

# THE START OF OUR JOURNEY TO A SUSTAINABLE DEFENCE ESTATE



Our living legacy is the enhancement and protection of Defence estate's natural, financial, manufactured, intellectual, social and human capital

APPROACH

## Ka muri ka mua

We will walk backwards into the future

UNITY, CONSENSUS, PARTICIPATION

### KOTAHITANGA

Our people are united, professional and accountable through commitment, comradeship and courage.

KEY OPPORTUNITIES

SUSTAINABLE BUILDINGS

HERITAGE AND BI-CULTURALISM

AWARENESS AND CULTURE

STRATEGIC GOAL

Supporting our people

INCLUSIVITY  
HUI KATOA

ENVIRONMENTAL STEWARDSHIP

### KAITIAKITANGA

The environment is a natural part of us, our heritage and decision making that enables force outputs today and tomorrow.

KEY OPPORTUNITIES

WASTE, REUSE AND RECYCLING

CLIMATE CHANGE

TECHNOLOGY AND INNOVATION

STRATEGIC GOAL

Support and enable force outputs

STEWARDSHIP  
TIAKI

CONTINUAL GROWTH

### PUAWAITANGA

The continual improvement of our skills, processes and capacity is integral to manage the current and future Defence estate.

KEY OPPORTUNITIES

INTEGRATED PROJECT DELIVERY

ASSET AND UTILITIES MANAGEMENT

RESILIENCE AND SELF-SUFFICIENCY

STRATEGIC GOAL

Providing the skills and capacity to develop and manage a complex estate

ACCOUNTABILITY  
TAKOHANGA

LEADERSHIP AND COMMUNITY ROLE MODEL

### RANGATIRATANGA

Our collective impact approach to leadership will ensure strong and enduring relationships for our future workforce.

KEY OPPORTUNITIES

PARTNERSHIPS

PROCUREMENT AND SUPPLY CHAIN

TRANSPORT

STRATEGIC GOAL

Support and enable our relationship

TRANSPARENCY  
PUROTU

PRINCIPLES

INTEGRITY  
NGĀKAU TAPATAHI

**"A FIT-FOR-PURPOSE AND SUSTAINABLE ESTATE THAT ENABLES THE DELIVERY OF DEFENCE OUTPUTS"**

HE WHENUA HAUTAONGA PAI MO TE WHAKAARO, HE WHENUA HAUTAONGA KI TE TOITŪ, KIA WHAKAMANA, KIA WHAKAORANGA O NGĀ ĀHUATANGA WAONGA

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## Sustainability programme Priority 1

Sustainability is embedded within business-as-usual

Maturity →		
A	B	C
Establish policy/strategy to support each focus area – including metrics, risks, benefits, plan and reporting.	Initiatives across four focus areas – measured through an annual survey, hui and reporting.	Integration into DEI Strategy and Operating Model, the sustainability lens is owned by all personnel.

### Ka muri ka mau

Walking backwards into the future

## KOTAHITANGA

UNITY, CONSENSUS, PARTICIPATION

### Sustainable buildings Priority 4

Our buildings are fit-for-purpose and sustainable

Maturity →		
A	B	C
Baseline development of metrics and targets for sustainable building design and delivery.	Post occupancy evaluations informing future design to establish science-based targets.	Linkage of design to all other opportunity areas for integrated reporting on metrics and targets.

### Heritage and bi-culturalism Priority 12

Our past, present and future is part of who we are

Maturity →		
A	B	C
Baseline our diversity, opportunities to integrate te reo Māori, acknowledge our heritage and resourcing needs.	Support all to champion our heritage and bi-culturalism, te reo Māori is present in our conversations.	Bi-culturalism is part of who we are as an organisation.

### Awareness and culture Priority 13

All personnel apply an informed sustainability lens

Maturity →		
A	B	C
Education programme around Sustainability Framework and importance of sustainability.	Ambassadors programme to establish systemic ownership, linked to Sustainability Committees on each camp and base.	Sustainability lens and actions are business-as-usual for all personnel.

### He waka eke noa

A canoe which we are all in with no exception

## KAITIAKITANGA

ENVIRONMENTAL STEWARDSHIP

### Waste, reuse and recycling Priority 2

We understand and minimise our waste impacts

Maturity →		
A	B	C
Audit waste types, quantities, facilities, impacts and responsibilities.	Nationwide targets for bin placement, bin labelling, minimisation and reporting.	Ongoing reporting of waste and targets and integration within strategic planning and procurement.

### Climate change Priority 6

Climate impacts to/by the Defence estate are mitigated

Maturity →		
A	B	C
Understand baseline greenhouse gas emissions and climate change impact risk to Defence estate.	Set science-based metrics and targets for mitigation and begin understanding opportunities for adaptation.	Ongoing reporting of emissions, risk, targets and linkage of adaptation to design and strategic planning.

### Technology and innovation Priority 11

Smart ideas are shared, adapted and adopted for better outcomes

Maturity →		
A	B/C	C
Understand where barriers are for raising ideas and implementing technology and/or innovations.	Work with our NZDF partners to ensure there is a safe place to test new ideas.	

### Ko au te whenua, ko te whenua ko au

I am the land and the land is me

## PUAWAITANGA

CONTINUAL GROWTH

### Integrated project delivery Priority 3

Together we improve our productivity in the delivery of assets

Maturity →		
A	B	C
Planning process and capability for integrated project delivery and soft landings framework.	All large capital and maintenance projects delivered through integrated approach – produce lessons learned.	Integrated approach is business-as-usual and is continuously improved through post-project evaluations.

### Asset and utilities management Priority 5

We are responsible and efficient with our energy and water resources

Maturity →		
A	B	C
Plan for meters on new and existing assets as well as data capture, analytics and utilities responsibilities and targets.	Use of data analytics to inform utilities decisions, facilities maintenance and reporting on performance and targets.	Linkage of asset and utilities to all other opportunity areas for integrated reporting on metrics and targets.

### Resilience and self-sufficiency Priority 7

The macro-picture of our vulnerabilities prepares us

Maturity →		
A	B	C
Macro-picture assessment of lifelines vulnerabilities and burdens.	Linkages of vulnerabilities to business continuity and emergency management plans.	Incorporation of findings into asset and utilities management, design benchmarks and strategic planning.

### I ōrea te tuātara ke patu ki waho

A problem is solved by continuing to find solutions

## RANGATIRATANGA

LEADERSHIP AND COMMUNITY ROLE MODEL

### Partnerships Priority 8

We work with our partners to share in great outcomes

Maturity →		
A	B	C
Identify our strategic partners (i.e. iwi, council, etc.) and co-develop metrics for reputation, trust and value.	Educate and empower all personnel to form collaborative and enduring relationships with partners.	Continuous learning about our partners and bringing new ideas to our enduring partnerships.

### Procurement and supply chain Priority 9

Our sustainability goals are clear to all we work with

Maturity →		
A	B/C	C
Establish strategic objectives for procurement, based on priority, scope to improve and market response.	Phased approach to implement objectives into procurement, based on size and maturity of market – this is integrated with other opportunity areas to be reported against.	

### Transport Priority 10

Safe and healthy transportation is supported

Maturity →		
A	B	C
Options assessment for electric vehicle charging stations and linkages with utilities and strategic planning.	Set targets for vehicle trips, distance, fuel purchased and transport modes used across NZDF.	Ongoing reporting and continuous improvement of mobility and health, safety and wellbeing.

### Pūraho māku, kei ngaure o mahi

Let others acknowledge your strength