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AN INTRODUCTION TO THE NEW ZEALAND DEFENCE FORCE

Government maintains a defence force to secure New Zealand against external threats, to protect our sovereign interests and to be ready to take action in meeting unforeseen events in our strategic area of interest.

Acting in a lead or supporting role, Defence contributes to the following national security interests:

- a safe and secure New Zealand, including its borders and approaches;
- a rules-based international order, which respects national sovereignty;
- a network of strong international linkages; and
- a sound global economy underpinned by open trade routes.

The Defence Force is the only agency of state that maintains disciplined armed forces available at short notice and that operates large-scale and integrated fleets of vehicles, ships and aircraft. It is therefore able to undertake or support a range of tasks, including maritime resource protection, humanitarian assistance and disaster relief, and search and rescue, as part of an all-of-government effort directed by civil authorities.

But the core task of the Defence Force is to conduct military operations.

The raising and maintaining of New Zealand’s Armed Forces is covered by the Defence Act 1990. The Defence Force acts under the control of the Minister of Defence who exercises power through the Chief of Defence Force (CDF). The CDF is appointed by the Governor-General in Council under the Act, has command responsibility for all the armed forces of New Zealand and acts as the principal military advisor to the Government. The current CDF is Lieutenant General Rhys Jones.
The Defence Force is administered through 15 departmental output expenses under Vote Defence Force. For the 2012/13 financial year, the total appropriation for these output expenses is just over $2.404 billion. The breakdown of the Vote is outlined below.

### COMPOSITION OF VOTE DEFENCE FORCE ($ MILLIONS)

<table>
<thead>
<tr>
<th>Department</th>
<th>Total Exploitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$820</td>
</tr>
<tr>
<td>Operating</td>
<td>$761</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$375</td>
</tr>
<tr>
<td>Capital Charge</td>
<td>$457</td>
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</tbody>
</table>

**Governance**

The key governance and management body for the Defence Force is the Defence Force Management Group (DFMG). The Board is chaired by CDF and full members consist of the Vice Chief of Defence Force, the Chief Operating Officer, Chief Financial Officer, Commander Joint Forces New Zealand, the three Service Chiefs (Navy, Army and Air Force) and the Warrant Officer of the Defence Force.

### DEFENCE FORCE MANAGEMENT GROUP

- **Chief of Defence Force**
- **Vice Chief of Defence Force**
- **Chief Operating Officer**
- **Commander Joint Forces New Zealand**
- **Chief of Navy**
- **Chief of Army**
- **Chief of Air Force**
- **Chief Financial Officer**
- **Warrant Officer of Defence Force**

**Relationship with Ministry of Defence**

The Ministry of Defence (MoD) is a separate government department that works with the Defence Force and other government organisations to ensure that New Zealand is secure. The Ministry contributes by:

- providing advice to the Government about New Zealand’s strategic environment, the kind of security tasks that the Defence Force is likely to have to undertake, and military capabilities that New Zealand will need in order to do them;
- providing advice on, and contributing to the management of, military capabilities at all stages of their life cycles;
- contributing to the work of maintaining and enhancing international defence relations, especially with Australia and other security partners;
- acquiring or upgrading major items of military equipment; and
- undertaking audits and assessments of the performance of the Defence Force and MoD.

The Secretary of Defence and Chief Executive of the MoD is Ms Helene Quilter. The Secretary is the principal civilian adviser to the Minister.

**Relationship with Veterans’ Affairs New Zealand**

The role of Veterans’ Affairs New Zealand (VANZ) is to ensure that veterans are able to access the services they need to support them in their everyday lives. VANZ manages Government’s relationship with veterans and their representative organisations, advises on policy relating to veterans and facilitates veterans’ access to pensions and other services.

VANZ is a part of the Defence Force. CDF is responsible to the Minister of Veterans’ Affairs for the financial management of VANZ under the Public Finance Act 1989. The General Manager VANZ, on behalf of the CDF, is responsible to the Minister of Veterans Affairs for the delivery of VANZ outcomes and outputs through Vote Veterans’ Affairs – Defence Force. The General Manager is also appointed to the statutory role of Secretary for War Pensions under the War Pensions Act 1954.

For the 2012/13 financial year, $157.29 million was appropriated for this Vote with the main expenditure being for war disablement pensions.

**Relationship with Other Government Departments**

The CDF and the Secretary of Defence are members of the Officials Domestic and External Security Committee (ODESC). The ODESC provides leadership, coordination and support to all-of-government responses to national security issues. The ODESC also considers advice on some major defence capabilities before it is submitted to Ministers.

The Defence Force also provides general support to a wide range of multi-agency operations and the wider community as well as tasks in support.
of foreign and defence policy objectives. Government departments and agencies regularly supported include:

- Antarctica New Zealand
- Department of Conservation
- Department of Corrections
- Department of Internal Affairs
- Department of the Prime Minister and Cabinet
- Environmental Protection Authority
- Government House
- Maritime New Zealand
- Ministry of Civil Defence and Emergency Management
- Ministry of Education
- Ministry for Primary Industries
- Ministry of Foreign Affairs and Trade
- Ministry of Health
- Ministry of Social Development
- Ministry of Business, Innovation and Employment
- National Maritime Coordination Centre
- New Zealand Customs Service
- New Zealand Fire Service and National Rural Fire Authority
- New Zealand Police, and
- Rescue Coordination Centre New Zealand.

Relationship with Employers of Reserve Forces

The Territorial Forces Employer Support Council is a statutory council created by the Defence Act of 1990 and is modelled on similar organisations in Australia, Canada and the UK. The Council is responsible to the Minister of Defence and is supported by a secretariat provided by the Defence Force. The structure of the Council is designed to be highly inclusive at both political and community levels to facilitate employer relations between reserve personnel and the New Zealand business community, inclusive of private and public sectors, and any other organisation employing reserve personnel.

Defence White Paper 2010

The Defence White Paper confirmed that security tasks in and around New Zealand and the South Pacific will be the starting point for choosing military capabilities for the Defence Force. This means, with Australia, being able to deal with any reasonably foreseeable contingency in the South Pacific. The capabilities required for the range of possible military operations in New Zealand’s near region allows the Defence Force to contribute to stability in Asia and further afield. The Defence Force needs to remain deployable, sufficiently self-reliant, versatile, adaptable and interoperable with New Zealand’s principal partners. The White Paper also identified opportunities to shift resources from the Defence Force’s support functions to its deployable front-end capabilities. The Defence Force was set the goal of annually redistributing some $350 million – $400 million by 2014/15.
Defence Force Strategy

CDF has developed Future 35 (F35), the strategy that describes how the Defence Force will meet the defence and security needs of New Zealand out to 2035. F35 has three overarching themes:

• **S1**: Relevant and sustainable Joint Force elements able to conduct operations and prepared for contingencies
• **S2**: Evolving military capability to meet future threats
• **S3**: Excellent organisational performance supporting NZDF operations

F35 is phased in three time blocks that have specific goals:

• Delivering a Joint Amphibious Task Force by 2015

• Enhancing combat capability by 2020
• Having an integrated Defence Force by 2035

F35 will ensure that the NZDF transforms in such a way that it remains relevant and is able to respond to current and future challenges, while meeting the Government’s organisational expectations with innovative and forward-looking solutions. A summary of key strategic security and organisational challenges that the NZDF is likely to be impacted by are outlined below:

• **Shifts in Economic Power**: The emergence of new centres of economic strength is shifting the balance of military power as growing economies are able to allocate more resources to military spending.
**Technology Changes:** In the future access to military technologies could shape the prospect of conflict in our region.

**Asymmetric Threats and Terrorism:** Terrorism will remain a pervasive feature of the international landscape for the foreseeable future.

**Resource Scarcity:** The uneven distribution of key resources including food and water is likely to generate strategic tensions.

**South Pacific Fragility:** The outlook for the South Pacific in the next 25 years is one of fragility as demand on resources and pressure from outside countries increase.

**International Order:** International organisations including the United Nations, the World Trade Organisation, and international financial institutions have served New Zealand’s interests well, but struggle to forge consensus amongst their diverse memberships.

### 2015 Joint Amphibious Task Force (JATF)

Within the Southwest Pacific the Defence Force can handle most threats on land or sea. The JATF will give the Defence Force the ability to operate in one or both of these domains and deploy and sustain forces into the region using its amphibious skills. The JATF will see current force strengths – operational and support units from across the three Services – able to operate as an integrated force. The JATF will be capable of deploying and sustaining operations in New Zealand or the Southwest Pacific, and will be able to work independently or as part of a larger coalition effort. Individual components will be separately deployable and able to more effectively integrate with other nations’ military and civilian organisations.

By 2015 the Defence Force will be better able to support core military capabilities, and match the agility and effectiveness of our deployed force elements. The major reform objectives outlined in the Defence White Paper will have been completed. Out to 2015 the Defence Force will focus on evolving military capability and organisational excellence, while continuing to sustain its operational focus; to achieve this it will strengthen organisational management and work in a more integrated way.

### 2020 Enhanced Combat Capability

By 2020, with the JATF at its core, the Defence Force will be capable of conducting amphibious military operations and responding to emergencies at home and abroad, and projecting and sustaining land or maritime forces with increased combat utility, either on its own or as part of a wider coalition. This combat capability will act as an effective and credible deterrent for any challenge to New Zealand’s sovereignty and to stability in the wider Southwest Pacific region. At the same time, the Defence Force will have selected forces capable of participation in coalition operations elsewhere in the world.

By 2020, the Defence Force will have a range of integrated intelligence, surveillance and reconnaissance assets available to provide all-weather 24-hour capable surveillance in New Zealand’s Exclusive Economic Zone (EEZ) and over any deployed Defence Force elements.

The Defence Force’s maritime and land combat capability will be enhanced; in the maritime environment this means Frigate systems upgrades to sensors and weapons, for land combat capability this will be achieved through the Network Enabled Army Programme, mobility upgrades and weapons replacements. By 2020 there will be an increased emphasis on Command and Control, Intelligence Surveillance and Reconnaissance, support to whole of Government activities, and information warfare.

### 2035 The Integrated Defence Force

By 2035 the Defence Force plans to have an agile force capable of providing Government with robust response options. During this period the Defence Force will have had to review significant capabilities including new amphibious capabilities, air transport and surveillance, and improved Command and Control, Intelligence Surveillance and Reconnaissance.
Resource Protection, Disaster Relief and Humanitarian Assistance

The Joint Amphibious Task Force will also enable the Defence Force to carry out the non-combat tasks often expected of it. These tasks, which are conducted at home and overseas, include: search and rescue; humanitarian assistance and disaster relief; resource protection in the EEZ; maritime border security; and evacuating New Zealand and approved foreign nationals from high-risk environments.

Defence Capability Plan

To deliver the capability outcomes outlined above, the MoD and the Defence Force produce and regularly revise and update the Defence Capability Plan, which is approved by Cabinet. The plan provides the framework for acquiring the necessary defence capability sets: credible combat capabilities; deployable ground forces; strategic projection and logistics; command and control; and network-enabled intelligence, surveillance and reconnaissance. The plan further details the capabilities within each capability set under acquisition and those under development. It ensures that defence projects can be delivered from within capital and operating allocations advised to the Defence Force. Delivery of these projects will enable the achievement of the 2015, 2020 and 2035 capability visions outlined above.

Defence Industry

Industry is an active partner of the Defence Force and MoD, providing many hundreds of millions of dollars annually for capital projects, and goods and services for sustainment activities.

Operating within government procurement policy, the MoD and Defence Force engage actively with local and international industry. The MoD directly supports the Defence Industry Committee New Zealand, a Ministerial advisory committee for defence industry issues. Both the MoD and the Defence Force regularly meet with the New Zealand Defence Industry Association and Manawatu Defence Hub representing a large group of companies that provide services to the Defence Force as well as other defence forces and emergency services providers. The MoD, with its responsibility for major capital acquisition, maintains regular engagement with key industry providers both domestically and internationally.

The MoD also maintains close engagement with wider government agencies responsible for trade and industry issues, particularly New Zealand Trade and Enterprise and the Industry Capability Network (ICN) that connect businesses with major projects in New Zealand and Australia. The MoD Deputy Secretary for Acquisition is on the advisory board of the ICN. All significant Defence tenders are publicised on the Government Electronic Tender Service and a number of well known tenders gazettes.

The Defence Force, with its responsibility for through-life-support also has key relationships with industry partners Safe Air Ltd, Babcock Fitzroy Ltd, and Lockheed Martin. Companies such as PAE, Transfield Services, Fulton Hogan and Spotless Facility Services provide facility management services to the Defence Force, while Pacific Brand Workwear Group is a key apparel provider.

A principal event is the Defence Industry Forum, which is hosted annually by the Defence Industry Association and supported by the MoD and the Defence Force.
The Defence Force is a unique organisation within the New Zealand public sector. The majority of personnel are not subject to New Zealand employment legislation, as they are required to ‘serve’, rather than being employed.

This is based around the often dangerous and life threatening situations in which personnel are required to carry out their duties. The traditional management paradigm is replaced within a military organisation by the concept of command. This is derived from the discipline and sacrifice required to achieve its ultimate purpose as an instrument of national power, and the pursuit of strategic objectives up to and including the conduct of war.

Unlike their civilian counterparts, military personnel do not have an employment contract. Instead, they serve on a period of engagement. There is no recourse to union representation, with commanders representing their personnel and having responsibility for carrying out all aspects of personnel administration within their individual commands, including career management, remuneration, leave, EEO, and all other HR practices.

Civil staff are managed not commanded, are not subject to the Armed Forces Discipline Act, and are covered by New Zealand employment legislation. Civil staff members contribute key military support skills and are in high demand within the wider New Zealand labour market.

The military HR structure predominantly recruits young New Zealanders as the core workforce and through succession planning ‘grows’ and trains them to be future military leaders. It does this because, unlike civilian organisations, there is not a ready pool of people with a range of specialist military skills and experience in sufficient numbers. Conditions of service are therefore designed to support and encourage long service to maximise both capability and return on investment.
The Profession of Arms
The Defence Force is a professional military force. As such, its military personnel serve voluntarily on behalf of the people of New Zealand. The Defence Force’s Warfighting ethos compels personnel to remain prepared to defend New Zealand and its interests with their very lives.

The Agile Force
Agility refers to the Defence Force’s capacity to plan and execute operations rapidly and flexibly, while maintaining an ability to change from one type of activity to another in good time and with the resources to be effective. The Defence Force practises agility in thinking, planning, training and operations, and its small size is an attribute to be capitalised upon. An agile force gets things done. Agility in decision-making and actions means the application of that special ‘Kiwi’ resourcefulness, combined with quality leadership, allowing the Defence Force to maintain momentum in times of crises.

The Defence Force Values
The Defence Force is, and will remain, a values-based force. The Defence Force values are the foundation upon which Defence Force culture and professionalism are based.

Courage has both physical and moral dimensions. Physically, it means overcoming fear when advancing into probable danger when it is easier to retreat. Morally, it means making the hard decisions and having the conviction to stand by them.

Commitment is demonstrated by putting others before oneself, contributing to the team, giving selfless service, and acting for the greater good rather than personal gain.

Comradeship develops out of trust, learning and working together. Through comradeship personnel continue to support and encourage fellow Defence Force colleagues at team, Service and joint levels.

Integrity ensures that personnel remain open, honest and trustworthy in all that they do and that they conduct operations with sincerity, reliability, unselfishness and consistency of approach.

The Total Defence Workforce
The Defence Force has Reservists in each Service. The Navy has a Ready Naval Reserve and a Standby Naval Reserve comprised of volunteers who are generally based with one of the four Reserve Units located in Auckland, Wellington, Christchurch and Dunedin. In addition to providing a personnel reserve, the Naval Reserve conducts control of shipping around New Zealand ports. Like the Army, more and more former Regular Force staff are remaining engaged with the Defence Force on a Reserve, or part-time basis. The Army has the largest Reserve component, currently known as the Territorial Force, and while there are regional units, more and more training is being undertaken with the Regular Force. The Air Force has a Reserve comprising of primarily ex-Regular Force staff. These Reservists are fully integrated into units and are employed to support operations from New Zealand.
The Defence Force contributes to New Zealand’s security through a range of operations, conducted within New Zealand and its environs, and overseas. Operations range from preparedness for combat through to disaster relief and defence diplomacy and include ceremonial duties.

New Zealand’s geographic location results in some unique challenges. Being a small linear landmass in the south of the world’s largest ocean has significant implications for our maritime and air assets especially. The area for which New Zealand has Search and Rescue responsibility is over 30 million square kilometres in size and it is the largest Search and Rescue Region in the world. Our EEZ is the fourth largest in the world. Within New Zealand, all arms of the Defence Force provide support to Government departments across a range of activities. This includes provision of military

<table>
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<tr>
<th>OUR AREA OF RESPONSIBILITY</th>
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<tr>
<td>4,363,000 sq km (4th largest in the world)</td>
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<tr>
<td>15 times the size of the NZ landmass</td>
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<tr>
<td>15,000km of coastline</td>
</tr>
<tr>
<td>Over 8,000 diverse species of fish, of which 130 are fished commercially (96 in the Quota Management System)</td>
</tr>
<tr>
<td>30 million sq km of ocean that makes up 12.5% of the world’s total water surface. This is the largest area of responsibility in the world stretching from the equator to the South Pole and halfway across the Tasman to halfway across the Pacific through which more than 10,000 commercial vessels transit annually.</td>
</tr>
</tbody>
</table>
capabilities to assist disaster relief efforts, support to Police operations, domestic search and rescue, and support to ceremonial activities. The significant Defence Force contribution to the Government’s disaster relief response to the 2011 Canterbury earthquakes and the grounding of the container ship MV RENA, serve as good examples of how the Defence Force works within the domestic all-of-government framework in New Zealand.

New Zealand has a special relationship with the South Pacific. It has a Treaty of Friendship with Samoa – the 50th anniversary of which was in 2012 – and constitutional responsibilities for the defence of Tokelau, Niue and the Cook Islands. The Defence Force frequently provides assets and personnel to support Pacific Island countries’ security and resource protection. The Defence Force has also contributed to disaster relief and humanitarian assistance operations in the wider Asia-Pacific region, including tsunami relief in Indonesia in 2004, Samoa in 2009, and Japan in 2011, the search for the sunken ferry PRINCESS ASHIKA in Tonga, assistance during the Australian bushfires in 2009, and drought relief in Tuvalu and Tokelau during 2011.

Overseas, the Defence Force fulfils its obligations towards the security of New Zealand and its interests by deploying personnel and capabilities on a variety of operations. These operations occur in a range of environments, and include support to post-conflict reconstruction and development as in Afghanistan; security and stability operations, as in Timor-Leste and Solomon Islands; and support to extant United Nations observer and monitoring missions, as in Lebanon/Syria and Korea. The Defence Force also contributes to coalition forces to assist with global concerns such as: freedom of navigation, security of sea lines of communication, and counter-piracy.

Deployed Operations

All forces are prepared, deployed, commanded and supported from a single Joint Headquarters.

**Afghanistan:** The Defence Force has been actively involved in Afghanistan since 2003, currently providing a Provincial Reconstruction Team (including a National Support Element), support for leadership training to the Afghan National Army, military advice and interface between the staff of the United Nations Assistance Mission in Afghanistan, HQ International Security Assistance Force and Afghan authorities. In addition, support is provided to HQ Combined Joint Task Force and Combined Forces Command Afghanistan. The Provincial Reconstruction Team is due to be withdrawn from Afghanistan in 2013.

**Arabian Gulf:** The Defence Force maintains a team providing operational support to Defence Force personnel operating in the Arabian Gulf area. Several times a year, strategic airlift is provided in support of missions in Afghanistan. Additionally, naval officers have been seconded to assist allied nations that are conducting counter-piracy patrols in the Arabian Gulf and Horn of Africa maritime operating areas.

**Iraq:** A Defence Force Military Advisor is attached to the United Nations Assistance Mission (UNMAI) in Iraq providing liaison between the UNMAI, the Multinational Force and Iraqi Security Forces as well as advice on military matters to the UN Special Representative of the Secretary-General.

**Israel, Lebanon, Syria:** The Defence Force has been providing UN Observers to the United Nations Truce and Supervisory Organisation since 1954. These personnel patrol the area of operations and monitor ceasefires and military activity within the region.

**Republic of Korea:** The Defence Force provides staff support to operations, watch-keeping and corridor control to the United Nations Command Military Armistice Commission in Korea.

**Sinai Peninsula:** The Defence Force has been providing expertise to the Multinational Force and Observers in driver tasking, courses and training since 1982. In addition, Defence Force personnel monitor the operation of the Egyptian Border Guard Force. A retired senior Defence Force officer continues to command the Force.

**Solomon Islands:** Since 2003 the Defence Force has provided support
the new zealand defence force

13

what we do

RAISE, TRAIN AND SUSTAIN IS THE UNIQUE TERM USED BY THE DEFENCE FORCE IN PREPARING FORCES FOR TASKS ASSIGNED BY GOVERNMENT.

South Sudan: The Defence Force provides Military Liaison Officers and Staff Officer assistance to the UN Mission in South Sudan.

Timor-Leste: The Defence Force has been supporting various operations in Timor-Leste since 1999. The New Zealand contribution to the Government of Timor-Leste is currently in a period of transition. Security and stabilisation operations have now ceased, with the transfer of security responsibilities to Timorese security forces. The ongoing NZDF contribution will be conducted under the Mutual Assistance Programme, with the provision of technical adviser support to the Timorese military.

Raise, Train and Sustain

The three Service Chiefs (Navy, Army and Air Force) are responsible to CDF for raising, training and sustaining the outputs that are responsible for delivering the operational requirements of the Defence Force.

Navy force elements:

- Naval Combat Forces (HMNZ Ships Te Mana and Te Kaha)
- Naval Support Forces (HMNZ Ships Canterbury and Endeavour)
- Littoral Warfare Support Forces (HMSNZ Manawanui, Operational Diving, Military Hydrography and Mine Counter Measures (MCM))
- Naval Patrol Forces (two x offshore patrol vessels, HMNZ Ships Otago and Wellington and four x inshore patrol vessels, HMNZ Ships Hawea and Pukaki)

Army force elements:

- Land Combat Forces (command, control, intelligence, and manoeuvre elements)
- Land Combat Support Forces (artillery, engineers, communications, and military police)
- Land Combat Service Support Forces (transport, medical, supply, maintenance support, and movements)
- Special Operations Forces (special forces, counter-terrorist forces, and chemical, biological, radiological, explosive, and improvised explosive device disposal forces)

Air force elements:

- Naval Helicopter Forces (five x Seasprite helicopters)
- Airborne Surveillance and Response Forces (six x Orion aircraft)
- Fixed Wing Transport Forces (two x B757 aircraft and five x C-130 Hercules aircraft)
- Rotary Wing Transport Forces (10 x operational Iroquois helicopters. Five x A109 helicopters and four x NH90 helicopters have been received. Numbers of NH90 helicopters are increasing to eight during 2013)

Raise, train and sustain is the unique term used by the Defence Force in preparing forces for tasks assigned by Government. In the context of the Defence Force’s outputs, raise means to recruit personnel, introduce equipment, and establish and organise supporting structures and processes to make effective military capabilities. It also entails the provision of professional advice on the definition of future capability requirements.

Train is the preparation of personnel (includes common training, individual military training, unit training, collective training and professional development) and equipment to reach and maintain the required level of capability.

Sustain is to keep force elements and supporting personnel, equipment and infrastructure at the required levels of capability so that force elements can be contributed to operations that are approved by government – both overseas and within the New Zealand environment delivering a range of services to agencies and the community.

Exercises

Exercises are the principal means by which all force elements are trained collectively to achieve the skills to work jointly with other Services and to work with the armed forces of other nations, as either an integrated or combined force. To achieve this, the Defence Force regularly coordinates a comprehensive exercise programme. Examples of major exercises include: the annual Five Power Defence Arrangements’ (FPDA) interoperability exercises with Australia, Malaysia, Singapore, and the United Kingdom; non-combatant evacuation and disaster relief exercises in the Asia-Pacific; and maritime surface/anti-submarine warfare exercises with Australia.
The Royal New Zealand Navy (RNZN) is made up of 2,403 Regular Force, Reserve Force and civilian personnel who contribute to New Zealand’s security and prosperity through the provision of naval military capability.

The Navy’s 11 ships deploy around New Zealand and overseas. The Navy’s readiness gives the Government a valuable tool to respond rapidly to threats or humanitarian issues.

**Combat and regional security.** Two Anzac class frigates provide combat capability and contribute towards regional security. They regularly visit ports throughout Australia, the South Pacific, South East Asia and beyond.

**Border patrol and resource protection.** Four Inshore Patrol Vessels work to protect fishing resources and help prevent the illegal entry of goods or people into New Zealand. Two Offshore Patrol Vessels do similar work in the southern oceans and Pacific.

**Peacekeeping.** Navy personnel take part in peacekeeping operations in the Pacific and around the globe. Navy ships and personnel have been deployed to Timor-Lesté, Solomon Islands, Sudan, the Middle-East, Korea and Afghanistan.

**Preventing piracy and terrorism.** The oceans link New Zealand to the world, with up to 99% of goods being transported by sea. Navy frigates have deployed to the Arabian Gulf on antiterrorism patrols, and New Zealand officers have commanded a multi-national anti-piracy taskforce.

**Humanitarian missions.** Navy ships respond to natural disasters at home and abroad. They undertake search and rescue missions, and support health and civic initiatives across the South Pacific.

**Specialist Underwater Operations.** Navy maintains a modern, deployable specialist underwater operational and survey capability able to respond to incidents within New Zealand and internationally.
Number of days of mission availability from the Navy’s ships for exercise activity, international engagement, border and resource protection, and other taskings in support of government agencies.

Approximate weight in tonnes of vehicles and containers that CANTERBURY can embark on her main cargo deck.

Port visits conducted by the Navy’s 11 ships, around New Zealand and Internationally during 2012

Number of hours’ notice to deploy, the preparedness level a major Navy ship is held at in order to respond to any emergency task, search and rescue and medical assistance for every day of any year.
The New Zealand Army is an organisation made up of 6,489 Regular Force, Territorial Force, and civilian personnel from a diverse range of ethnic groups and backgrounds. The Army is trained and equipped to respond quickly and effectively to a broad range of situations both in New Zealand and overseas.

The Army is trained, prepared and can be task organised with the required capabilities to undertake a broad range of activities, from humanitarian assistance and disaster relief, to combat operations in support of the New Zealand Government’s policy objectives. This diversity offers a practical, versatile and resourceful force that knows, understands and is respected by the communities and countries it works with.

Major Army Regular Force units consist of two Infantry Battalions, a light armoured squadron, an Artillery Regiment equipped with light field guns and mortars, an Engineer Regiment capable of conducting light field engineering and construction tasks, a communications unit, a medical unit and two logistic units which provide transport, maintenance support and stores support. There is also the Special Air Service Regiment, a special forces unit. Supporting this range of Regular Force units are Territorial Force units.

The Army is equipped with a range of Light Operational, Light Armoured and specialist vehicles, modern communications equipment and up-to-date personal field equipment and weapons.

Annually the Army deploys more than 1,000 personnel on operations overseas ranging from Afghanistan to the Sinai, southern Lebanon and Israel, Korea, South Sudan, the South Pacific and Antarctica.
2,185
Number of Army personnel that have advanced trade qualifications across the 36 trades within the Army.

1,502
Number of serving personnel that have completed multiple operational deployments.

724
Number of Army personnel that are studying tertiary education through universities and other education providers.

1,429
Number of Army personnel deployed to operational Defence Force missions around the globe in the past year.

Total Army personnel by employment status 6,489

- Regular Force 4,362 67.2%
- Reserve Force 1,748 26.9%
- Civilian 379 5.9%

Army gender breakdown

- Men 87.3%
- Women 12.7%
The Royal New Zealand Air Force (RNZAF) conducts military air operations in New Zealand and around the globe to advance New Zealand’s security interests.

The RNZAF is characterised by its rapid response, long reach and flexibility across a broad range of contingencies. For this reason it is often the first port of call when responding to national or regional crises and events. This includes search and rescue and disaster relief throughout New Zealand and the South Pacific, support to counter-terrorism and Police operations, and surveillance of New Zealand’s Exclusive Economic Zone, the Southern Ocean and the South Pacific.

In addition to these national and regional support tasks, the RNZAF plays a key part in deploying and supporting NZDF operations throughout the world. RNZAF aircraft also deploy in their own right for military operations as part of New Zealand contributions to regional and global security.

RNZAF force elements include the Airborne Surveillance and Response Force (No. 5 Squadron), Fixed Wing Transport Force (No. 40 Squadron), Rotary Wing Transport Force (No. 3 Squadron) and Naval Helicopter Force (No. 6 Squadron). Force elements are sustained on operations and deployments by RNZAF units that provide tactical and logistical air support.

Improvement of Air Force capabilities has been high on the agenda in recent years with the introduction of new and upgraded aircraft. This major investment in the future of the RNZAF will see all operational aircraft upgraded or replaced by the end of 2013.

Ultimately the RNZAF’s key capability is its personnel who, through their professionalism, teamwork and discipline, are able to produce results disproportionate to their numbers.
**Total Air Force personnel by employment status**: 2,780

- Regular Force: 2,323 (83.5%)
- Reserve Force: 199 (7.2%)
- Civilian: 258 (9.3%)

**Air Force gender breakdown**

- Male: 83.1%
- Female: 16.9%

- Number of aircraft fleet upgrade or replacement projects: 7

- Number of Orion hours flown on search and rescue missions in the FY 2011/12: 226

- Number of parachute descents by Parachute Training and Support Unit: 3,346

- Total number of hours flown by all aircraft in FY 2011/12: 15,526
Vote Defence Force is receiving an appropriation totalling just over $2,900M for the 2012/13 financial year. Of this, just over $2,404M is provided for the following Defence Force Outputs. As a result of producing these outputs, the Defence Force also has the capacity to produce a range of services in support of the Government and community.

Military Policy Development, Coordination and Advice

Output Expense 1, Military Policy Development, Coordination and Advice covers the provision of advice to the Minister of Defence on matters relating to the Defence Force. It covers collection, collation and dissemination of military intelligence, military contributions to New Zealand’s foreign policy, military responses to contingencies, advice on procurement of major military capability and defence policy development, responses on behalf of the Minister to Ministerial and Parliamentary questions and Official Information Act inquiries. For FY 2011/12, the direct operating cost was $1.3M\(^1\).

Naval Combat Forces

Output Expense 2, Naval Combat Forces, consisting of the frigates HMNZS TE MANA and TE KAHA, conduct military tasks in support of the government’s regional and international security objectives. Frigates are the smallest type of warship capable of sustained, independent operations – and have become the building blocks for multi-national naval task forces. Our ships contribute to the protection of New Zealand/ Australian territorial sovereignty, participate in FPDA activities in Singapore/ Malaysia, support defence diplomacy objectives in bi-lateral and multi-lateral regional frameworks, and undertake operations in the Asia–Pacific region and beyond. The frigates will be a key element of the Defence Force’s Future 35 Joint Amphibious Task Force, providing a defensive screen for Amphibious Sealift and Support Vessels, communication and surveillance capability, and naval gunfire support.

The frigates’ armament includes the SH-2G Seasprite helicopter, surface guns, missiles, radars, sonar and electronic monitoring systems. The combined diesel or gas turbine propulsion system gives them both long range endurance and high speed capability when needed. They have a wide range of combat capabilities and communications capacity that enable them to participate in multi-national coalitions and up to the ‘high end’ of the spectrum of operations, including combat operations. For FY 2011/12, the direct operating cost was $151.7M.

Naval Support Forces

Output Expense 3, Naval Support Forces, is a key capability for the Navy and Defence Force operating far from New Zealand shores. This capability consists of the fleet replenishment tanker HMNZS ENDEAVOUR and Multi-Role Vessel HMNZS CANTERBURY.

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\(^1\) Direct operating costs as captured within the NZDF Mission Delivery Model. These exclude indirect costs and overheads and are therefore different from those presented in the NZDF Annual Report to Parliament.
ENDEAVOUR is the Navy’s purpose-built fleet replenishment tanker, carrying fuel and supplies. It can resupply ships at sea or in overseas ports from the 7,500 tonnes of fuel stored in eight tanks, or the supplies held in the four containers on deck. Additionally, ENDEAVOUR can provide fuel to helicopters fitted with inflight refuelling.

CANTERBURY provides an amphibious sealift capability for the transport and deployment of equipment, vehicles and personnel. The ship is capable of transferring cargo and personnel ashore in benign conditions when port facilities are not available. CANTERBURY carries two landing craft each capable of carrying 50 tonnes. Since commissioning, CANTERBURY has been undergoing an introduction into service and operational release period to generate its amphibious sealift capability.

The Naval Support Force is able to deploy at short notice in support of Humanitarian Assistance and Disaster Relief, as seen in the use of CANTERBURY following the Christchurch Earthquake and Samoan Tsunami to transport stores, equipment and personnel to the location and maintain shore support for a required period after the events. For FY 2011/12, the direct operating cost was $43.3M.

The Operational Diving team fields detachments capable of embarking on ships or operating independently for the conduct of diving operations within New Zealand and world-wide. Their specialist skills include underwater force protection and engineering, neutralisation of underwater explosive devices, specialist search and recovery, explosive ordnance disposal and beach survey.

The Maritime Survey Team can be deployed independently, onboard Navy vessels, or operate from craft of opportunity to conduct military hydrography tasks, including the collection of data and creation of hydrographic products and knowledge.

The Mine Countermeasures Team conducts seabed surveys of New Zealand Ports and approaches and maintains safe sea lines of communication, in addition to specialist underwater search operations and support to amphibious sealift forces. For FY 2011/12, the direct operating cost for the Littoral Warfare Support Forces was $7.9M.

**Naval Patrol**

Output Expense 5, Naval Patrol Forces, protects our coast and borders, maritime economic interests and contributes to regional stability.

The Naval Patrol Forces consist of four Inshore Patrol Vessels (IPVs), HMNZ Ships HAWEA, PUKAKI, ROTOITI and TAUPO, and two Offshore Patrol Vessels (OPVs), HMNZ Ships OTAGO and WELLINGTON.

The primary task of the IPVs is independent patrol and surveillance of New Zealand’s EEZ, and the ships work extensively with other Government agencies to achieve outputs. The OPVs have the capability to undertake long-range sovereignty and resource protection patrols into the Pacific and down into the Southern Ocean, and further afield when directed.

As well as surveillance and maritime patrol, the ships are designed to undertake a range of tasks for government agencies including Customs, Ministry of Fisheries, Department of Conservation, Police, Ministry of Foreign Affairs and Trade, and Maritime New Zealand. For FY 2011/12, the direct operating cost was $64.4M.
Land Combat Forces

Output Expense 7, Land Combat Forces, provides the command, control, intelligence and manoeuvre elements to conduct land operations, including:

- Combat Operations,
- Security and Stability Operations,
- Humanitarian Assistance and Disaster Relief, and
- Tasks in support of other government agencies, the community and New Zealand’s foreign and defence policy objectives.

Land Combat Forces are drawn from 1 (NZ) Brigade, 1st Battalion Royal New Zealand Infantry Regiment, 2/1st Battalion Royal New Zealand Infantry Regiment, Queen Alexandra Mounted Rifles and 1 NZ Military Intelligence Company, with supplementation from the Territorial Force when required. For FY 2011/12 the direct operation cost was $154M.

Land Combat Support Forces

Output Expense 8, Land Combat Support Forces, provides Artillery, Engineer, Communications and Military Police elements to conduct land operations.

Land Combat Support Forces are drawn from 16 Field Regiment, 2 Engineer Regiment, 1 NZ Signals Regiment and 1 NZ Military Police Company, supported by the Territorial Force when required. For FY 2011/12 the direct operation cost was $77.2M.

Land Combat Service Support Forces

Output Expense 9, Land Combat Service Support Forces, provides transport, supply, maintenance support, movement and medical elements to conduct land operations.

Land Combat Service Support Forces are drawn from 2 and 3 Combat Service Support Battalions and 2 Health Support Battalion as part of 1 (NZ) Brigade, supported by Logistics Command (Land) as part of Defence Logistics Command. Territorial Force supplementation is provided when required. For FY 2011/12 the direct operation cost was $73.5M.

Special Operations Forces

Output Expense 10, Special Operations Forces provides forces for Special and Counter-Terrorist Operations and the national response for Chemical, Biological, Radiological, Explosive (CBRE), Explosive Ordnance Disposal (EOD) and Improvised Explosive Device Disposal (IEDD) issues where public safety or national interests are threatened.

Output Expense 10 is drawn from the 1st NZ Special Air Service Regiment supported by Army/NZDF–wide resources to provide high-readiness forces.

A Counter-Terrorist Group is also available to assist the NZ Police in Counter-Terrorist Operations, including Maritime counter terrorism. Additionally, three response teams in Auckland, Wellington and Christchurch are available to respond to EOD/IEDD incidents. A specialist response team is able to respond to CBRE threats wherever they occur in New Zealand. For FY 2011/12 the direct operation cost was $35.1M.

Naval Helicopter Forces

Output Expense 11, Naval Helicopter Forces (NHF) is provided by No. 6 Squadron RNZAF. The Squadron is equipped with a fleet of five Seasprite helicopters operated by the RNZN and maintained by the RNZAF. The NHF conducts naval helicopter operations ranging from support to the Naval Combat Forces, the Naval Support Forces and the Naval Patrol Forces, to the conduct of limited independent operations.

This output expense also includes the provision of NHF for a range of support services to the government and the community, when required. The Seasprites are primarily used as integrated air assets from the two frigates and the Multi Role Vessel HMNZS CANTERBURY in order to provide a range of capabilities from logistic support to combat operations. No. 6 Squadron exercises with the Australian Defence Force (ADF) and FPDA nations in Southeast Asia and also works with government departments such as the Department of Conservation to maintain expertise in its core tasks.
No. 6 Squadron currently provides four fully operational and one shore-based RNZN crews, each comprised of a pilot, observer and crew member. The crews are supported while embarked on RNZN vessels by RNZAF avionics and aircraft engineering technicians. For FY 2011/12, the direct operating cost was $51.4M.

Airborne Surveillance and Response Forces

Output Expense 12, Airborne Surveillance and Response Forces (ASRF) is provided by No. 5 Squadron RNZAF. The Squadron is equipped with a total fleet of six Orion aircraft; currently a mixture of legacy P-3K, upgraded P-3K2 aircraft and aircraft undergoing the mission systems upgrade. The ASRF provides air surveillance of New Zealand’s EEZ, the Pacific region and the Southern Ocean, including Antarctica in support of the Commission for the Conservation of Antarctic Marine Living Resources. It provides maritime and land air operations in support of the RNZN and New Zealand Army. It also provides Orion aircraft for a range of services to government agencies (including Ministry of Fisheries, New Zealand Customs and Department of Conservation) and the community, including search and rescue missions, humanitarian relief and in support of natural disasters. No. 5 Squadron exercises with the ADF and FPDA nations in Southeast Asia to maintain expertise in its core tasks.

No. 5 Squadron provides six crews, with a crew of normally 12 personnel comprised of pilots, air warfare officers and air warfare and other mission specialists to conduct its tasks and to conduct testing and evaluation activities to safely introduce the new P-3K2 aircraft into service. For FY 2011/12, the direct operating cost was $69.3M.

Fixed Wing Transport Forces

Output Expense 13, Fixed Wing Transport Forces (FWTF) is provided by No. 40 Squadron RNZAF. The Squadron conducts strategic air transport tasks and the provision of air transport aircraft for a range of support services to the government and the community. These tasks include the deployment and re-supply of personnel and equipment to deployed Defence Force force elements, VIP transport, support to defence exercises, aeromedical evacuation and rapid response support to humanitarian assistance and disaster relief operations. Tasks are conducted globally, from Antarctica, throughout the Pacific and within Europe and the USA. No. 40 Squadron exercises with the Australian Defence Force and other partners to maintain expertise in its core tasks and provides annual support to both the US and New Zealand Antarctic Programmes.

OE 13.1 is the Boeing 757 element, with a fleet of two ‘combi’ Boeing 757 aircraft capable of operating in a range of configurations from VIP, passenger, military cargo to a mixture of both passengers and military cargo enabling efficient and flexible operations. No. 40 Squadron provides four B757 crews, with each crew normally comprised of a pilot, co-pilot, air loadmaster and between two and four flight stewards depending on the aircraft configuration.

OE 13.2 is the C-130 Hercules element, with a total fleet of five C-130H (NZ) Hercules aircraft. The C-130 aircraft conducts both strategic and tactical air transport tasks. No. 40 Squadron provides six C-130 crews, with each crew normally comprised of six personnel being a pilot captain, co-pilot, air warfare officer, air engineer and two air loadmasters to conduct directed tasks and to conduct testing and evaluation activities to safely introduce the new C-130H (NZ) aircraft into service.

For FY 2011/12, the OE 13 direct operating cost was $116.6M.

Rotary Wing Transport Forces

Output Expense 14, Rotary Wing Transport Force (RWTF) is provided by No. 3 Squadron RNZAF. The RWTF provides tactical air transport, counter-terrorist operations and the provision of helicopters for a range of support services to the Government, particularly the Police and to the community. The RWTF tasks also include support to humanitarian aid and disaster relief, and search and rescue operations. No. 3 Squadron exercises with the Australian Defence Force and domestically to maintain expertise in its core tasks. Some limited domestic output is also provided by the NH90 and A109 helicopters of the Helicopter Transition Unit as part of the introduction into service of the new fleets.

The Squadron is currently equipped with an operational fleet of 10 UH-1H Iroquois helicopters. The Helicopter Transition Unit is responsible for the
operational testing and introduction of the new A109 training and light utility and NH90 medium utility helicopters, which will gradually replace the Iroquois over the forthcoming years. No. 3 Squadron provides five Iroquois crews, usually comprised of a pilot, co-pilot and at least one crewman, but always with two crewmen for night operations. For FY 2011/12, the direct operating cost was $41.9M.

Miscellaneous Support Activities
Output Expense 15 (Miscellaneous Support Activities) is a multi-class output that covers Support to the Defence Mutual Assistance Programme (provision of training, technical advice and resources to selected countries in the Pacific and South East Asia), support to New Zealand Cadet Forces, support to Service Military Museums, and support to Youth Development (Limited Service Volunteer Courses, Service Academies, and Military-style Activity Camps). For FY 2011/12, the direct operating cost was $22M across these activities.

Operationally Deployed Forces
Output Expense 16 (Operationally Deployed Forces) provides the Defence Force’s ultimate ‘end product’, the effective contribution of force elements to operational missions. The list of operations to which the Defence Force currently contributes forces is covered on pages 12-13. For FY 2011/12, the direct operating cost was $78M.

Services in Support of the Government and the Community
The Defence Force is routinely called upon to deliver support to government departments and the community. The Defence Force also has the capacity to respond to emergencies when the capability resides in the Defence Force or when a situation exceeds the capacity of civil authorities. While some are specialist military capabilities (ie Counter-Terrorist Operations) others are provided through the capabilities generated for military operations.

The Defence Force is expected to assist government departments in sustaining essential services in an emergency, including during periods of industrial unrest when normal arrangements fail. Other support ranges from fishery patrols to rural fire fighting and from ceremonial support to disposal of explosive ordnance and specialised underwater search and recovery operations.

DEFENCE IS ROUTINELY CALLED UPON TO DELIVER SUPPORT TO GOVERNMENT DEPARTMENTS AND THE COMMUNITY.
LOCATIONS

RNZAF Base Auckland (Whenuapai)

**Home to:** No. 485 Wing (Operational tasking and airworthiness oversight); No. 5 Squadron (6 x P-3K Orion aircraft); No. 6 Squadron (5 x SH-2G Seasprite helicopters); No. 40 Squadron (2 x Boeing 757 and 5 x C-130H Hercules aircraft); No. 209 Expeditionary Support Squadron (provides expeditionary support for static and deployed military air operations); No. 230 Mission Support Squadron (provides software and systems support and mission support to RNZAF Force elements); and the Parachute Training and Support Unit (PTSU) (providing man-carrying parachute training and support to Defence personnel and units).

The Aviation Medicine Unit (AMU), located at Clark House in Hobsonville is also a local RNZAF unit and provides a range of aviation medicine training and support to Defence Force aviators and aviation units.

RNZAF Base Auckland also has oversight and responsibility for the air weapons range at Kaipara and will likely become the temporary site of the Ministry of Social Development’s Youth Development Unit (Northern); currently located at Hobsonville. The RNZAF employs 1,237 personnel at Whenuapai with a salary cost of $92.1M.

Devonport Naval Base

**Home to:** Force Elements; Naval Combat Forces (2x frigates: HMSNZ TE KAHU, TE MANA); Naval Support Forces (1 x amphibious sealift HMSNZ CANTERBURY; 1x fleet replenishment vessel HMSNZ ENDEAVOUR); Littoral Warfare Support Forces (1x MCM support vessel HMSNZ MANAWANUI and a range of smaller craft, Mine Countermeasures Team, Operational Diving Team and Maritime Survey Team); Naval Patrol Forces (Offshore – HMSNZ OTAGO, WELLINGTON), (Inshore – HMSNZ ROTORUWA, HAWEA, PUKAKI, TAUPO). Naval Support Command (HMSNZ PHILOMEL; Fleet Personnel and Training Organisation); Geospatial Information Organisation; Defence Technology Agency; Tactical Network Operations Centre; Navy Museum (Torpedo Bay); and Tamaki Leadership Centre (Whangaparaoa).

The NZDF employs 2,080 personnel at Devonport with a salary cost of $143.8M. Commercial companies are employed for the majority of the maintenance to support the Fleet at Devonport. The principal supplier is Dockyard Management Company which manages the dockyard employing 195 permanent staff and up to 40 contractors at any one time. The work carried out at the dockyard is predominantly for the NZDF, the balance being commercial ship maintenance, repair and design. Annually the Commercial Dockyard contributes $24.5M to the local economy, additionally Defence purchases approximately $9M in services through a number of manufacturers.

Papakura Military Camp

**Home to:** 1st New Zealand Special Air Service Regiment; Combat Services Support Company (North). The Defence Force employs 271 personnel at Papakura with a salary cost of $19.4M.

Waiouru Military Camp

**Home to:** Headquarters, Training and Doctrine Command, New Zealand; Headquarters, Land Operations Training Centre; Combat School; Joint Services Catering School; The Officer Cadet School of New Zealand; The Army Depot; The Army Marae; and Queen Elizabeth II Army Memorial Museum Inc. The Army employs 555 permanent staff at Waiouru with a salary cost of $31.1M.

Lockheed Martin Global Incorporated (NZ) provides depot level warehousing and equipment maintenance support to the Army units in Waiouru Camp employing 45 permanent staff.
LOCATIONS OF CAMPS AND BASES

- RNZAF Base Auckland
- Devonport Naval Base
- Papakura Military Camp
- Waiouru Military Camp
- RNZAF Base Ohakea
- Linton Military Camp and Hokowhitu Campus
- Trentham Military Camp
- Wellington Defence Headquarters
- RNZAF Base Woodbourne
- Burnham Military Camp
- Tekapo Military Training Area
School. The Defence Force employs 1,196 personnel at Trentham with a salary cost of $58.9M. The RNZAF employs 789 personnel at Ohakea with a salary cost of $4.7M. RNZAF Ohakea also has oversight and responsibility for the Air Weapons Range at Raumai and is the Defence Force’s primary air-head for the loading of ammunition and explosive ordnance. The RNZAF employs 789 personnel at Ohakea with a salary cost of $58.9M.

**RNZAF Base Ohakea**

**Home to:** No. 488 Wing (Operational tasking and flying standard oversight); No. 3 Squadron (10 x operational UH-1H Iroquois helicopters); Helicopter Transition Unit (5 x A109 training helicopters and 8 x NH-90 utility helicopters being delivered); Flying Training (providing management of all aspects of RNZAF ab-initio flying training) comprising No. 42 Squadron (4 x leased B200 Proline King Air aircraft for advanced flying training provided and supported by Hawker Pacific); Pilot Training School (14 x leased CT4E aircraft for initial pilot training provided and supported by Aeromotive) and Central Flying School (providing the training of RNZAF Flying Instructors). New Zealand Cadet Forces Central Region HQ is also domiciled at RNZAF Ohakea. The airfield and aerodrome operation at Ohakea is Part 139 certified under New Zealand Civil Aviation Rules to act as an alternate airfield for commercial long haul aircraft flying into Auckland or Christchurch under a commercial arrangement with the Board of Airline Representatives Group. RNZAF Ohakea also has oversight and responsibility for the Air Weapons Range at Raumai and is the Defence Force’s primary air-head for the loading of ammunition and explosive ordnance. The RNZAF employs 789 personnel at Ohakea with a salary cost of $58.9M.

**Linton Military Camp**

**Home to:** Headquarters, 1st New Zealand Brigade: 1st Battalion, Royal New Zealand Infantry Regiment; 16th Field Regiment, (Artillery); Queen Alexandra’s Mounted Rifles; 2nd Engineer Regiment, 1st New Zealand Signals Regiment; 2nd Combat Service Support Battalion; 2nd Health Support Battalion; 2nd Military Police Platoon; Linton Regional Support Centre; School of Military Engineering; School of Artillery; School of Signals; New Zealand Army Simulation Centre; New Zealand Collective Training Centre; and 2nd Regional Training Wing. The Army employs 1,759 personnel at Linton with a salary cost of $111.1M. Lockheed Martin Global Incorporated (NZ) provides depot level warehousing and equipment maintenance support to the Army units in Linton Camp employing 25 permanent staff.

**Hokowhitu Campus**

**Home to:** Training and Education Directorate; Tactical School; School of Military Intelligence and Security; and Logistics Operations School. 49 staff are employed at Hokowhitu campus, with a salary cost of $4.7M.

**Trentham Military Camp**

**Home to:** Headquarters Joint Forces New Zealand; Defence Logistics Command; Headquarters, Military Studies Institute; Youth Development Unit (Central); Trentham Regional Support Battalion; 1st New Zealand Explosive Ordnance Disposal Squadron; 1st New Zealand Military Intelligence Company; 1st New Zealand Military Police Company; and Trade Training School. The Defence Force employs 1,196 personnel at Trentham with a salary cost of $92.2M. Lockheed Martin Global Incorporated (NZ) provides depot level warehousing and equipment maintenance support to the Army units in Trentham Camp employing 116 permanent staff.

**Wellington – Headquarters New Zealand Defence Force**

**Home to:** Defence Shared Services; Defence Personnel Executive; Office Strategic Management; Strategic Commitments and Intelligence Branch; Capability Branch; Communications and Information Systems Branch; Legal; Naval Staff; Air Staff; Army General Staff; Finance Branch; Recruiting; Ministry of Defence; Veterans Affairs; Office of Chief of Defence Force; Defence Library; Security; and Logistics. The Defence Force employs 905 personnel in Wellington with a salary cost of $88.6M.

**RNZAF Base Woodbourne**

**Home to:** Ground Training Wing (providing training delivery to RNZAF ground trades) comprising Command and Recruit Training Squadron (providing all initial entry induction training for the RNZAF) and Logistics Training Squadron (providing trade training services for the RNZAF). Also domiciled at Woodbourne is the Nelson-Marlborough Institute of Technology (NMIT) that provides some technical trades training for the RNZAF under partnership, and Safe Air Limited which provides aspects of maintenance support for most of the RNZAF’s aircraft fleets under a strategic partnership arrangement. Woodbourne is also a joint Civil-Military airfield and Marlborough Airport Limited provides the day to day operational management of the airfield, supported by the RNZAF under a commercial arrangement. RNZAF Woodbourne also maintains and operates a field training area at Dip Flat for Defence Force units. The RNZAF employs 402 personnel at Woodbourne with a salary cost of $23.3M.

**Burnham Military Camp**

**Home to:** Land; Services Corrective Establishment; Youth Development Unit (South); A Squadron, Queen Alexandra’s Mounted Rifles; 2nd/1st Battalion, Royal New Zealand Infantry Regiment; 3rd Field Troop (Engineers); 3rd Signals Squadron; 3rd Combat Service Support Battalion; 3rd Health Support Company; 3rd Military Police Platoon; Southern Regional Support Centre; New Zealand Army Band; Joint Services Health School; Army Leadership Centre; Army Adventure Training Centre; and 3rd Regional Training Wing. Lockheed Martin Global Incorporated (NZ) provides depot level warehousing and equipment maintenance support to the Army units in Burnham Camp employing five permanent staff. The Army employs 1,129 personnel at Burnham with a salary cost of $67.9M. Lockheed Martin Global Incorporated (NZ) provides equipment maintenance support to the Army units in Burnham Camp employing 5 permanent staff.

**Tekapo Military Training Area**

No Defence Force Units are permanently located at Tekapo.