



New Zealand  
**DEFENCE  
FORCE**  
Te Ope Kātua O Aotearoa

# DEFENCE ESTATE AND INFRASTRUCTURE STRATEGY

## DEFENCE ESTATE TO 2025

**A FORCE FOR  
NEW ZEALAND**

6 JUNE 2019

New Zealand Government

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DESIGN AND PLANNING PRINCIPLES

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# FOREWORD FROM CHIEF OF DEFENCE FORCE

Being able to bring the fight in an increasingly complex and challenging world, our Defence Force works to a well thought out plan.

The vision driving our 2025 Strategy is all about being a more “Integrated Defence Force” – being better connected, coordinated and agile as a military organisation.

The Defence Estate is responding to this challenge, improving the way we can support our Force for New Zealand.

This Defence Estate Strategy is a critical enabler within Strategy 2025.

The Defence Estate Strategy heads a suite of dedicated Defence estate planning documents, and provides the overarching guidance for all estate investment and management decisions.

Critically, it translates the high-level and longer-term Defence Force strategy into an implementation plan for estate and infrastructure.

It provides a clear set of priorities able to be cascaded through the leadership team down the organisation. It signals:

- A First Principles Review of the Defence Estate Footprint to provide a long term view of the future Estate;
- A transition from reactive asset recapitalisation to investment in a substantial tranche of functional regeneration and asset support to new capabilities;
- Better facilitating organisational development; and
- Inclusion of a sustainability framework to guide future investment in infrastructure and management of the Defence Estate.

The Defence Estate Strategy and its implementation plan will be continually reviewed and updated as part of the Defence planning cycle.

We all have an interest in the development, and sustainable management of the Estate.

Defence is committed to implementing this Defence Estate Strategy.

Together we are a Force for New Zealand.

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

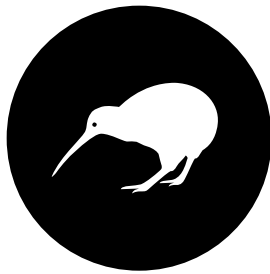


## ESTATE VISION

A fit for purpose and sustainable Estate that enables the delivery of Defence outputs



NH-90 land at RNZAF Base Ohakea



# 81,000HA ACROSS

# NINE | TWO

MAIN CAMPS AND BASES

MAIN TRAINING AREAS

AND A NUMBER OF REGIONAL SUPPORT FACILITIES



SUPPORTS >14,500 PEOPLE

**THIRD HIGHEST CROWN LAND VALUE (\$845M)** behind Housing New Zealand (\$16.3bn) and Education (\$5.5bn)

**THIRD LARGEST AREA OF CROWN LAND** behind the conservation estate (8.6m hectares) and crown property managed by Land Information New Zealand (almost 2m hectares)

>20 HANGARS

5 OPERATIONAL PAVED RUNWAYS

Base Ohakea has the **THIRD LONGEST RUNWAY** in New Zealand behind Auckland and Christchurch International Airports

**25 WHARVES, JETTIES AND SLIPWAYS** covering a total area of >16,180M<sup>2</sup>

OWNS ONE OF THE ONLY TWO DRY DOCKS in New Zealand

>350 BARRACKS/HUTS providing >7,100 BEDS  
Owns or maintains >1,900 HOUSES

>35 WEAPONS RANGES as well as a number of armouries and bunkers

>160 TRAINING INFRASTRUCTURE ASSETS including >90 CONFIDENCE COURSE STRUCTURES

>470 WORKSHOPS, WAREHOUSES AND STORAGE BUILDINGS

>5,350M<sup>3</sup> OF FUEL STORAGE - thats more than the volume of two olympic swimming pools

>20 KITCHENS serving  
>25 MESSES

8 FIRE STATIONS

15 MEDICAL FACILITIES  
(including both medical and dental centres)

>405KM OF ROAD (sealed and unsealed)  
- thats longer than the length of state highway in the Auckland Region (307km)

>425KM OF WATER PIPE  
(potable water, wastewater and stormwater pipe)

7 SWIMMING POOLS

Figure 1: Overview of the Defence Estate – by the numbers

# INTRODUCTION

**Our Defence Estate is a strategic asset. It provides our operational capability with the training, working, living environments, and vital infrastructure critical for generating and maintaining the Defence Force. Our Defence Force needs the right infrastructure, in the right place, at the right time, and at the right cost. We also recognise mounting expectations that our estate management will be more flexible and have greater capacity to cope with changing Defence Force requirements. To achieve this, a fundamental culture shift is required across our organisation.**

This Defence Estate and Infrastructure Strategy (the Defence Estate Strategy) provides strategic alignment with the Strategic Defence Policy Statement 2018, the Defence Capability Plan, and the Defence Force's Strategy25 – Integrated Defence Force. It sits above the Defence Estate Regeneration Portfolio Business Case 2019-2035 (the 2019 Plan) in the hierarchy of Estate-specific planning documents.

This Defence Estate Strategy sets out the enterprise level strategic context for the efficient, effective and professional delivery of a complex Estate to support and enable Defence outputs. It is to be used as a core document to guide decision-making. The Defence Estate Strategy defines the actions for achieving the Defence Force's vision for the Estate including undertaking a First Principles Review of the Defence Estate Footprint to ensure the Estate is best positioned into the future.

Effective Estate decisions are integral to the realisation of Defence Force outputs. Delivering a responsive, effective and efficient Estate will underpin the Defence Force's ability to advance the Government's security objectives, and contribute to a safe, secure and resilient New Zealand.

## BACKGROUND

The Defence White Paper 2010 highlighted the challenges being faced by the Estate, drawing attention to historic under-investment in the Estate that had resulted in running costs falling considerably short of what was needed to maintain an estate of our size and condition. The Defence White Paper 2016 reconfirmed this position, noting that much of the Estate was at risk of rapid deterioration. It set out the Government's expectation for the development of a detailed plan for the regeneration of the Estate out to 2030.

The fiscal constraints set by the Defence Mid-Point Rebalancing Review and the Defence White Paper have limited estate and green field approaches without revisiting funding requirements. The amount and phasing of funding influences what we can do with the Estate. The view of Estate investment, often lasting longer than specialised military equipment, necessitates a longer 50-100 year view.

The Defence Estate Regeneration Programme Plan 2016 – 2030 (the 2016 Plan) was approved by Government in 2016 along with an indicative funding envelope of \$1.7 billion to 2030 to address the effects of accumulated maintenance backlog as well as upgrades and replacement across the Estate. An indicative operating funding envelope of \$2.5 billion was also provided over the same period. The 2016 Plan set out the detailed estate and infrastructure works and investment to both sustain and redevelop the Estate to meet the requirements of the future Force.

The Defence Estate Regeneration Portfolio Business Case (the 2019 Plan) was approved by Government in 2019 to provide the refreshed framework for the regeneration, management and use of the Defence Estate to 2035. The 2019 Plan provides for the delivery of Estate Regeneration aligned to Government policy direction in the Strategic Defence Policy Statement 2018 and that is consistent with requirements in the Defence Capability Plan 2019.

The 2019 Plan reflects an increase in capital investment in Estate Regeneration from \$1.7 billion (in the 2016 Plan) to \$2.1 billion to 2030.



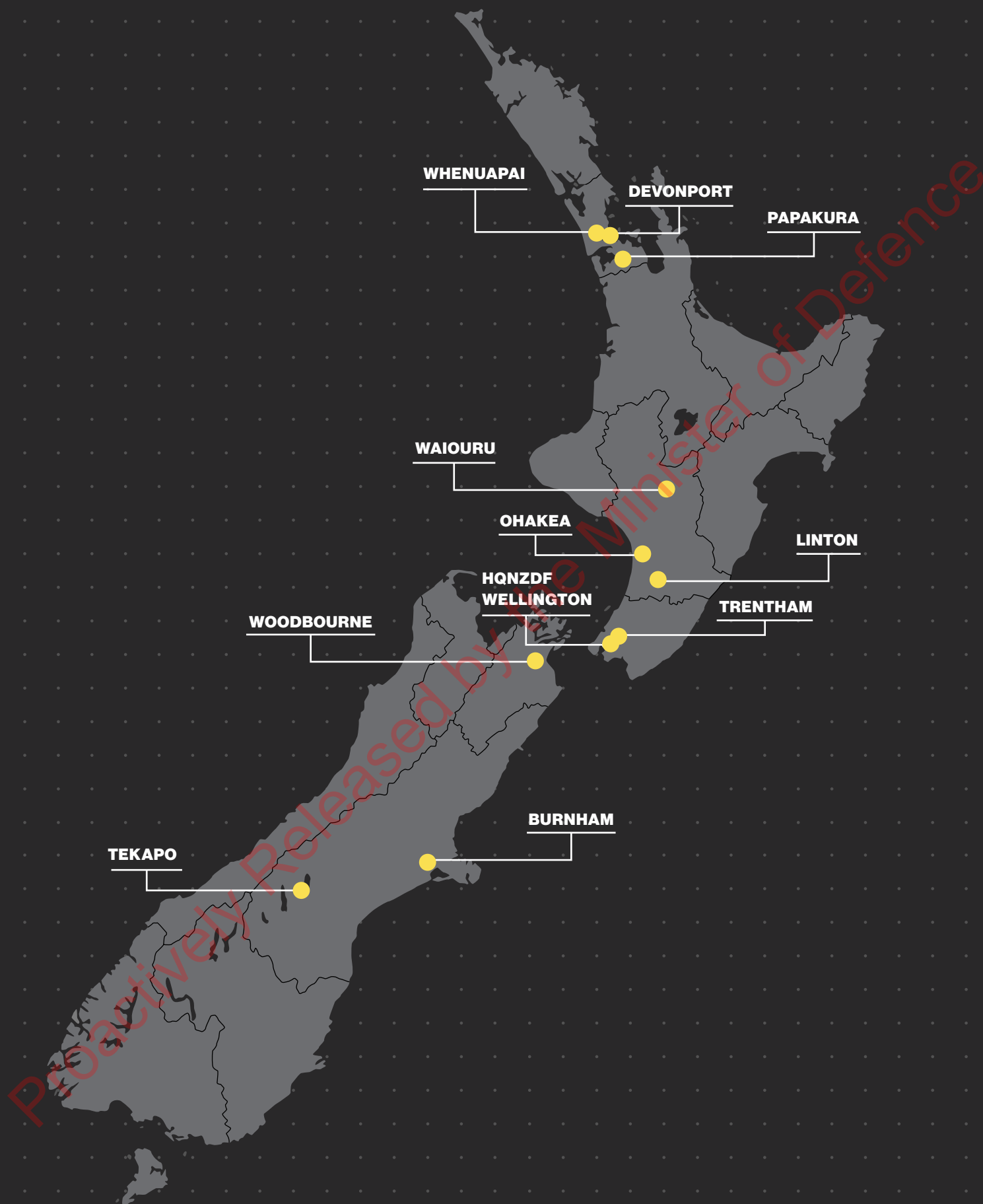
Devonport Naval Base





The Defence Force's approach to managing the Estate is guided by the following principles [CAB-19-MIN-0171.01 refers]:

- i. Operational units and support functions will be located or re-located to be in the best place for the Defence Force as a whole;
- ii. Investment should primarily be in core operational locations where the Defence Force accommodates its deployable forces;
- iii. Opportunities to rationalise or enhance the Estate to improve its efficiency and effectiveness will be pursued at all locations, e.g. by co-locating military training schools alongside operational units;
- iv. Obsolete and inefficient infrastructure will be replaced and asset utilisation efficiencies and quality improvements will be generated over time;
- v. Infrastructure will be assessed for disposal if there is no longer a foreseeable need in the longer term;
- vi. Management of the Estate will take full advantage of mandated all-of-government capital expenditure processes; and
- vii. The funding allocated to the Estate Regeneration Programme, as set out in the Defence Capital Plan, will not be reallocated within Vote Defence Force without Cabinet agreement.



**Figure 2:** Current main Defence Force Locations



# DEFENCE ESTATE AND INFRASTRUCTURE STRATEGY

This Defence Estate Strategy fills a gap in current long-term estate planning and will:

- future-proof the Estate;
- improve alignment between strategic intent and the delivery of work programmes;
- focus Estate business activities and effort;
- provide the direction and functional requirements for managing and developing the Estate; and
- better inform decision making.

The Defence Estate Strategy is responsive to, and aligns with, the Defence Force's strategic direction and corporate plans including the Strategic Defence Policy Statement 2018, the Defence Capability Plan and Strategy 2025 (Figure 3 refers).

The Strategy sets out four strategic goals for the Estate (Figure 4 refers):

- support and enable Force outputs;
- supporting our people;
- support and enable our relationships; and
- providing the skills and capacity to develop and manage a complex Estate.

These goals will guide the Defence Force in realising the vision for the Estate of:

## **A fit for purpose and sustainable Estate that enables the delivery of Defence outputs.**

The goals align directly to the target investment areas of Strategy 2025—'People', 'Information', 'Relationships', and 'Capability Enhancement'. Clear linkage between this Strategy and Defence Force strategy will facilitate faster and more effective decisions for the Estate.

The goals are supported by priorities which provide the key areas of focus for development and delivery of the Estate. Each priority identifies key actions which the Defence Force commits to undertake towards achieving the strategic goals.

The Defence Estate Strategy is summarised into a Strategy on a Page to guide Defence Estate and Infrastructure's work through to 2025 (Appendix A refers).



5 Squadron P-3K2 Orion departing from RNZAF Base Whenuapai

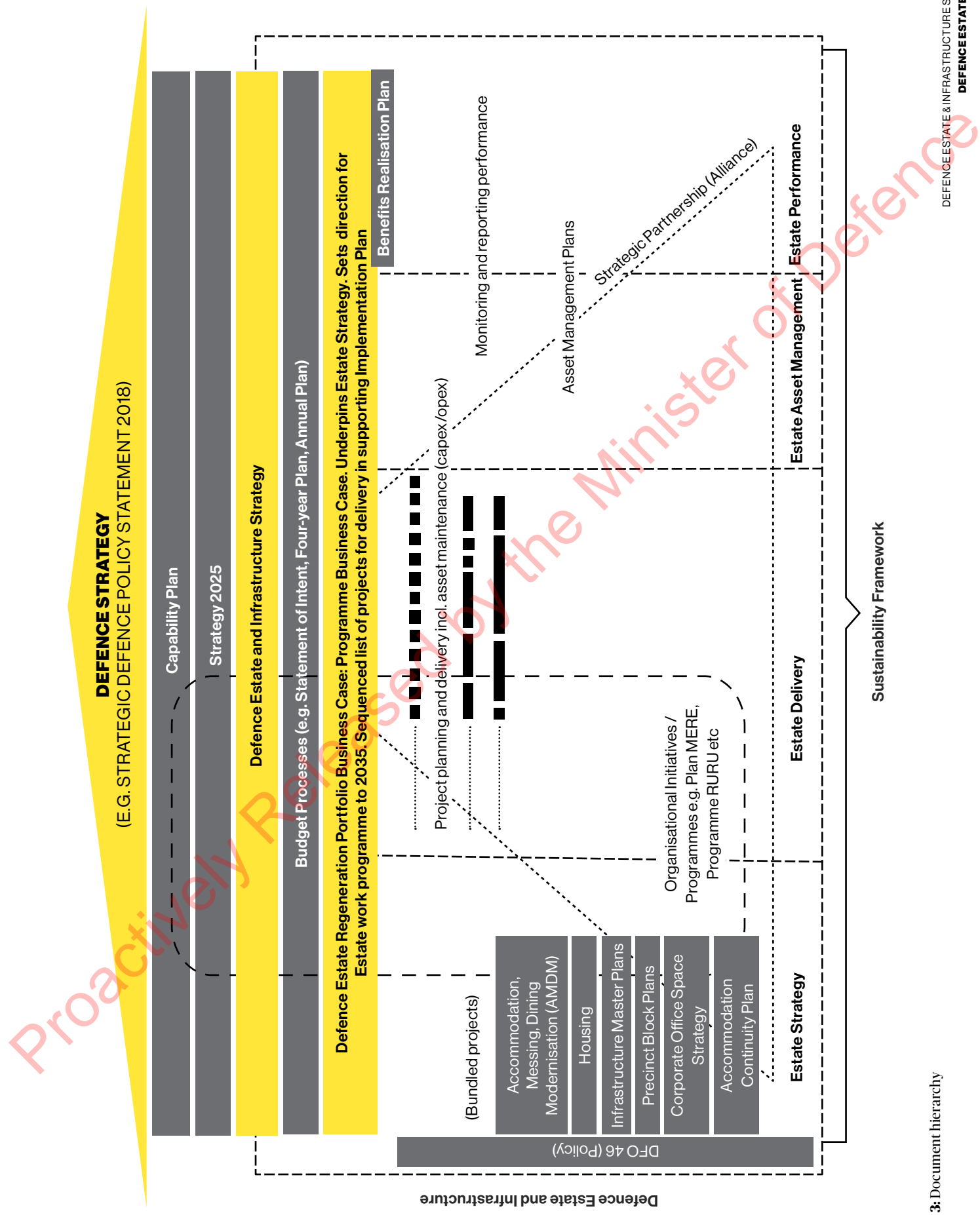


Figure 3: Document hierarchy



## STRATEGY 2025 – TARGET INVESTMENT AREAS

## ESTATE STRATEGY - GOALS

## ESTATE STRATEGY - PRIORITIES

CAPABILITY ENHANCEMENT		SUPPORT AND ENABLE FORCE OUTPUTS	Responds to changing defence requirements and future needs
			Future-proof the Estate
			Resilient
			Sustainable
			Meeting Defence's security obligations
PEOPLE		SUPPORTING OUR PEOPLE	Provides safe and healthy environments
			Provides fit for purpose environments
RELATIONSHIPS		SUPPORT AND ENABLE OUR RELATIONSHIPS	The design, configuration and build of the estate support access and shared-use
			Engaging and working with others to achieve shared outcomes
INFORMATION		PROVIDING THE SKILLS AND CAPACITY TO DEVELOP AND MANAGE A COMPLEX ESTATE	Strategy led
			Building skills and expertise
			Performance management and information for effective decisions
			Processes and business improvement

Figure 4: Defence Estate and Infrastructure Strategy structure and alignment to Defence Strategy 2025



# LEADERSHIP AND REVIEW

The Head of Defence Estate and Infrastructure will manage, led by the New Zealand Defence Force Executive, the strategic oversight of delivery, interdependencies with other key Defence programmes, and the delivery of associated Government priorities.

The Defence Estate Strategy is implemented by Defence Estate and Infrastructure, directed by the Head of Defence Estate and Infrastructure. The Estate's Regeneration Programme is guided by the established governance of the Estate Steering Group, the Estate Investment Committee, the Executive Committee and the New Zealand Defence Force Board.

Cross-Government scrutiny and challenge of the core programmes to deliver the Estate will be conducted by central agencies (Department of Prime Minister and Cabinet; The Treasury and the Infrastructure Commission; State Services Commission; the Ministry of Defence and the Ministry of Business Innovation and Employment) to provide transparency and accountability for progress.

The Defence Estate Strategy is a living document and will be revisited in line with changes to government policy, capability settings and other influences with implications for Estate planning including legislation, regulation and environmental factors (for example, the influence of climate change and urban encroachment). As infrastructure is a multi-decade investment, a degree of agility in decisions is required. The Defence Estate Strategy will be updated approximately every five years to ensure it reflects current Government direction, Defence's capability needs and the vision for the Estate.



NZCC CA National skills competition held at RNZAF Base Ohakea



# GOALS AND PRIORITIES



## GOAL 1: SUPPORT AND ENABLE FORCE OUTPUTS

At its core, the Defence Force exists to protect and secure New Zealand and its interests and to be able to take action to respond to likely contingencies. To deliver on these expectations requires a mix of capabilities, including having the right property, infrastructure and facilities, managed to appropriate standards. To this end, the Defence Estate is a key part of our capability. Having an effective and efficient Estate that is resilient, flexible and responsive to changing requirements and future needs is an important factor in facilitating the Defence Force's ability to deliver its expected Defence outputs.

### PRIORITY 1.1: RESPONDS TO CHANGING DEFENCE REQUIREMENTS AND FUTURE NEEDS

The global environment within which the Defence Force operates is constantly shifting and with it, the demands to respond to new and changing threats. The Defence Force's ability to adapt quickly to changing requirements is critical to the success of its operations.

Within this context, the Defence Estate must be sufficiently adaptable and resilient to support different uses and have sufficient capacity to be able to respond to, and accommodate, changing requirements or new capability investments. This includes being able to support new ways of working by the Defence Force (e.g. virtual or remote ways of working), being able to appropriately respond to wider organisational change initiatives (e.g. unit or function shifts between camps and bases), as well as keeping pace with advances in technology or the influence of disruptive technologies.

#### Actions:

##### We will:

- Maintain and improve the planning, design and build of the Estate by 2023 to enable it to respond to fluctuating future requirements. For example, ensuring facilities are readily adaptable for a range of purposes.
- Maintain a proactive long-term strategic approach to Estate and infrastructure planning to help anticipate, identify, or plan for possible changes that may affect demand or delivery of the Estate. Ensure infrastructure is maintained to required condition and performance standards over the long term while also providing responsiveness to react to short-term decision making. For example, maintain up to date and responsive Infrastructure Master Plans.
- Assess new technologies, innovative ways of working, or the influence of disruptive technologies, for their appropriateness and application within the design and build of new, and for the on-going maintenance and delivery of existing facilities and infrastructure. For example, measuring building efficiency to inform maintenance of energy, water, heating and cooling (Building Information Management (BIM)).



The Bill Morley Seamanship Centre



## PRIORITY 1.2: FUTURE-PROOF THE ESTATE

Future-proofing the Estate is ensuring security of tenure, maximising use and identifying opportunities to rationalise or enhance the footprint, through:

- consolidation within and between camps and bases to reduce the cost of maintenance or achieve economies of scale through concentrating like activities in fewer locations;
- separating assets where it makes sense to do so (providing facilities in multiple locations);
- the controlled expansion to accommodate changing or future requirements or to protect our activities (e.g. acquisition of land to act as a buffer to protect the ongoing delivery of our activities); or
- rationalisation where there is no current or foreseeable need.

Where we are located needs to align to government priorities, meet our strategic requirements for being able to respond to the range of contingencies expected of us, our needs for deployment and mobility as well as our general training and operating requirements. Decisions to future proof the Estate need to be supported by a compelling case with consideration to factors such as:

- alignment to government priorities;
- sustainability;
- resilience; and
- whether the option being considered is tailored and fit-for-purpose for the generation and ongoing delivery of required Defence outputs.

While these factors can compete, the Defence Estate Regeneration Portfolio Business Case will set the objectives for future investment in the Estate.

### Actions:

#### We will:

- Complete a First Principles Review of the Defence Estate Footprint to ensure the Estate is fit for purpose and is able to deliver against Government and Defence Force strategies and priorities into the future.
- Develop and maintain a national and holistic view of our assets and asset requirements (i.e. consideration of the whole Estate footprint rather than individual camps/bases).
- Future-proof the Estate footprint based on a compelling case and aligned with Defence priorities, requirements, future needs and defined Key Performance Indicators.
- Provide security of tenure in perpetuity, through acquisition of adjoining property to support core operational locations.



Barracks and Married Quarters, RNZAF Base Whenuapai





### PRIORITY 1.3: RESILIENT

Being ready to respond to not only current demands, but also demands in the future, requires resilience in our Estate and infrastructure. We need to have the systems and processes in place necessary to anticipate, prepare for, respond and adapt to internal and external changes or risks that could impact the Defence Force or our activities.

Ensuring our critical assets are able to continue to operate both day-to-day and in times of disruption is vital to the effective functioning of the Defence Force. This includes both the infrastructure on which the delivery of Defence outputs is directly dependent (e.g. fuel storage, runways, wharves), the infrastructure important to the functioning of the Estate (e.g. electricity, water supply, roading) and access to space required for our operation and training needs (including land, air and maritime domains). Business continuity is imperative for all significant Defence locations.

The management and delivery of the Estate needs to have in place proactive forward plans (e.g. asset management plans) to help identify and plan for possible changes that may impact demand or delivery of property, infrastructure or facilities. In addition, having in place formal procedures to help eliminate or minimise the risks of disruption from unforeseen events; ensuring that arrangements are in place to recover or restore critical (and less critical) assets that may fail and also having in place contingencies.

Ensuring business continuity over the long term requires the delivery and management of the Estate to be economically sustainable, incorporating the efficient and effective use of natural, fiscal and human resources over the long term with minimal waste and accounting for all monetary and non-monetary costs.

#### Actions:

##### We will:

- Implement and maintain clear Asset Lifecycle parameters to inform the ongoing maintenance and operation of critical assets (including decisions on whether to demolish / replace / renew unused or underutilised assets by 2025).
- Determine and maintain appropriate levels of service for all Estate assets according to the criticality, urgency, priority, need and location of the asset by 2025.
- Maintain a proactive approach to service delivery; planning for the delivery of services over the medium to long term. This includes estimating, planning for and managing changes in customer expectations and demand, legal and technical requirements and other changes in the operating environment and providing the mechanisms to ensure services (e.g. water services, electricity supply, roading) are provided sustainably, to required standards and costed efficiently.
- Continue to improve and maintain a proactive approach to the identification, investigation and where necessary, mitigation of risks that arise from past and current Defence Force activities, from the activities and proposed activities of third parties, or from changes in the external regulatory regime.
- Have accommodation continuity plans for all Defence significant locations.



Army Engineers and Construction Trade in Waiouru Training Area



## PRIORITY 1.4: SUSTAINABLE

As stewards of the Estate, the Defence Force is responsible for its sustainable management and development as well as wider responsibilities for contributing to the preservation and stewardship of New Zealand's natural and physical environment.

The Defence Force has an interest in making the best use of its resources to ensure it is sustainable over the long term.

A key focus is to improve the Defence Force's stewardship of the resources under its control and to contribute to efforts to minimise the impact of our activities on the environment. This includes improving Defence's climate change readiness and meeting its responsibilities as identified in Defence's assessment of the implications of climate change on Defence Force operations in The Climate Crisis: Defence Readiness and Responsibilities. For the Estate this means:

- Adopt and implement sustainable design, construction, operation and maintenance practices;
- Controlling or reducing our use of natural resources (e.g. water, waste and energy minimisation);
- Identifying, investigating and where necessary, mitigating risks to the environment that arise from past and current Defence Force activities, on and off the Defence Estate.
- Mitigating and adapting to adverse events (e.g. adapting to the adverse effects of climate change or sea level rise); and
- Better managing our financial resources (e.g. making better use of whole of life costings approaches to improve long-term financial viability, and adopting sustainable procurement approaches).

### Actions:

#### We will:

- Create and implement a Defence Estate Sustainability Framework by 2023 for the natural and built environments. This will include sustainable design, construction, operation and maintenance practices (this also includes any legislative standards or other compliance requirements).

## PRIORITY 1.5: MEETING DEFENCE'S SECURITY OBLIGATIONS

The Defence Force is responsible for contributing to New Zealand's security interests at home and abroad. To deliver on this responsibility means that security is an ongoing part of the way the Defence Force operates and is a key principle to be automatically considered in all planning stages.

Those working on our Estate are duty-bound to follow procedural security requirements. However, the Estate also has a key role in the physical security of both our people and our assets and infrastructure. The Estate needs to ensure that appropriate layers of physical security are provided depending on functional requirements and the potential for changes in threat level.

The planning and design of the Estate, in particular the way it is configured, can support the concept of layered security through clearly defined zones that provide for different levels of access. For example, giving consideration to opportunities for greater third-party use or community integration on the periphery, while maintaining a 'secure' core (i.e. having locations within locations).

Security requirements and the designation of specific areas will influence how certain areas of the Estate are used including for example, the type of service delivery available or whether we are able to utilise assets or infrastructure provided or owned by an external third-party.

### Actions:

#### We will:

- Maintain alignment with the Physical Security Protocol by 2023 to provide a secure physical environment.









## GOAL 2: SUPPORTING OUR PEOPLE

The most critical resource for the Defence Force to achieve its objectives is its people. Military outputs cannot be delivered without the support of committed and highly competent personnel. Growing demands require personnel to be flexible, adaptable, innovative, and trained to required standards.

While not the sole contributor, the Estate has a part to play in supporting the recruitment and retention of personnel—through the provision of facilities and infrastructure that are fit for purpose and are health and safety compliant across our working, training, living, and shared environments.

Within the context of wider organisational reforms to our people system, we recognise the need to review how we adapt and respond to the expectations of our people and their dependents as factors of wellness and engagement.

### PRIORITY 2.1: PROVIDES SAFE AND HEALTHY ENVIRONMENTS

As a military organisation, the Defence Force by necessity engages in a range of high risk activities, with our uniformed personnel placed in harm's way. In return, the Defence Force has an obligation to provide for the physical and mental wellbeing of its personnel. The Estate has an important role in ensuring our personnel have access to safe facilities that comply with New Zealand health and safety standards, including appropriate levels of earthquake protection.

A priority of the Estate is meeting and sustaining legislative and regulatory requirements (including recognised Defence Orders and standards) while being responsive to potential future changes. Our focus is having healthy and safe working, training, living and shared environments for our personnel and an embedded health and safety culture.

#### Actions:

##### We will:

- Maintain investment and develop policy by 2030 to support health and safety compliant facilities, infrastructure and the natural environment that meet requirements in legislation (e.g. in the Health and Safety at Work Act 2015, the Resource Management Act 1991, the Building Act 2002, the Biosecurity Act 1993, and the Hazardous Substances and New Organisms Act 1996) and other relevant standards (e.g. the Drinking Water Standards for New Zealand, The Treasury Approach to the Living Standards Framework) across our working, training, living and common spaces for our people.
- Improve and maintain ongoing consistency with New Zealand safety in design procedures and accepted industry practice by 2023.



Tamaki Leadership Centre, Whangaparaoa



## PRIORITY 2.2: PROVIDES FIT FOR PURPOSE ENVIRONMENTS

The Estate will provide working, training and living environments for our personnel that are fit for purpose. Fit for purpose assets are developed and maintained to a level where they are well equipped and well suited or appropriate for their designated role or purpose, and are of a standard necessary for their intended use. This includes the ongoing maintenance of working, training and living environments.

The Estate will have assets that meet the quality standards for our people across the environments of:

- Working: those assets that directly align to operational outputs (e.g. runways, workshops)
- Training: those assets that support the delivery of outputs (e.g. classrooms, training areas, live firing ranges)
- Living: those assets required to accommodate personnel (e.g. housing, barracks, and messes)
- Shared: those assets that support some or all of the above functions (e.g. roads, water services, electricity supply).

Investment in the Estate is aligned with the strategic direction of the Defence Force; being cognisant of the changing needs of our personnel including reflecting changes in the diversity of the future Force (recognising expected demographic changes including greater multiculturalism, and gender diversity with increases in female recruits), our relationships with iwi, our commitments to eradicate unacceptable or unwanted behaviours, to changing operational requirements and also keeping pace with advances in technology. This includes providing more agile working environments for a flexible and remote workforce and supporting the ongoing investment in the learning and development of our people.

The right assets are provided in the right locations when needed and to a standard that promotes both professional and personal satisfaction. The Estate will be innovative, flexible, scalable and adaptive.

The Estate will provide an 'optimal' level of common core service across all camps, bases and assets for its personnel, including providing a consistent customer/user experience (e.g. camps and bases will look and feel the same regardless of location).

### Actions:

#### We will:

- Implement design and planning principles for all our working, training, living, and shared environments included within Defence Force Orders for Managing the Defence Estate (DFO 46) by 2019 to provide a clear and consistent framework to inform policy and planning and to guide decisions on investment and development of the Estate.
- Create and maintain standard building and infrastructure designs approved for use in multiple locations to drive efficiency, cost effectiveness, safety, and accessibility by 2023.
- Support diversity and inclusion particularly for Maori, millennials, women and workforce changes.
- Increase asset management maturity by investing in information understanding, gathering, access and analysis to improve decision making and the quality of assets and service performance for our people (e.g. maintaining consistent quality standards across all like assets).
- Maintain at all locations an accommodation plan to meet current and future Defence Force requirements.
- Apply Operation Respect<sup>1</sup> 'pillars' and actions to promote a safe environment for our people.



<sup>1</sup> Operation Respect was launched on 15 March 2016 by the Chief of Defence Force and includes the pillars: 'Understand', 'Respond', 'Support' and 'Prevent'.



## GOAL 3: SUPPORT AND ENABLE OUR RELATIONSHIPS

An Integrated Defence Force requires working better together—better in the way we work across our three Services and our Portfolios, and also with other government departments, industry and communities to achieve improved outcomes for New Zealand and for New Zealanders. A key factor to this is defined through our relationships. The Defence Force is committed to developing and strengthening its relationships internally, with business and the private sector (including commercial), across the public sector, with the community and with our international allies. The Estate has a role in supporting our relationships, both in the physical spaces it provides and how these facilitate interactions between our people and with others.

### PRIORITY 3.1: THE DESIGN, CONFIGURATION AND BUILD OF THE ESTATE SUPPORT ACCESS AND SHARED-USE

Our camps, bases and training areas serve as towns or neighbourhoods for our people, their families, and the people we interact with on a day-to-day basis including our commercial partners and neighbouring communities.

Like any city or town, the configuration and design of buildings, common areas, transport networks, services and amenities can influence the way our camps, bases and training areas are experienced and used. Notably, the ways in which the Estate is designed and built plays a role in bringing the Force together, in both our working and social spaces.

The Estate will provide for collaborative ways of working across the Defence Force with a focus on creating spaces that are multi-use and multifunctional to promote interoperability and increase operational efficiency.

We will give better consideration to wider government requirements within our Estate planning and design processes. This includes opportunities for the shared use of assets with our government partners within our own Estate design and footprint (e.g. shared use of roads, office spaces) and also identifying where we can better utilise the spaces or services provided by others where appropriate and where they can be provided more cost effectively (e.g. giving consideration to connecting to local authority water supply and waste water reticulations, where available).

The Estate will be designed to facilitate flexibility; making the connections between people and places. For example, improving mobility between living spaces, places of work, and support facilities such as wellbeing services.

The Defence Force maintains a physical presence within wider communities through the design and configuration of the Estate. For example, placing shared use facilities closer to the boundaries of a camp or base to facilitate wider benefit for use by the community (e.g. pools and sports fields) where appropriate (giving primacy to military design and use) and taking into consideration factors such as health and safety, security and cost implications.

#### Actions:

##### We will:

- Create multi-use, multi-functional and flexible in use spaces and assets where appropriate.
- Develop and maintain up to date and responsive Infrastructure Master Plans for all camps, bases and major training areas by 2023 to guide medium to long-term development. Infrastructure Master Plans will be responsive to, and consistent with, Defence Force strategic objectives and will reflect set Design and Planning Principles (Appendix B refers).
- Develop and maintain Precinct Block Plans across selected precincts for all main camps and bases by 2023. Precinct Block Plans will test the size, bulk, mass and interdependencies of buildings and other infrastructure and facilities within identified precincts to better guide long term design and planning.
- Create consistent access, shared use and 'look-and-feel' across the Estate by 2023. For example, clear and standardised way-finding and signage for all Defence locations.





## PRIORITY 3.2: ENGAGING AND WORKING WITH OTHERS TO ACHIEVE SHARED OUTCOMES

Interactions occur on the Estate on a day-to-day basis. It is the place where the Defence Force comes together to work and train and where our industry partners come to support us to deliver. The Estate is a driver to facilitate new and strengthen existing relationships. There are opportunities to improve engagement and to build trusted and effective partnerships across both the public and private sectors through the operation and maintenance of the Estate.

The Estate supports our organisational objective to be 'Better Together' through service delivery partnerships with commercial suppliers and contract service providers. We will build robust partnerships with industry and will continue to investigate alternative management models where these are appropriate. For example, facilities management services being supported by industry and commercial partners.

We will strengthen our communication and engagement with central and local government agencies, non-governmental organisations (NGOs), iwi and the New Zealand public to achieve shared outcomes. For example, we recognise our contribution to regional economic outcomes by our presence and prominence in some regions.

There is the opportunity to strengthen relationships through the shared use of Estate assets and to coordinate our Estate related activities and investments leveraging opportunities for joint effect. There will be greater consideration, where possible, to all-of-government requirements so that latent capacity of assets can be utilised by compatible and security related agencies. This 'shared use' can take many forms and includes consideration of Estate assets for:

- 'hosting' shared training — using the Estate for preparing and exercising for crisis; or providing and supporting contingent capability needs for New Zealand. For example, responding in the event of natural disaster such as earthquakes and flooding.
- business as usual or general day-to-day activities — areas of possible overlap or commonality to avoid duplication of assets or other resources.

### Actions:

#### We will:

- Create commercial business partnerships and approaches to deliver better service outcomes. For example, building strategic partnerships to deliver the Estate.
- Strengthen communication and engagement with local and central government agencies, NGOs, iwi and the wider public sector where appropriate to create opportunities for joint effect and to foster relationships.
- Increase utilisation of assets or services supplied by others where it meets and is consistent with Defence Force requirements. For example, giving consideration to the use of Memorandum of Understanding or other relationship agreements with local authorities or network utility operators for connecting to water supply or waste water reticulation services.
- Consider utilisation of our assets and/or services with compatible and security related agencies.
- Meet all Defence Force commitments under Treaty of Waitangi Deeds of Settlement.





## GOAL 4: PROVIDING THE CAPABILITY AND CAPACITY TO DEVELOP AND MANAGE A COMPLEX ESTATE

The Defence Estate is complex and requires clear direction, leadership and management, and skilled personnel, supported by quality information, processes and systems to develop and manage it.

### PRIORITY 4.1: STRATEGY LED

Strategic direction, management oversight and leadership of the Estate is critical to achieving the vision for the Estate. The scale and complexity of the Estate requires clear governance and understanding of management responsibilities. To set and implement the Estate direction, we need to achieve a holistic view of the business with proactive governance that is fit for purpose.

#### Actions:

##### We will:

- Develop and maintain estate-related business processes, estate plans, activities and performance reporting.
- Maintain line of sight between Defence Force strategy, Estate Strategy and all Estate related activities and initiatives.

### PRIORITY 4.2: BUILDING SKILLS AND EXPERTISE

The Estate requires optimal capacity of skilled personnel with the depth and resilience to develop, deliver and manage the Estate.

The Defence Force needs to be able to build capacity and expertise in response to changes in the development and management of the Estate. This includes building and maintaining our Defence Estate and Infrastructure internal core specialist capability and leveraging off our Five Eyes alliance, other government agencies and the wider Defence Force.

#### Actions:

##### We will:

- Have Defence Estate and Infrastructure personnel skilled to establish and maintain collaborative commercial arrangements for leading the supply chain to deliver best Estate outcomes through a Strategic Partnership (Alliance).
- Develop a responsive organisational structure that can flex; being able to draw on resources (skills and expertise) either internally or externally as required.
- Continue to build and maintain strong relationships (referencing NZDF's External and Industry Engagement Framework) across industry, other Government agencies (all of government), other Defence Forces as appropriate (Five Eyes) and the wider New Zealand Defence Force.







### PRIORITY 4.3: PERFORMANCE MANAGEMENT AND INFORMATION FOR EFFECTIVE DECISIONS

The Estate needs to be a leader in performance management of both its people and the business.

Estate management decision making will be timely and include information for:

- planning;
- strategic direction; and
- the maintenance, disposal / renewal / life cycle of assets.

This includes ensuring the provision of strategic and operational capability across our data management, compliance monitoring, performance monitoring and reporting, risk management, asset management, contract management, operations management, health and safety, and user interface.

Decisions will be prioritised according to the criticality, urgency, priority, need and location of the asset. For example, the responsibility within the Defence Force for the provision of water services to required standards at camps and bases be clearly defined.

#### Actions:

##### We will:

- Establish clear roles and responsibilities for infrastructure and service management by 2022.
- Improve the collection, storage and analysis of data to ensure decisions are knowledge driven by 2022.
- Improve Benefits Realisation Management processes and practices to ensure project and programme benefits are appropriately identified, aligned, realised and sustained.
- Monitor and report on the performance of service delivery relative to defined objectives and KPIs by 2022. For example, KPIs for the use of set standard building designs.



NZDF Auckland Business Hub



## PRIORITY 4.4: PROCESSES AND BUSINESS IMPROVEMENT

Adopting first class processes and practices are key to enabling the capability and capacity to develop and manage a complex estate. A key management focus is to ensure business processes are fit for purpose.

The Estate management systems, ICT systems and support need to be reliable, accessible, trusted and accurate. Innovation and continuous improvement to systems and processes will support overall effectiveness, efficiency and flexibility to adapt to change. For example, processes will be condensed and simplified to expedite capital and operational expenditure in line with implementation plans and forecasts. This includes continuous review and improvement of governance and management practices to accelerate delivery of the Estate.

Processes for collecting asset data, and the accuracy and analysis of asset data across the Estate will be clearly defined and communicated to improve the management of assets and will be linked to an Estate strategic asset management plan.

Through development and delivery of the Estate, we will adopt best practice systems. For example, adoption of ICT systems that support and enable better business processes and intelligence for portfolio management (P3M), whole of life costing, ISO standards and benefits realisation monitoring.

### Actions:

#### We will:

- Adopt a continuous improvement and innovative approach to systems and processes including governance, leadership and management to work towards organisational excellence by 2022.
- Improve and maintain the documentation of the key processes that underpin the operation and maintenance management of Estate assets and services by 2022. For example, capital, planned maintenance and programmes.
- Demonstrate integrated Estate management, bringing together people, information, assets and finance by 2023.



42 Squadron, RNZAF Base Ohakea



# APPENDIX A

DEFENCE ESTATE AND INFRASTRUCTURE STRATEGY ON A PAGE



# Our Strategy for 2019 - 2025

## Our mission

We deliver intelligent estate and infrastructure solutions for the New Zealand Defence Force.

## Our vision

A fit for purpose and sustainable Estate that enables the delivery of Defence outputs.

## The strategy for Defence Estate is underpinned by four areas:

### Our goals for 2025

#### People

Supporting our  
people

The Estate plays a key role in supporting the recruitment and retention of personnel by providing the facilities and infrastructure needed for fit-for-purpose working, training and living environments.

### Our priorities for Estate

- Provides safe and healthy environments
- Provides fit for purpose environments

#### Relationships

Support and  
enable our  
relationships

An integrated Defence Force requires us to work better together. The Estate supports effective relationships by providing fit-for-purpose physical spaces that support strong working relationships

- The design, configuration and build of the Estate supports access and shared-use
- Engaging and working with others to achieve share outcomes

#### Information

Provide the skills and  
capability to develop  
and manage a  
complex estate

The Defence Estate is complex and requires clear direction, leadership and management, and skilled personnel supported by quality information, processes and systems.

- Strategy-led
- Building skills and expertise
- Performance management and information for effective decisions
- Processes and business improvement

#### Capability enhancement

Support and  
enable force  
outputs

An effective and efficient Estate that is resilient, flexible and responsive to changing requirements and future needs is vital for ensuring the Defence Force's ability to protect and secure New Zealand and its interests.

- Responds to changing Defence requirements and future needs
- Future-proof the Estate
- Resilient
- Sustainable
- Meeting Defence's security obligations

# Game Plan: 2019 - 2025

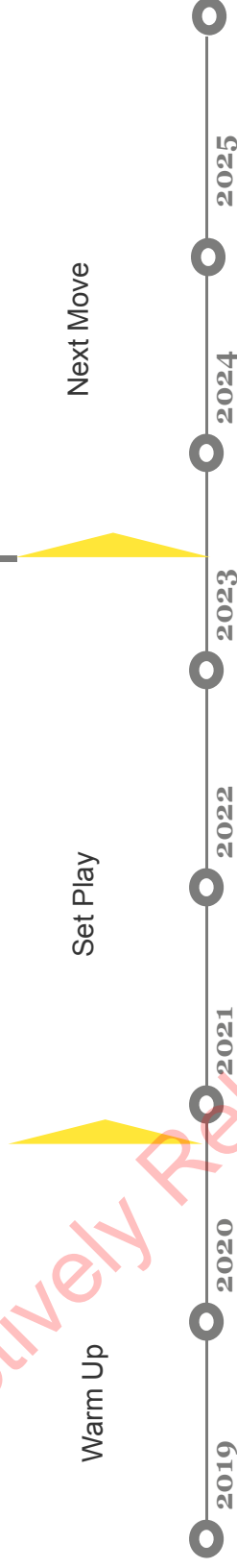
The future DEI...

## Our mission

We deliver intelligent estate and infrastructure solutions for the New Zealand Defence Force.

## Our vision

A fit for purpose and sustainable Estate that enables the delivery of Defence outputs.



We will do this by:

### Capability

- P8 / Ohakea infrastructure
- CLP (Combined Logistics Programme)
- Frigate infrastructure upgrades
- Whenuapai: FMAC for 2022/23

- P8 / Ohakea

In line with P8 arrival

### Regen - Capital

- P8 Infrastructure
- Inflight projects (Health and Safety / compliance)
- Housing
- Accommodation messing and dining (AMDMD)

- Deliver P8 and Ohakea related projects

- Deliver P8 and Ohakea related projects
- Project Ruru

### Regen – Opex

- Development and implementation of tools / ROES that support an evidence based approach
- Delivery of maintenance

- Adoption of stream lined and efficient process which allows/ support Delivery of the programme within the prescribed timeframe

- Improved process. Using evidence base to develop and deliver the programme.
- Improved condition & utility of infrastructure across estate

### Transformation

- Procure Strategic business partner & be alliance ready
- Workforce plan (including recruit, retain, train
- Health and safety capability

### Standard work

- First principles review of estate footprint
- Health and safety compliance
- OpEx to support capital projects where required



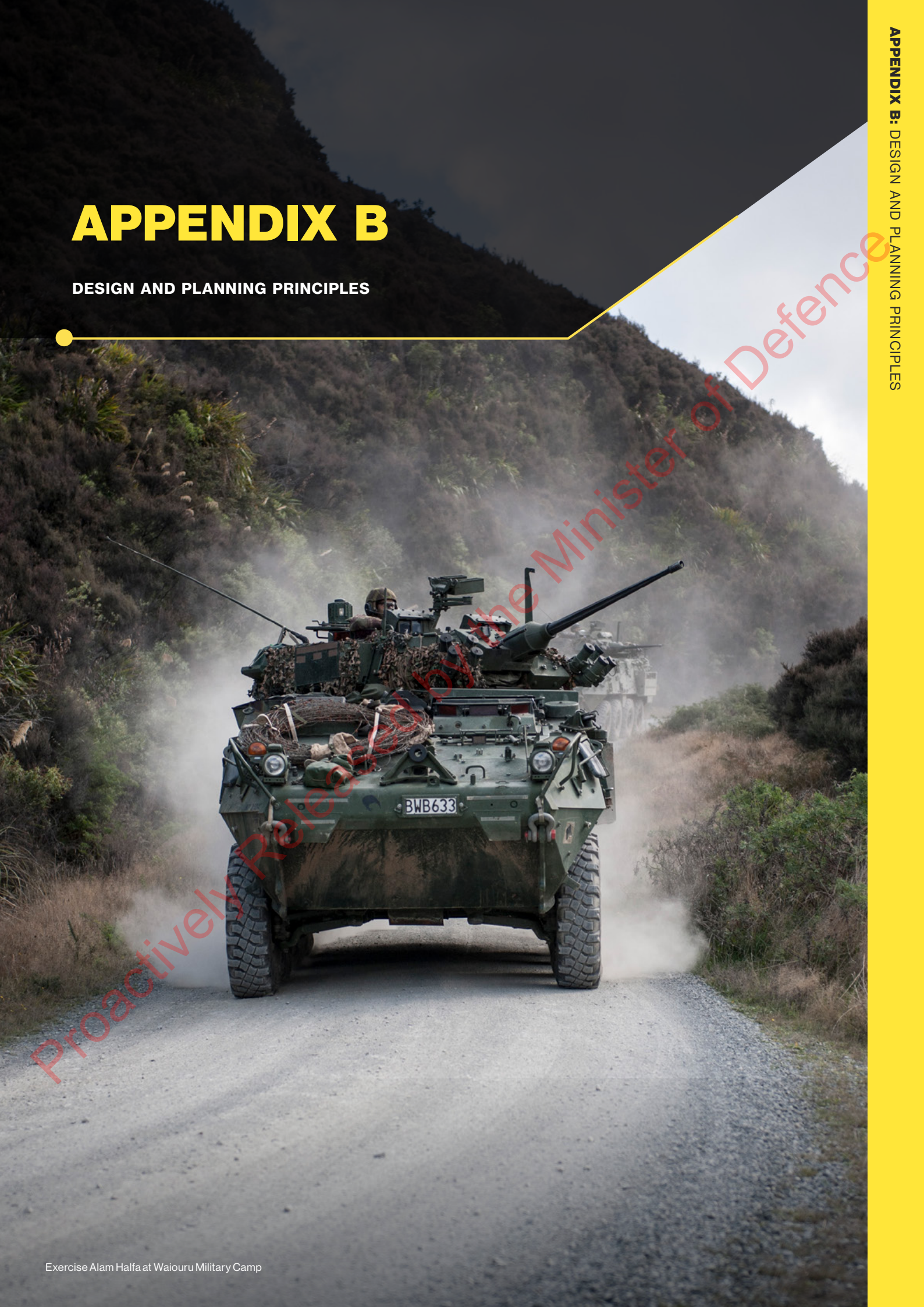
New Zealand  
**DEFENCE  
FORCE**  
Te Ope Kaitiaki O Aotearoa

Minister of Defence



# APPENDIX B

## DESIGN AND PLANNING PRINCIPLES





# APPENDIX B:

## DESIGN AND PLANNING PRINCIPLES

### PURPOSE

The purpose of design and planning principles is to:

1. ensure estate and infrastructure design conforms to NZDF strategic intent;
2. provide a clear and consistent framework to guide decision-making in order to determine the best approach in line with predetermined considerations;
3. achieve high quality development; and
4. incorporate and reinforce the importance of forward thinking investment, asset resilience, standardisation, estate footprint optimisation, functional flexibility and collaboration, along with promotion of character and sustainability.

### APPLICATION OF DESIGN AND PLANNING PRINCIPLES

When undertaking estate and infrastructure design and planning, consideration must be given to the following Design and Planning Principles. Application of the principles may include, but is not limited to:

1. informing decision-making on future estate development, including guiding urban design, spatial direction and design of individual development projects;
2. informing NZDF policy and estate infrastructure plans;
3. informing assessment and project inclusion decisions; and
4. determining an approach to follow when alternative options are presented.

### DESIGN AND PLANNING PRINCIPLES:



- **AMENITY VALUES:** The Estate will include physical qualities and characteristics that contribute to people's appreciation of its pleasantness, aesthetic coherence, and cultural and recreational attributes.



- **OPERATIONALLY EFFECTIVE TOGETHER:** Estate configuration will facilitate integration and co-location of compatible activities, while optimising functional collaboration and effective delivery of NZDF outputs.



- **ADAPTABLE AND RESILIENT:** Strategic investment will create an estate that is adaptable, with enough robustness and capacity to accommodate fluctuations in use and capacity. This will be paired with the ability to respond to change and hazards through functional flexibility, application of technology, commonality, new ways of using space, and increased asset resilience.



- **SMART AND ENHANCED:** Estate development will produce quality infrastructure and places that are modern, fit for purpose, future-proofed, and where all camp and base elements are collectively planned to promote legibility, accessibility and connectivity, whilst promoting an NZDF identity in combination with local culture and character.



- **OPTIMISED INVESTMENT:** The sustainability of the estate will be improved including a focus on efficient and effective estate investment within a pan NZDF context. Optimisation means considering the estate footprint, enhanced asset utilisation, standardisation, and whole-of-life decision-making.



- **SAFE AND SECURE:** The estate is a safe and secure place for our people in the way it is designed, planned and operated, including provision of controlled access to sensitive operational areas and locating services and facilities appropriate to their access demands.





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