report of the Government Inquiry into Operation Burnham and related matters* to ensure the defence agencies are fit for purpose. The Expert Review Group report on NZDF operational structures and recordkeeping and related processes, and in-principle agreement to Inspector-General of Defence policy are also being considered by Cabinet alongside this paper. A final policy decision by Cabinet on the Inspector-General of Defence is expected to be sought by the end of quarter one next year. This work follows the conclusion of the work stream on civilian casualties and the issuing of Defence Force Order 35.



14.4 Post-COVID-19 regeneration of NZDF readiness. The combined effect of the global pandemic (for example reduced international exercises and supply-chain issues) and NZDF's contribution to the Government's pandemic response will require NZDF to focus on regeneration and readiness in the years ahead.

15 **Infrastructure** needs to be appropriate to ensure the members of the Defence Force are accommodated and housed in healthy and fit-for-purpose facilities, and to enable the Defence Force to fulfil its responsibilities. This priority includes the following key pillars:

15.1 Finalise the First Principles Review of the Defence Estate. This will provide direction from Government on investment priorities for the Defence estate and lay the future foundations for more productive, sustainable and equitable infrastructure.

15.2 Support the NZDF to accelerate meeting their healthy homes requirements.

15.3 Prioritise housing, accommodation and messing projects to ensure the NZDF has sustainable foundations for a better future.

16 **Pacific**, we are in and of the Pacific. The security of New Zealanders and the Pacific are interconnected. As noted in *New Zealand's Pacific Engagement: From Reset to Resilience*, considered by Cabinet on 28 September 2021, the core drivers for New Zealand's engagement in the region are: "our hononga (connections) with the Pacific; our collective kaitiakitanga (stewardship) responsibilities for shared resources and the environment (especially in relation to the Blue Ocean Continent); our economic and health connectivity with the region; and our national security interests, including the transboundary nature of threats facing the Pacific".

17 The Pacific is also the area where Defence can have the greatest material impact. By global standards, New Zealand is a small state, but is a significant actor in its immediate region. s6(a)

[Redacted text]

18 s6(a)

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19 This priority includes the following key pillars:

- 19.1 Partner with the Pacific for a secure, stable, and resilient Asia-Pacific region [REDACTED] s6(a)
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED] Defence aims to be a reliable and trusted defence and security partner and to be present to maximum effect.
- 19.2 Assist Pacific partners to address security challenges to their livelihood, security and well-being, such as climate change and illegal, unregulated and unreported fishing (in accordance with the 2018 Boe Declaration).
- 19.3 Support the COVID-19 Response Minister and Minister of Foreign Affairs to assist Pacific neighbours with COVID-19-related needs in a manner that is Pacific-led. This could include supporting their vaccine roll-out, if required.
- 20 My priority focus on the Pacific will not preclude Defence making targeted and discretionary contributions to security outcomes elsewhere, and particularly in the wider Indo-Pacific. Continuing to engage outside of New Zealand's immediate region will support New Zealand's international relationships, and help to strengthen international security.
- 21 Our current and planned capabilities are equally suitable for operations in our region or the wider Indo-Pacific. In the past, New Zealand's defence policy has largely considered the Pacific as requiring only lower end capabilities suitable for responding to, for example, natural disasters or contained intra-state conflicts. However, the *Defence Assessment 2021* notes that future operations in the Pacific may increasingly employ more sophisticated military capabilities, similar to those currently required for engagement in the wider Indo Pacific.
- 22 For example, the P-8A Poseidon will allow us to continue the types of deployments the current P-3K2 Orions have undertaken (for example to North Asia). The new C-130J-30 Hercules will be even more suited to global operations than the current Hercules, which recently completed a deployment to Afghanistan. Army investments including the Network Enabled Army programme and Bushmaster vehicles provide additional flexibility and security for our personnel no matter where they deploy. The greater reliability and availability of the new platforms, crewed and supported by a sustainable, diverse, and skilled workforce, will allow us to undertake more operations. My priorities and the Defence Assessment argue for more presence in the Pacific in support of our partners, but the same assets are available for broader Indo-Pacific commitments as required.
- 23 Over the longer term the Defence agencies and I will also focus on three other work streams that are significant within the portfolio, these are:
- 23.1 **Sustaining Defence**, that is generating military effects. This relates to: stewardship of our existing (already funded) capability projects; the delivery and introduction into service of significant capabilities that will



bring generational change including the C130J-30 Hercules, P-8A Maritime Surveillance Aircraft, Network Enabled Army, Bushmaster Protected Vehicles, HMNZS Aotearoa and HMNZS Manawanui; and implementing *Responding to the Climate Crisis* defence assessment.

- 23.2 **Culture**, as this relates to trust and confidence in Defence. We will continue work to ensure Defence decisions are transparent, and trust and confidence in Defence is enhanced.
- 23.3 **Wānanga**, this will see Defence strengthen its connections with New Zealand communities; build on relationships to amplify New Zealand's voice internationally and strengthen our security; ensure our voice is heard and actions matter on the major defence challenges for New Zealand including geostrategic competition and climate change.
- 24 The Defence agencies will report back to me quarterly on their progress against each of these priorities (and to a lesser extent the three other work streams listed above at paragraph 23) with the first report back due in Quarter 1, 2022. It is proposed that report-backs be referred for information to the Prime Minister, Minister of Finance and Minister of Foreign Affairs.

### Defence principles

- 25 I have agreed a series of principles with the NZDF and Ministry of Defence to underpin defence activity at home and abroad: *angitu*; *kotahitanga*; *mana* and *pono*; and *kaitiakitanga*. These are intrinsically linked to New Zealand's biculturalism and Te Tiriti o Waitangi. They are derived from New Zealand values and New Zealand's national security objectives. Further detail on their applicability across the spectrum of Defence is at Annex B. The principles are:
- 25.1 **Angitu** which means continuously striving for success and, in the defence context, security. Neither success nor security is ever fully achieved but is ongoing and ever-changing.
- 25.2 **Kotahitanga** refers to New Zealand's preference for unity of purpose and combined approach. For Defence, this involves working with other government agencies domestically, and externally with international partners. Kotahitanga is at the core of New Zealand's support to the rules-based international system and is essential to New Zealand's security as a small state.
- 25.3 **Mana** and **pono** are linked principles. For defence, mana is about building and maintaining influence, and making valued contributions to global security. Pono is about ensuring integrity, which includes accepting responsibility for decisions and actions. It is therefore inherently linked with transparency and accountability.
- 25.4 **Kaitiakitanga** refers to the importance of safeguarding the intergenerational wellbeing of communities. Māori are kaitiaki of taonga, moana, whenua and traditional Māori cultural practices. As part of the Māori-Crown partnership, Defence supports kaitiakitanga of these

resources. Defence extends kaitiakitanga by protecting New Zealanders and the environment, and stewarding capabilities for the security of future generations.

### **Financial Implications**

- 26 Funding will be required for many of the proposed deliverables. Agreement to the priorities and principles does not prejudice decisions on future funding proposals. These proposals will be put to Cabinet through the normal business case process and budget bids.

### **Legislative, regulatory, climate, population and human rights Implications**

- 27 The priority focus on *People* will mean New Zealand Defence will lift its focus on culture, diversity, and inclusion. This will involve a specific focus on addressing inequalities, including in terms of gender and ethnicity. The ultimate objective is to advance equality within the Ministry and NZDF.
- 28 The priority focus on *Infrastructure* will involve delivery of mitigation and adaptation activities for the impact of climate change to Defence Estate. The focus on *Pacific* includes assisting Pacific partners to address security challenges to their livelihood, security, and wellbeing, including because of climate change.
- 29 There are no legislative or regulatory implications as a result of this paper.

### **Consultation**

- 30 This paper was prepared by the Ministry of Defence and New Zealand Defence Force. The paper was provided to the Ministry of Foreign Affairs and Trade, the Department of the Prime Minister and Cabinet, and The Treasury for information.
- 31 The Ministry of Foreign Affairs and Trade has subsequently expressed its view—consistent with its feedback on the *Defence Assessment 2021*—that the priority focus on the *Pacific* should be broadened to the *Indo Pacific*. This would reflect that geostrategic competition and challenges to the international rules based system are most acutely borne out in the broader Indo-Pacific region, and that Defence contributions to this broader region support our interests and values.
- 32 Defence officials advised me that a greater level of prioritisation is required for the Defence portfolio to achieve greatest benefit from limited capability. My priority focus on the Pacific reflects that strategic competition in this area and climate change directly engages and puts at risk New Zealand's key security interests, and that defence activities can have a much more consequential impact on the security of New Zealand's immediate region.
- 33 My priority focus on the Pacific reflects the importance this Government places on engagement with our Pacific partners, which does not preclude deployments to the wider Indo Pacific and beyond. As explained in paragraph 21, our current

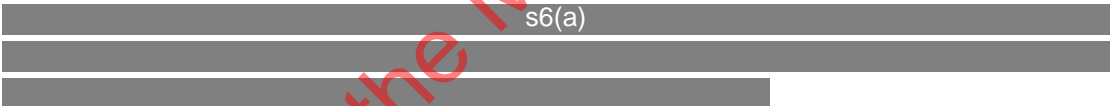
and planned capabilities are equally suitable for operations in our region or the wider Indo-Pacific.

## Communications and Proactive Release

- 34 I plan to announce the Defence priorities and principles in November 2021 following Cabinet consideration of this paper. A redacted version of this Cabinet paper would be proactively released after the announcement.

## Recommendations

The Minister of Defence recommends that the Committee:

- 1 **agree** the proposed *People, Infrastructure and Pacific* priorities for the Defence portfolio;
- 2 **note** the Defence agencies and myself will focus our efforts on delivering against these priorities;
- 3 **note** *Defence Assessment 2021 He Moana Pukepuke e Ekengia e te Waka* looks further out to predict a more challenging strategic environment, and proposes a process to reset strategy, capability, and resourcing for the longer term;
- 4 **note** these three priorities reflect only part of the significant work Defence does, and will do, over the next few years to support the security of New Zealand;
- 5  s6(a)
- 6 **note** that my priority focus on the Pacific reflects the importance this Government places on engagement with our Pacific partners, and does not preclude Defence contributions to the wider Indo Pacific and beyond in line with New Zealand's broader foreign policy goals;
- 7 **note** that over the same term Defence will also focus on *Sustaining Defence Capabilities*, enhancing *culture* and *wānanga* connections;
- 8 **direct** the Ministry of Defence and New Zealand Defence Force to report back to the Minister of Defence quarterly on their progress against the priorities, with referral to the Prime Minister, Minister of Finance and Minister of Foreign Affairs for their information;
- 9 **note** the refreshed principles for Defence;
- 10 **note** funding may be required for discrete initiatives under these priorities, and agreement to the priorities does not prejudice the outcomes of future funding proposals that will be submitted to Cabinet in the usual manner.

Authorised for lodgement

Hon Peeni Henare

Minister of Defence

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**ANNEX A: MINISTERIAL PRIORITIES FOR THE DEFENCE PORTFOLIO**

Defence Portfolio Priorities	Objectives	Activities
<p><b>People</b></p> <p><i>Defence represents and reflects New Zealand.</i></p> <p><i>A foundational element of Defence's <b>angitu</b> is the <b>mana</b> afforded its people. Defence needs to support this mana by ensuring its people represent and reflect the communities from which they come and that the reputation and credibility of its people is supported and maintained.</i></p> <p><i><b>Kotahitanga</b> is expressed through ensuring diversity of people and equitable representation of women.</i></p>	<ul style="list-style-type: none"> <li>• The Defence Force reflects the community it serves.</li> <li>• Our people are safe, well-trained and effective.</li> <li>• Military Service is recognised and acknowledged.</li> <li>• Defence personnel cost pressure challenges are managed.</li> <li>• Women, Peace and Security principles are embedded across New Zealand Defence and through international deployments.</li> </ul>	<p><b>Key Pillars</b></p> <ul style="list-style-type: none"> <li>• <b>Finalise the NZDF Workforce Strategy.</b></li> <li>• <b>Work with the Defence agencies to ensure their people are well-trained and effective. Defence will lift its focus on culture and diversity.</b></li> <li>• <b>Implement the recommendations of the Report of the Government Inquiry into Operation Burnham and related matters.</b></li> <li>• <b>Post-COVID-19 regeneration of Defence Force readiness.</b></li> </ul> <p><b>Other supporting activities (examples)</b></p> <ul style="list-style-type: none"> <li>• Ongoing implementation of Operation Respect enhances trust in Defence, including: <ul style="list-style-type: none"> <li>○ submission of the Auditor General's first Operation Respect Progress Audit by the end of quarter one 2022.</li> <li>○ implementation of a Operation Respect Data Management Tool by the end of quarter two 2022.</li> <li>○ implementation of pathway and redress options for historic survivors by the end of quarter two 2022</li> </ul> </li> <li>• Launch the Gender and Security Defence Assessment (on mainstreaming gender) <span style="background-color: #cccccc;">s9(2)(f)(iv)</span></li> <li>• Defence diversity programmes create positive change through locally-led initiatives and partnerships, including: <ul style="list-style-type: none"> <li>○ addressing priority areas for the retention and advancement of women (e.g. addressing bias, visible leadership support; normalising flexible working; representation of women on decision making boards and setting gender pipeline targets).</li> <li>○ NZDF to update Transgender Transitioning Guidelines by the end of quarter two 2022.</li> <li>○ NZDF to implement a Pacific Peoples Strategy with the establishment of an external Pacific Steering Group and Pacific specific cultural competency training by the end of 2022.</li> </ul> </li> <li>• Delivering military families support programmes, including: <ul style="list-style-type: none"> <li>○ delivering annual Wellbeing Forums across NZDF camps and bases.</li> <li>○ conducting NZDF Families Survey Research by the end of quarter one 2022.</li> </ul> </li> <li>• Operation Burnham Inquiry recommendations implemented. <ul style="list-style-type: none"> <li>○ The Expert Review Group report on NZDF operational structures and recordkeeping and related processes is being submitted to Cabinet in October 2021.</li> <li>○ In-principle agreement to Inspector General of Defence policy is being sought by the Attorney General and myself in October 2021, with a final policy decision by Cabinet expected to be sought by the end of quarter one 2022.</li> </ul> </li> </ul>

Released by the Minister of Defence



Defence Portfolio Priorities	Objectives	Activities
<p><b>Infrastructure</b></p> <p><i>Looking after our people and generating military effects.</i></p> <p><i>For Defence to provide <b>kaitiakitanga</b> for capabilities into the future it must ensure that its people, its principal capability, are housed and equipped in a way that ensures their wellbeing, and that of their families and communities.</i></p> <p><i>Defence's <b>mana</b> is maintained by its ability to respond credibly when it is needed. Ensuring Defence's people are housed and its infrastructure is appropriate is a key enabler for this.</i></p>	<ul style="list-style-type: none"> <li>• A rolling refresh of Defence accommodation and facilities to support the wellbeing of personnel is delivered.</li> <li>• The impact of the Government's carbon-neutral initiatives on Defence is assessed.</li> <li>• Mitigation activities for the impact of Climate Change to Defence Estate are delivered.</li> </ul>	<p><b>Key pillars</b></p> <ul style="list-style-type: none"> <li>• <b>Finalise the First Principles Review of the Defence Estate.</b></li> <li>• <b>Support the NZDF to accelerate meeting their healthy homes requirements.</b></li> <li>• <b>Prioritise housing, accommodation and messing projects.</b></li> </ul> <p><b>Other supporting activities (examples)</b></p> <ul style="list-style-type: none"> <li>• Delivering new infrastructure to support major Defence capability projects – particularly Ōhakea and Whenuapai, including the following funded projects: <ul style="list-style-type: none"> <li>• new security and fuel installations</li> <li>• taxiway and tarmac improvements (Ōhakea 2022)</li> <li>• hangar seismic strengthening</li> <li>• C130J simulator building</li> <li>• tarmac and security enhancements (Whenuapai 2021-23)</li> <li>• logistics/engineering support facilities (Linton 2021-22)</li> <li>• enabling works (Burnham 2021-22).</li> </ul> </li> <li>• A plan is in place for each camp and base: <ul style="list-style-type: none"> <li>• Implementing the new Defence sustainability infrastructure standards (2021).</li> <li>• Development of waste management plans (waste reuse and recycling) at each Defence Facility s9(2)(f)(iv)</li> <li>• Development of an Energy Framework and Strategy by s9(2)(f)(iv)</li> <li>• Development of a Resilience Implementation Plan by s9(2)(f)(iv) including macro-vulnerabilities and burdens to and from external lifelines and natural hazards.</li> </ul> </li> <li>• Following the First Principles Review, presentation of a Defence Force housing programme business case, and an accommodation, messing and dining modernisation programme business case, to Cabinet by mid 2022.</li> <li>• Rolling out 'healthy homes' maintenance for existing Defence housing by s9(2)(f)(iv)</li> <li>• Planning and projects ensure that NZDF forecasts and adapts to climate change effects by s9(2)(f)(iv).</li> </ul>

Released by the Minister of Defence

Defence Portfolio Priorities	Objectives	Activities
<p><b>Pacific</b></p> <p><i>We are in and of the Pacific.</i></p> <p><i>Kotahitanga reflects our whanaungatanga with the Pacific region and the importance of ensuring that our partnerships with Pacific Island Countries reinforce a region of stable, secure, resilient and independent states.</i></p> <p><i>The strong relationships we maintain in the Pacific and with wider partners work to amplify New Zealand's voice internationally and support our security.</i></p>	<ul style="list-style-type: none"> <li>• Defence supports a secure, stable and resilient Pacific.</li> <li>• Pacific regional architecture is strengthened so that it achieves better results for the region: <ul style="list-style-type: none"> <li>○ The Pacific's Women, Peace and Security initiatives are supported.</li> <li>○ Engaging the Pacific on climate change and security.</li> </ul> </li> </ul>	<p><b>Key pillars</b></p> <ul style="list-style-type: none"> <li>• <b>Supporting Pacific partners in building resilient, capable security systems through presence and partnerships, reporting progress to the External Relations and Security Committee by the end of 2022.</b></li> <li>• <b>Assist Pacific partners to address security challenges to their livelihood, security and well-being, such as climate change and illegal, unregulated and unreported fishing.</b></li> <li>• <b>Support the Minister for COVID-19 Response and Minister of Foreign Affairs to assist Pacific neighbours with COVID-19-related needs in a manner that is Pacific-led. This could include supporting their vaccine roll-out if required.</b></li> </ul> <p><b>Other supporting activities (examples)</b></p> <ul style="list-style-type: none"> <li>• Assist the Ministry of Health through OP PACIFIC VACCINATE to roll out COVID-19 vaccinations in the Pacific, if required.</li> <li>• Prioritise Pacific Leadership Development Centre infrastructure in partner countries. s6(a)</li> <li>• Build civilian defence advice capability in the Pacific, including through secondments and the annual Secretaries' of Defence Dialogue. s6(a)</li> <li>• Maritime security support for Pacific partners through the ongoing provision of maritime patrol and surveillance resources, and bilateral and multilateral engagement, to help protect national resources and strengthen regional resilience.</li> <li>• Enhance the capability of the NZDF to respond and support Pacific partners: <ul style="list-style-type: none"> <li>• Support joint work in the Pacific on climate change and non-traditional security issues for example through sharing New Zealand's experience of incorporating climate change into defence and security policy with Pacific partners.</li> <li>• Hosting practical workshops with Pacific policy makers to develop defence and security policy using climate scenarios.</li> <li>• Continuing to elevate climate change as the Pacific region's primary security concern in international engagements, in and beyond the Pacific.</li> </ul> </li> </ul>

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Other key streams of work

Defence Portfolio Priorities	Objectives	Activities
<p><b>Culture and Wānanga</b></p> <p><i>Trust and confidence in Defence; Defence strengthens its connections with the New Zealand community; and a distinctive New Zealand voice is heard internationally.</i></p> <p><i>Partnerships are at the heart of how Defence operates and are a part of the principle of <b>kotahitanga</b>. New Zealanders, communities, other government agencies, defence industry, and international partners are all a part of how Defence pursues <b>angitu</b>. Engagement, or wānanga with all of these partners in New Zealand and internationally is a crucial part of delivering on Government's policy objectives.</i></p> <p><i>Pono is achieved through ensuring Defence is transparent and accountable to the people of New Zealand.</i></p> <p><i>Kotahitanga is given life by Defence embodying connectedness with New Zealand communities and building a culture of trust and confidence. Foreign and defence policy are mutually supporting through Defence's partnership with Manatū Aorere.</i></p> <p><i>Mana and pono in turn reinforce this connection where Defence's reputation is enhanced within New Zealand and our unique culture is given a voice internationally. Ensuring diversity of people, equal representation of women, and the integration of Te Ao Māori and Te Tiriti principles into Defence will enhance the mana and credibility of both organisations.</i></p> <p><i>Generating and sustaining a culture of professionalism and agility helps reinforce New Zealand's reputation at home and abroad.</i></p>	<ul style="list-style-type: none"> <li>• Defence decisions are transparent.</li> <li>• Trust and confidence in Defence is enhanced.</li> <li>• Strengthening Defence's partnership with Māori.</li> <li>• Te Ao Māori and Treaty principles are incorporated into Defence and are reflected in our security relationships.</li> <li>• Strong relationships amplify New Zealand's voice internationally and strengthen our security.</li> <li>• Our voice is heard and our actions matter on the major defence challenges for New Zealand: geostrategic competition and climate change.</li> <li>• Understanding of the role and value of Defence to security and wellbeing is strengthened:             <ul style="list-style-type: none"> <li>• Defence delivers advice as part of a broader national security sector.</li> <li>• Defence operates as part of an integrated approach to regional and international security.</li> <li>• Defence respects and protects vulnerable people in its engagement and operations.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Development of a statement of transparency for Defence by the end of quarter four 2022.</li> <li>• Ongoing proactive release of Cabinet papers.</li> <li>• Bringing New Zealand's unique voice and multicultural identity to international defence engagements and operations.</li> <li>• Ensuring opportunities and career pathways for people skilled in Te Ao Māori:             <ul style="list-style-type: none"> <li>• NZDF has established roles for people skilled in Te Ao Māori, such as Māori Cultural Advisors, Māori Liaison Officers and marae staff. It is intended to review pathway and progression models for these current positions by the end of quarter four 2022.</li> <li>• Development opportunities include attending high profile ceremonial events such as Waitangi or at Pukeahu, or full immersion studies at a Wānanga.</li> </ul> </li> <li>• Supporting Defence people to engage effectively and meaningfully with Māori:             <ul style="list-style-type: none"> <li>• Build a stronger Defence Force and Māori regional partnership approach with iwi and hapū.</li> <li>• The NZDF Māori Strategic Framework aims to support individual capability uplift, as required by Whāinga Amorangi: Transforming Leadership, together with addressing organisational change requirements.</li> </ul> </li> </ul>

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Defence Portfolio Priorities	Objectives	Activities
<p><b>Sustaining Defence</b></p> <p><i>Generating military effects</i></p> <p>Defence can only deliver a combat capable and ready system as part of <b>angitu</b> if all the elements of capability are supported. This refers to capability in all its forms.</p>	<ul style="list-style-type: none"> <li>• Capability is delivered and operated that enables Defence Force personnel to safely undertake their tasks of delivering a combat capable force that is able to respond and operate with confidence.</li> <li>• Defence engages with Defence Industry to support the New Zealand economic recovery.</li> <li>• Equipment is delivered to sustain Defence, including sustainable rolling refresh programmes.</li> <li>• Implementing <i>Responding to the Climate Crisis</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful delivery and introduction into service of \$5.6 billion of new Defence projects, including the P-8A Poseidon and C-130J-30 Super Hercules capabilities beginning in 2023 and 2024 respectively.</li> <li>• Successfully develop, refresh and sustain capabilities to support a combat capable Defence Force.</li> <li>• Foster greater supplier diversity, including by engaging Amotai on the investment pipeline for Defence and working with them to identify opportunities for Māori and Pasifika businesses in supporting Defence by the end of quarter four 2021.</li> <li>• <span style="background-color: #cccccc; padding: 2px;">s6(a)</span></li> <li>• The development and inclusion of through life sustainment processes into the Defence Capability Management System.</li> <li>• Accurately measuring Defence's carbon footprint, and considering appropriate future reduction targets, including: <ul style="list-style-type: none"> <li>• Measurement of emissions commencing by the end of quarter two 2022 with public reporting from the 2021/22 Annual Report (as required by the Carbon Neutral Government Programme). Defence approach to targets for 2025 will also be developed by the programme's target date of end of quarter four 2022.</li> </ul> </li> <li>• Undertaking climate change risk assessments for each camp, base and training area. <ul style="list-style-type: none"> <li>• NZDF's First Pass Risk Screens are currently underway and detailed risk assessments will be completed by end of quarter two 2022.</li> </ul> </li> </ul>

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# DEFENCE PRINCIPLES



## ANGITU

SUCCESS, EFFORT, STRIVING

- Defence is combat capable and ready to deliver high quality outcomes for New Zealanders at home and abroad
- Defence continually assesses the strategic environment in which New Zealand acts
- Defence provides Government with meaningful options for decision-making

## KOTAHITANGA

UNITY, TOGETHERNESS, SOLIDARITY, COLLECTIVE ACTION

- Defence prioritises unity of purpose and a shared approach to national security issues
- Defence policy is based on the principles of Te Tiriti o Waitangi, and in particular partnership and mutual respect
- Defence embodies connectedness with New Zealand communities
- Defence pursues collective solutions to security challenges
- Defence reflects our whanaungatanga / kinship with the Pacific region

## MANA & PONO

INFLUENCE, PRESTIGE, AUTHORITY; TO BE TRUE, VALID, HONEST, SINCERE

- Defence supports New Zealand's reputation and credibility, including by making meaningful and valued contributions to global security
- Defence acts with integrity to build and maintain transparency and accountability
- Defence is influential and earns trust

## KAITIAKITANGA

GUARDIANSHIP, STEWARDSHIP, TRUST

- Defence stewards capabilities for future generations
- Defence supports and promotes intergenerational wellbeing and security
- Defence adopts and promotes environmentally sustainable practices