



BIM²⁰ 23

2023 BRIEFING TO INCOMING MINISTER OF DEFENCE /
NGĀ WHAKAMĀRAMA KI TE MINITA TE KĀHUI KAUPAPA WAONGA



MANATŪ KAUPAPA
WAONGA
NEW ZEALAND
MINISTRY OF DEFENCE



TE OPE KĀTUA O AOTEAROA
DEFENCE FORCE

Released by the Minister of Defence

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WELCOME TO DEFENCE

WELCOME TO DEFENCE

Tēnā koe e te Minita. Congratulations on your appointment as Minister of Defence.

THE ROLES OF DEFENCE AGENCIES

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

Defence is focused on four key defence interests:

- a secure, sovereign, and resilient New Zealand
- a stable, secure, and resilient region
- collective security through a strong network of partners
- a strong and effective international rules-based system.

The Ministry and the NZDF work together to develop and deliver a work programme through Vote Defence and Vote Defence Force to meet Government objectives.

Together, the Defence agencies deliver on the Minister of Defence's priorities for the Defence portfolio. Under the Defence Act 1990 (the Act), the Secretary of Defence, as the Chief Executive of the Ministry of Defence, is the principal civilian adviser to the Minister of Defence and other Ministers, and the Chief of Defence Force, as the Chief Executive of the NZDF, is the principal military adviser.

The separation between the two agencies is embedded in the Act. The way in which Defence is structured is different to the diarchy model used in Australia and United Kingdom.

There are multi-layered statutory requirements for the Secretary of Defence

and the Chief of Defence Force to consult each other on defence matters, as well as on specific functions.

In practice, this means that while the Secretary and Chief of Defence Force have separate accountabilities, they work closely together.

This arrangement works well, with both the military and civilian perspectives producing the most robust advice for Government. An important element of the relationship between the two agencies is constructive contestability and challenge. This approach is strongly supported by the agencies' different cultures and shared commitment to the same outcome – to effectively meet New Zealand's defence requirements.

The Act defines the primary roles and responsibilities of the Secretary of Defence as to:

- Formulate civilian advice on defence policy (in consultation with the Chief of Defence Force)
- prepare defence assessments, including a review of different options capable of achieving the Government's policy goals (in consultation with the Chief of Defence Force)
- procure, replace or repair major defence equipment for use by the Defence Force, and
- arrange for audits and assessments of the Defence Force and the procurement function of the Ministry, as agreed with the Minister of Defence.

The Act defines the roles and responsibilities of the Chief of Defence Force as to be:

- responsible to the Minister for the carrying out of the functions, duties, conduct and management of the Defence Force, and
- responsible to appropriate Ministers for the carrying out of functions and duties of the Defence Force that relate to that Minister's portfolio and the tendering of advice to that Minister on any matter relating to that Minister's portfolio.

- Defence Act 1990
- Armed Forces Canteens Act 1948
- Armed Forces Discipline Act 1971
- Court Martial Act 2007
- Court Martial Appeals Act 1953
- Military Decorations and Distinctive Badges Act 1918
- Military Manoeuvres Repeal Act 2012
- Pardon for Soldiers of the Great War Act 2000
- Visiting Forces Act 2004.

Defence administers the following legislation:



Figure 1: Respective roles of the Ministry of Defence and the New Zealand Defence Force.

YOUR ROLE AS THE MINISTER OF DEFENCE

As Minister of Defence, you will shape the Defence portfolio with formal input at key decision points, through:

- Setting Government priorities for the Defence agencies
- Setting the policy direction for Defence, through Cabinet
- Approving mandates, through Cabinet, to deploy NZDF personnel
- Selecting capability options and the granting of approval for procurement contracts, through Cabinet
- Making senior New Zealand Defence Force appointments, through Cabinet
- Leading New Zealand's international defence engagement programme
- Approving a work programme for assessment and audit of the Ministry's procurement function and the NZDF.

FOREIGN AFFAIRS, DEFENCE AND TRADE COMMITTEE

The **Foreign Affairs, Defence and Trade Committee** (FADTC) considers Defence matters.

FADTC undertakes an **estimates review** of Vote Defence and Vote Defence Force for the upcoming financial year, which is usually held in June. You will be invited to speak Committee alongside the Chief of Defence Force and the Secretary of Defence each year.

Each year, the Chief of Defence Force and Secretary of Defence are invited to a Committee hearing to report on the progress of the agencies' work over the past financial year. The Minister of Defence does not normally attend the December hearing. The Committee may

also ask questions of the Defence agencies on an ad hoc basis.

Defence also produces a **Major Projects Report** with Audit New Zealand. This detailed report is considered by FADTC and provides greater visibility of how major Defence capability projects are being managed, with a focus on cost, schedule and quality. The 2023 Major Projects Report is nearing completion and will be provided to you for approval s9(2)(f)(iv) to forward to FADTC.

HOW THE DEFENCE AGENCIES KEEP YOU INFORMED

The Defence agencies will engage with you in a way that fits your expectations and schedule. This may include a range of channels.

- A regular (usually weekly) meeting on a range of defence matters with the Secretary of Defence, the Chief of Defence Force, and other senior Defence officials
- Issue or project-specific briefings with relevant Defence officials
- A weekly report that provides an update on current and emerging issues, projects, events, visits Cabinet papers, and travel
- Regular intelligence briefings from Defence Intelligence (NZDF)
- Regular updates on policy and major capability projects under acquisition
- A Quarterly Performance Report from the NZDF and joint Defence reporting on delivery against the Ministerial priorities

Your Office is supported by a private secretary (Ministry of Defence) and military secretary (NZDF).

SHAPING THE FUTURE OF DEFENCE

In response to the *Defence Assessment 2021*, a Defence Policy Review was undertaken to ensure that New Zealand's defence policy, strategy and planned capability investments remain fit for purpose. The review consists of three products:

- Defence Policy and Strategy Statement
- Future Force Design Principles
- Defence Capability Plan.

To support this work, a Ministerial Advisory Panel was established to provide robust advice separate from Defence officials. The panel is comprised of the following members:

- Sir Brian Roche (chair)
- Professor David Capie
- Sir Don McKinnon
- David Gawn
- Christine Stevenson
- Pania Tyson-Nathan.

New Zealand's current defence strategy, the **Defence Policy and Strategy Statement** (DPSS), guides Defence's planning, operations, engagements and investment to ensure that Defence is fit-for-purpose in an increasingly challenging and complex world.

The DPSS emphasises three mutually reinforcing themes:

- **Understand** – Defence has increased awareness of our strategic and operating environments by maximising the use of defence capabilities and technologies
- **Partner** – Defence improves and enhances partnerships within and beyond New Zealand to support

collective security approaches to shared challenges, and maximise interoperability with security partners; and,

- **Act** – Defence is more ready and able to promote and protect New Zealand's interests by shaping our security environment and maintaining a credible, combat-capable, deployable force able to operate across the spectrum of operations (from humanitarian assistance through to combat).

The **Future Force Design Principles** (FFDP) sets out 11 principles and four assumptions to guide future force design and capability requirements that will help Defence to address future challenges.

Over the next 15 years, it is expected the NZDF will need to deploy more often and in a greater variety of situations. It is also expected Defence will need greater flexibility to both protect against and utilise new technologies.

The FFDP emphasises that to meet these requirements, Defence needs to increase its capacity to act concurrently and with a greater level of resilience. This will allow the NZDF to respond to the increasingly challenging strategic environment, and will offer Government more options to act effectively, both alongside partners and independently, when required.

In the short-term, investment is needed to stabilise the Defence Force to ensure it can continue to meet current demands while enabling force regeneration to effectively meet future demands. In the medium to long-term, investment is required to grow the NZDF so that it can continue to protect and promote New Zealand's interests.

PORTFOLIO RISKS AND CHALLENGES

New Zealand is facing a more challenging strategic environment than for decades, with increasing threats to our security and the international rules-based system that underpins it. The impacts of climate change are also of increasing concern. Rising strategic competition in the region is well documented, as is the impact of Russia's illegal and unjustified invasion of Ukraine. These issues have wide ranging consequences and New Zealand is not immune.

Our key defence interests include a secure, sovereign and resilient New Zealand, a stable, secure and resilient region, collective security through a strong network of partners and a strong and effective international rules-based system. As a small and highly connected country, New Zealand benefits from stability and respect for global rules and norms. But we are exposed to risk in times of uncertainty.

However, the most significant issue facing Defence right now, is high levels of attrition and lower retention within the Services (Navy, Army and Air Force) at a time when requests for assistance are expected to increase.

ONGOING EFFECTS OF RESPONDING TO COVID-19

The NZDF was heavily involved in the all-of-Government response to the COVID-19 pandemic, with more than 6,200 personnel deploying as part of Operation PROTECT – the single largest commitment to a response in more than 50 years. This sustained deployment meant training was unable to be maintained at expected levels which has led to a backlog that is further straining the NZDF in terms of maintaining output requirements.

A large number of personnel chose to leave the NZDF during this period for a

variety of reasons, including dissatisfaction with long periods supporting Managed Isolation and Quarantine at the expense of training and experience in their chosen military careers. But even at the end of Operation PROTECT, the very strong and competitive labour market and demand for skilled and motivated people saw personnel attrition continue at very high levels.

IMPACT OF ATTRITION

The impact of ongoing attrition has meant the NZDF has been unable to retain the qualified and experienced trade, specialist and management members of its workforce necessary to guarantee the ongoing generation and delivery of its outputs. In the 20 months to 28 February 2023, the NZDF lost 30 per cent of its full-time, uniformed and trained personnel. Although recruitment of new personnel continues, unlike civilian staff, uniformed personnel cannot be recruited from the general labour market, as their skills take years to acquire and that training occurs inside the force.

It is the loss of trained and experienced personnel that is the largest constraint on the NZDF. The same skilled personnel are needed to generate outputs (i.e. put ships to sea or fly maritime patrols), introduce into service new equipment (such as the new P-8A Poseidon aircraft or the Bushmaster protected mobility vehicle), and train the next generation of personnel to counter the high attrition.

Balancing this reduced personnel resource against the competing demands of delivering today while building for the future is forefront in the NZDF's planning challenges. The replacement of important capabilities that are in some cases 60 years old (such as the C130H Hercules transport aircraft) is essential to the

ongoing delivery of operations, and provision of military response options to government. However, attrition means that Defence needs to make choices about how to introduce capability in the safest and most effective manner, which can have an impact on outputs. An example of this was the decision earlier this year to retire the P-3K2 Orion aircraft five months earlier than planned s6(a) in order to focus resources on the introduction of the new P-8A Poseidon aircraft.

Overall, the NZDF is around 1300 uniformed personnel short of where it would expect to be to deliver outputs, and around 130 civilian staff short of that planned.

Attrition has created significant pressure on the remaining workforce, with many personnel in key ranks and trades simultaneously filling two or more roles. ■

s6(a)

For example, the absence of key trades/staff from Royal New Zealand Navy ships is meaning some ships cannot operate.

A FOCUS ON WORKPLACE PLANNING

The NZDF has placed significant focus on its workforce issues and on actively seeking to reduce attrition. It has developed an Interim Workforce Plan that included a remuneration uplift funded in Budget 23, bringing 90.7 per cent of personnel to within 5 per cent of the market median. Further initiatives are in train to review out-dated allowances that compensate for the specific costs of military service, whether that be the time spent away from home at sea, or the

impact on military families of being directed where to live, regularly moved between locations, or being on 24/7 call out. Funding such initiatives will be the subject of future budget bids.

There has been a slight reduction in month-by-month attrition rates as at September 2023, but attrition remains high. There is an expectation that it may slow, but will continue to be at high levels for some time.

In addition to actions to address attrition, the NZDF is focussed on recruiting, although in a buoyant external labour market this remains challenging, and the lead time to train new personnel is long. There has been limited success in lateral recruiting from partner militaries for a variety of reasons, including that our partners are seeing similar market competition for personnel and hence are suffering shortfalls in their own workforces.

As the NZDF grapples with these issues, force re-generation, including planning for the return of some capabilities to operational readiness (such as ships) continues. It will take a continued and sustained improvement in attrition levels, increased and long-term sustained investment, and improvement in the NZDF's workforce situation to assure the full Services' capability recovery.

Longer term, the NZDF is developing a revised workforce strategy that will address the strategic workforce challenges ahead. This strategy is linked to the Defence Capability Plan, and the force structure that Plan will require, but it will also address the longer-term workforce issues facing Defence, such as the aging workforce demographic and potentially the reducing number of young people with a propensity to serve in the Armed Forces.

SNAPSHOT OF THE SERVICES

The **Royal New Zealand Navy** is generally able to support domestic emergency response requirements including civil defence, border protection tasks, and near-region Humanitarian Assistance and Disaster Relief (HADR) efforts. [REDACTED]

s6(a)

The Navy currently has three ships in a state of care and custody¹ (the two Offshore Patrol Vessels and one Inshore Patrol Vessel). [REDACTED]

s6(a)

The **New Zealand Army** is generally able to support domestic emergency response requirements, including civil defence responses. The Army is able to support near-region HADR efforts and small-scale security and stability operations, but currently has limited capacity to respond at scale (depending on capabilities required and duration) and very limited capacity to

support concurrent regional and domestic responses, beyond a basic response.

s6(a)

The **Royal New Zealand Air Force** is able to meet domestic outputs and maintain the required aircraft and capacity to meet regional Search and Rescue and HADR responses. The Air Force has a number of capacity shortfalls affecting its ability to produce or sustain concurrent outputs. For example, Air Force helicopters are available to provide national contingency cover and regional HADR support, although low crew numbers present risks to sustained deployments. Introduction into service of the P-8A Poseidon continues, with specific capabilities being released as they are trained, tested, and certified. The concurrent activities required to sustain C-130H Hercules operations while also supporting the transition to the new C-130J-30 will require careful management given current personnel limitations. The C-130H fleet is being progressively retired.

¹ Care and custody means that the vessel is tied up alongside and preserved under a commercial arrangement to maintain its seagoing capability but without an assigned crew and is unavailable for use.

NEXT STEPS FOR DEFENCE

Defence's focus is on stabilisation of the Defence Force. To do this we need to stem attrition and eventually recover the numbers lost. Given the current external labour market and national cost of living challenges faced by the families of Defence personnel, this means focusing heavily on remuneration and allowances. Complementing this, we need to continue to improve the Defence estate, including the state of the buildings our people work in, and the barracks and houses they live in, as these are also key issues impacting retention.

Our people are energised by the new equipment we are acquiring, but are wary of burn-out as we introduce this equipment into service whilst maintaining current outputs with a reduced workforce. Similarly, a key motivator for our people is the opportunity to deploy, but where a

reducing number of qualified and experienced people are called upon to deploy constantly, this becomes a dissatisfier. The NZDF continues to manage these complex issues on a daily basis.

To begin preparation for next year's Budget, Defence will provide you with details of budget bids, with a focus on workforce, estate and urgent capability replacements.

Work is underway to develop a new **Defence Capability Plan** which will provide medium to longer term investment options to Government, including indicative timing and cost. In February, Cabinet can expect an update on the Defence Capability Plan which, when complete, will outline what resources, people and capability are required until 2040. This will be developed in tandem with the NZDF Workforce Strategy.



RELATIONSHIPS

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INTERNATIONAL RELATIONSHIPS AND ENGAGEMENTS

International engagement is a key element of Defence's role, both in contributing to New Zealand's security and to maintaining the rules-based international system.

Defence also needs to ensure its capabilities are appropriate for the contemporary environment and maintain a level of interoperability to allow New Zealand to contribute credibly alongside partners.

Defence relationships ensure we can work with trusted partners in responding to security challenges and access information, equipment, and training opportunities. Effective defence engagement also supports New Zealand's broader foreign and economic policy objectives. It is important therefore that New Zealand actively engages with our partners, including contributing to international security efforts and undertaking operational deployments.

Defence engagement is guided by an **International Defence Engagement Strategy** (IDES). The IDES is a high level strategic document s6(a)

The IDES is intended to provide the direction and guidance necessary for Defence to:

- Maximise the benefit New Zealand gains from international defence engagement
- Ensure the coherence and consistency of international defence engagement objectives
- Prioritise the conduct of international defence engagement, and
- Measure the effectiveness of international defence engagement.

YOUR INTERNATIONAL ENGAGEMENTS

As Minister of Defence, you lead key defence relationships with our partners, with a particular emphasis on our region and our formal ally Australia.

Meetings with your Australian counterpart set the strategic direction, level of effort, and tone for the defence relationship. You have a formal **Australia – New Zealand Defence Ministers' Meeting** (ANZDMM) annually. s6(a), s9(2)(f)(iv)

It is recommended that you make contact with key international counterparts as soon as your diary allows. s6(a)

The Ministry of Defence will provide your office with full briefings to support these engagements.

ENGAGEMENT IN THE PACIFIC

There is a wide range of membership-based groups in the Pacific for discussing security issues. New Zealand is a member of many of these regional fora and actively advocates for a shared regional response to security challenges that align with our values. It is important these fora remain effective as a valuable method for discussing and resolving issues facing New Zealand and our partners.

The **Pacific Regional Security Architecture** provides the framework and settings from which to consider our relationships and obligations in the Pacific.

These settings provide New Zealand with regular opportunities to interact with key security leaders in the region. At the ministerial level, the **South Pacific Defence Ministers' Meeting** (SPDMM) is the central regional forum, and members are Australia, New Zealand, Fiji, Tonga, Papua New Guinea, France and Chile. SPDMM convenes annually to discuss regional approaches to security priorities, and convey these priorities publicly through a shared communique. SPDMM has been consistently attended by the Minister of Defence and the 2023 SPDMM meeting, hosted this year by France, will take place from 4 to 7 December in Noumea, New Caledonia.

ENGAGEMENT BEYOND THE PACIFIC

As well as formal bilateral defence relationships with seven of the 10 countries in South East Asia, Defence's principal regional engagement is through the **Association of South East Asian Nations (ASEAN) Defence Ministers' Meeting-Plus** (ADMM-Plus); the members of which include the 10 ASEAN countries and Timor Leste (which is on the pathway to ASEAN membership), plus New Zealand, Australia, the United States, China, Japan, South Korea, India, and Russia. Indonesia is the Chair for 2023 and the annual Ministers-level meeting will take place in Jakarta on 15-16 November 2023.

Also important to New Zealand is our participation in the **Five Power Defence Arrangements** (FPDA) with the other members – Singapore, Malaysia, Australia and the United Kingdom. The Five Power Defence Arrangements conducts two major military exercises per year and New Zealand typically contributes ships and aircraft plus supplementary staff. The Five Power Ministers last met informally on the margins of the annual Shangri-La Dialogue in Singapore in June 2023. They are due to meet again in 2024 for the **FPDA Defence Ministers Meeting**.

The **Shangri-La Dialogue** is considered Asia's premiere defence summit and attracts Defence Ministers, industry leaders and academics from across the world. It is an excellent opportunity to conduct bilateral meetings with a wide range of counterparts. The Minister of Defence normally accepts an invitation to make a speech at a plenary or special session. The next Shangri-La Dialogue is planned to take place from [redacted] s6(a) [redacted] 2024 in Singapore.

You will receive invitations to the monthly US and Ukraine-led **Ukraine Defence Contact Group** meetings, usually held in person in Europe with the option to attend virtually. This meeting is normally attended by approximately 30 other Ministers of Defence and Chiefs of Defence Force from contributing countries, with presentations from Ukraine and NATO partners discussing battlefield updates and key requirements for Ukraine to continue their self-defence efforts.

The following opportunities for international engagement exist in the next six months.

Date	Location	Meeting Details
13-14 November 2023	Republic of Korea	Meeting of Defence Ministers from troop contributing countries to the United Nations Command on the 70th Anniversary of the Armistice , and opportunity to meet deployed NZDF troops and possibly visit the Demilitarized Zone.
15-17 November 2023	Indonesia	Association of South East Asian Nations Defence Ministers' Meeting-Plus
4-7 December 2023	New Caledonia	South Pacific Defence Ministers' Meeting
s6(a), s9(2)(f)(iv)	Australia	Annual Australia – New Zealand Defence Ministers' Meeting s6(a), s9(2)(f)(iv)
s6(a)	Singapore	Shangri La Defence Dialogue
2024		s6(a), s9(2)(f)(iv)

DEFENCE OUTPUTS

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READINESS FOR CONTINGENT MILITARY OPERATIONS

Readiness for military operations is the most significant output the Government purchases from the NZDF. Readiness¹ for contingent military operations is a risk-managed posture, based on response time, sustainability and cost. It provides an effective hedge against future uncertainty, facilitating the ability to generate relevant military responses for given situations.

Readiness is achieved through training activities directly related to likely military response options required by Government and guided by the associated mission essential tasks. These activities are informed by approved training schedules based on military doctrine, national partner nation training regimes, experience gained from operations, professional military judgment, and wargaming to test and prove future operating concepts.

The readiness states of military capabilities used to support response options for Government are managed through the NZDF Outputs Framework:

PREPARE	PROTECT, PROJECT, AND INFORM	VETERANS' AFFAIRS
<p>1</p> <p>Navy Capabilities Prepared for Joint Operations</p>	<p>4</p> <p>Operations to Protect New Zealand and New Zealanders</p>	<p>7</p> <p>Supporting our Veterans</p>
<p>2</p> <p>Army Capabilities Prepared for Joint Operations</p>	<p>5</p> <p>Operations Contributing to New Zealand's Security, Stability, and Interests</p>	
<p>3</p> <p>Air Force Capabilities Prepared for Joint Operations</p>	<p>6</p> <p>Advice to the Government</p>	

¹ Readiness states are measured as being the time from when the Government decides it will prepare for the employment of the Armed Forces in a particular circumstance to when the designated forces will be ready to be deployed.

DOMESTIC SECURITY COMMITMENTS

The NZDF protects New Zealand's sovereignty and provides security and other services to New Zealanders. It is structured, equipped, and trained to respond to a range of contingencies. Protecting New Zealand's security interests across our expansive maritime area presents the NZDF with unique operating challenges. Our maritime domain extends from our shores and territorial waters to our 1.7 million square kilometre Exclusive Economic Zone (EEZ) and 30 million square kilometre search and rescue zone, to approaches and sea lines of communication. It is critical the NZDF is equipped with the capabilities it needs to effectively monitor and respond to a range of activities in New Zealand's maritime domain.

Defence provides a range of capabilities that support New Zealanders at home and in our maritime surrounds. Surveillance and search and rescue outcomes both overland and at sea are provided on a responsive basis, with selected military capabilities held at higher readiness states.

Highly specialised units maintain high readiness to provide additional capacity and capability to support the New Zealand Police and other domestic agencies in addressing security challenges, including terror threats beyond the capability of the New Zealand Police.

The NZDF also maintains units that regularly deal with explosive risks (commercial explosives, old military ordnance or improvised explosive devices). Finally, NZDF maintains local, regional, and national response options to support in the event of natural disaster.

RESCUE AND BORDER PROTECTION

The NZDF is the primary contributor to the National Maritime Coordination Centre (NMCC) for domestic security operations protecting the nation's sovereign and economic borders. The NZDF enhances New Zealand's maritime situational awareness with its intelligence, surveillance, and reconnaissance capabilities, which help the NMCC plan and coordinate patrol and surveillance missions. It supports agencies including the Ministry for Primary Industries, the New Zealand Customs Service, the Department of Conservation, the Ministry of Foreign Affairs and Trade, the MetService, and GNS Science.

SEARCH AND RESCUE

New Zealand's search and rescue region stretches from the mid-Tasman sea, halfway to Chile, down to the South Pole and almost to the Equator. All search and rescue missions within this region are coordinated through the Rescue Coordination Centre New Zealand (RCCNZ) as part of Maritime New Zealand and supported by the NZDF's on-call coverage with personnel and capabilities.

MARITIME SURVEILLANCE

Maritime surveillance activities detect and deter potentially unlawful activity harmful to New Zealand's prosperity and sovereignty. New Zealand contributes by monitoring for illegal fishing on the high seas (areas of ocean that are outside EEZs).

The Navy provides maritime domain awareness by deploying vessels into the South Pacific and providing near real-time surveillance pictures for the National Maritime Coordination Centre. The Royal New Zealand Air Force conducts surveillance flights across the South Pacific. In the past, crews on the now retired P-3K2 Orion aircraft fleet conducted patrols above the EEZs of Fiji, Tonga, the Cook Islands, Kiribati, Tuvalu, Samoa, and Solomon Islands. The new P-8A Poseidons have begun assuming this role.

SUPPORTING THE ROYAL COMMISSION OF INQUIRY INTO COVID-19

In December 2022 the Government announced a Royal Commission of Inquiry into the COVID-19 pandemic to apply in

the instance of a future pandemic. The Royal Commission began considering evidence from 1 February 2023 and is required to deliver a report with recommendations by 30 September 2024.

Defence is supporting the Inquiry via DPMC, who established and hosts the all-of-government COVID-19 Inquiry coordination unit. So far the NZDF and the Ministry have provided material on each agency's lessons learnt exercises, a timeline of key activities during COVID-19, and other material requested by the Inquiry. Beyond this, the Commissioners are interested in NZDF's and the Ministry's reflections on COVID-19, specifically the involvement of NZDF personnel in the Managed Isolation and Quarantine delivery and the long-term related impacts on Defence resulting from COVID-19.

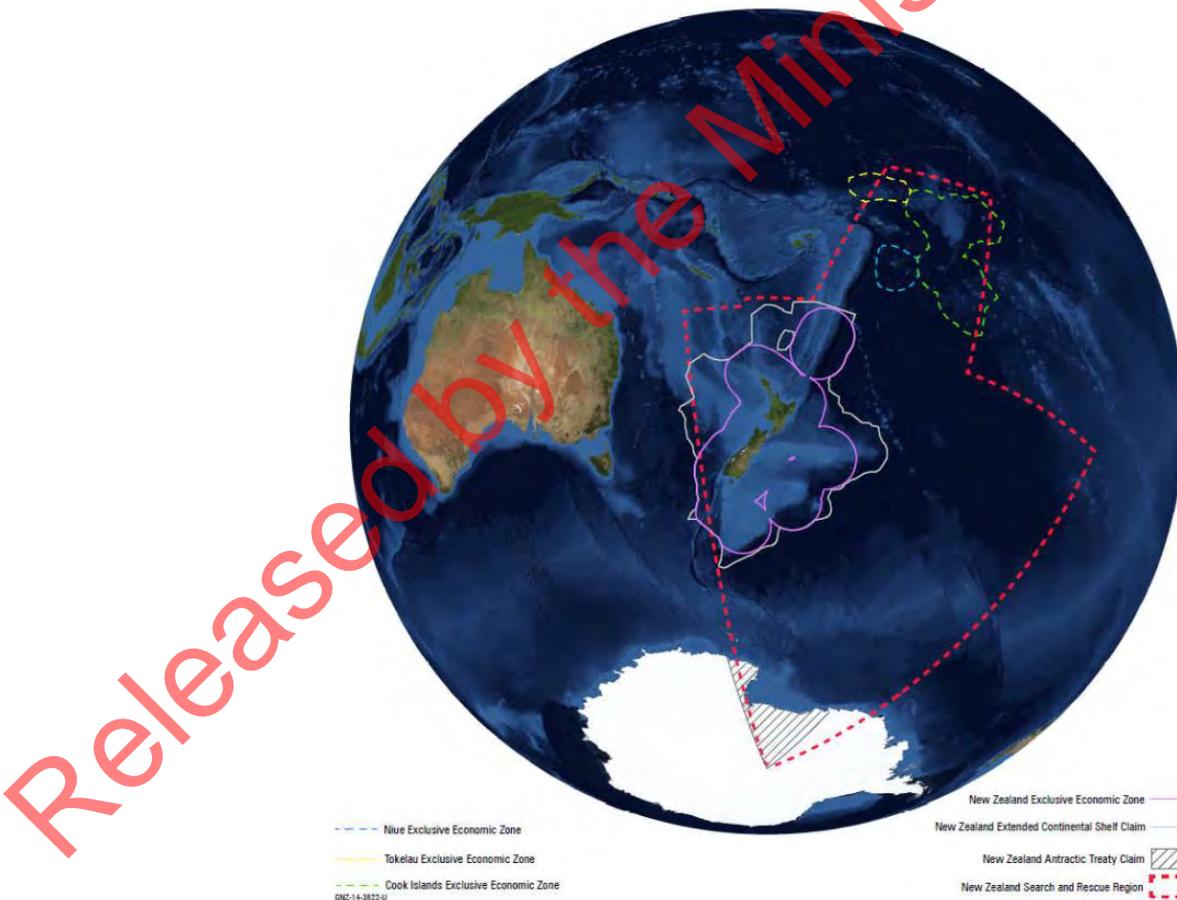


Figure 2: New Zealand's search and rescue region, including areas where Defence is often called upon to assist.

THE NZDF'S CYLONE GABRIELLE RESPONSE

When the deadly and destructive Tropical Cyclone Gabrielle hit New Zealand in February 2023, the NZDF deployed personnel and assets to support the national response and recovery efforts.

The NZDF initially supported the national response in Northland and Auckland, and were subsequently deployed to the Hawke's Bay and Tairāwhiti regions. Local Reserve Force units also supported the response throughout.

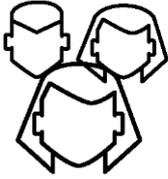
NZDF assisted in the planning and coordination of emergency response operations in support of National and Regional emergency coordination centres. Personnel also conducted rescues, evacuations, transport of vital supplies, and the restoring of services.

The NZDF also facilitated the reception, support and tasking of Australian military aircraft, Royal Fijian Military Forces engineers, and satellite support from the US.



Figure 3: NZDF personnel assisting East Coast communities following Cyclone Gabrielle in February this year

THE NZDF RESPONSE INVOLVED:



- Up to 4 NH90 and Seasprite helicopters
- Two C-130H transport aircraft
- Frigate HMNZS Te Mana
- Logistics ship HMNZS Canterbury
- Dive and hydrographic vessel HMNZS Manawanui
- Dive teams (including underwater autonomous vehicles)
- A field engineer unit
- A water purification unit
- Medical support
- A transport unit
- A mortuary affairs unit
- A logistics unit
- Public affairs staff
- Command and control staff and communications units
- Three Ministerial and senior official transport aircraft

1000

NZDF PERSONNEL
DEPLOYED

190

HOURS OF FLIGHT

350k

KILOMETRES DRIVEN

739

TONNES OF
SUPPLIES

DOMESTIC OPERATIONS AND CONTINGENCY PLANS

Below is a list of the NZDF's ongoing operations and contingency plans within New Zealand.

Operation/Contingency Plan (CONPLAN)	Size	Description
CONPLAN ĀWHINA		s6(a)
CONPLAN CAPITAL CONTINUITY		
CONPLAN CAPRI		
CONPLAN SARABAND		
OPERATION ANTARCTICA		
OPERATION IKATERE		
OPERATION EMERALD		

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OPERATION VULCAN

OPERATION
ENDURANCE

OPERATION HAVRE

OPERATION WISTERIA /
ISLINGTON / ADDIS /
MITRE

OPERATION TAPESTRY

OPERATION HINAKI

OPERATION NASSE

OPERATION NORPAT

OPERATION RAPANGA

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OPERATION TAKUTAI

s6(a)

OPERATION KAUWAE

OPERATION MULTUS

OPERATION CASTLE /
MAWSONI

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INTERNATIONAL SECURITY COMMITMENTS

DEFENCE IN THE PACIFIC

New Zealand's security and defence interests in the Pacific are being increasingly challenged. The region faces increasing strategic competition and is on the front line for feeling the effects of climate change – with the latter identified by Pacific leaders as the single greatest threat to security in the region.

Defence maintains strong relationships across the Pacific and in particular with those countries who the NZDF works with as part of the Mutual Assistance Programme. These cooperative security and capacity building measures include visits to, and exercises and activities with, Pacific partner countries to support the professional development of their defence and security forces.

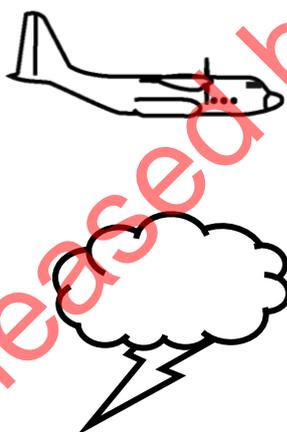
The NZDF provides air surveillance and naval patrols throughout the wider Pacific region to:

- support Pacific Island countries in maintaining security within their respective Exclusive Economic Zones
- support Forum Fisheries Agency member states to meet their objectives
- carry out regional engagement activities.

The NZDF works with the Ministry of Foreign Affairs and Trade to deliver aid supplies and repatriate New Zealanders following extreme weather or other emergency events in the Pacific.

s6(a)

TROPICAL CYCLONES IN VANUATU



In March 2023, the NZDF assisted MFAT in conducting a humanitarian aid and disaster relief operation in Vanuatu after the country was hit by two tropical cyclones in short succession. The initial response consisted of a small four-person team from the Deployable Joint Interagency Task Force, deployed alongside MFAT personnel on an NZDF C-130H Hercules aircraft with an initial consignment of aid stores.

The team were responsible for assisting MFAT and the local authorities with the needs assessments to inform future aid deliveries. In addition to delivering three further C-130H Hercules flights with HADR supplies, the NZDF also assisted with the transport of Fijian personnel from Fiji to Vanuatu to support Fiji's response in Vanuatu.

It provides support to civilian defence agencies in the Pacific, advances climate change and security initiatives through various defence dialogues and engagements, and supports strengthening regional resilience and the ability to find regional solutions to regional issues.

An example is the signing of a Status of Forces Agreement and Statement of Intent with the Republic of Fiji in June 2023, which further strengthens the defence relationship with our Pacific partner. The Ministry also hosted a workshop with government officials in Solomon Islands to support the development of their first Maritime Security Strategy.

RESPONDING TO CLIMATE CHANGE

Climate change is causing more extreme weather patterns and increasing numbers of climate-related natural disasters, and is most acutely affecting states less equipped to respond. The direct human security effects of climate change will increasingly intersect with and exacerbate national security challenges. For the Pacific, this threat is existential.

The effects of climate change will require more HADR operations, stability operations, and search and rescue missions. The NZDF is expected to be faced with more frequent and concurrent operational requirements that will stretch resources and may reduce readiness for other commitments. Defence has committed to making sustainable changes to our operations to minimise the effects of climate change on our communities and international partners.

Defence has taken a proactive approach to support New Zealand's programme on

climate change and promote global recognition of it as a security risk. Climate change considerations have been integrated into Defence activities and decision-making processes and since 2018, Defence has recognised climate change as a major driver of military operations and capability decisions. In November 2021, the NZDF initiated a **Climate Change Response Programme** to provide a coordinated, organisation-wide approach to incorporate consideration of climate change and its consequences into its day-to-day business.

BEYOND THE PACIFIC

The international rules-based system, centred on multilateralism and liberal democratic values, is fundamental to New Zealand's security.

Defence provides the Government with deployment options, including combat capable forces. NZDF personnel are deployed as part of major United Nations peace support operations, maritime security activities, training missions, logistics activities and into headquarters positions around the world. Each deployment is mandated by Cabinet, usually for up to two years.

The NZDF works both independently and with other government agencies and security partners on a range of operations that contribute to global peace and security, the maintenance of the international rules-based system, and to a network of strong international relationships. The NZDF has a strong reputation as a valued and credible defence partner.

ANTARCTICA AND THE SOUTHERN OCEAN

Defence provides significant support to New Zealand's efforts in Antarctica and the Southern Ocean. This includes conducting air surveillance patrols in the Southern Ocean in order to carry out resource protection activities, providing strategic airlift and logistics support to Antarctica New Zealand to carry out New Zealand's Antarctic programme, and

providing support to the United States and Italy via the Antarctic Joint Logistics Pool – the NZDF's largest deployment outside of New Zealand is currently to Antarctica, with normally up to 150 personnel throughout the season and supporting aircraft and crew deployed during the months October to February. The NZDF also provides support to agencies such as the Department of Conservation with resupply operations to the Sub-Antarctic Islands.

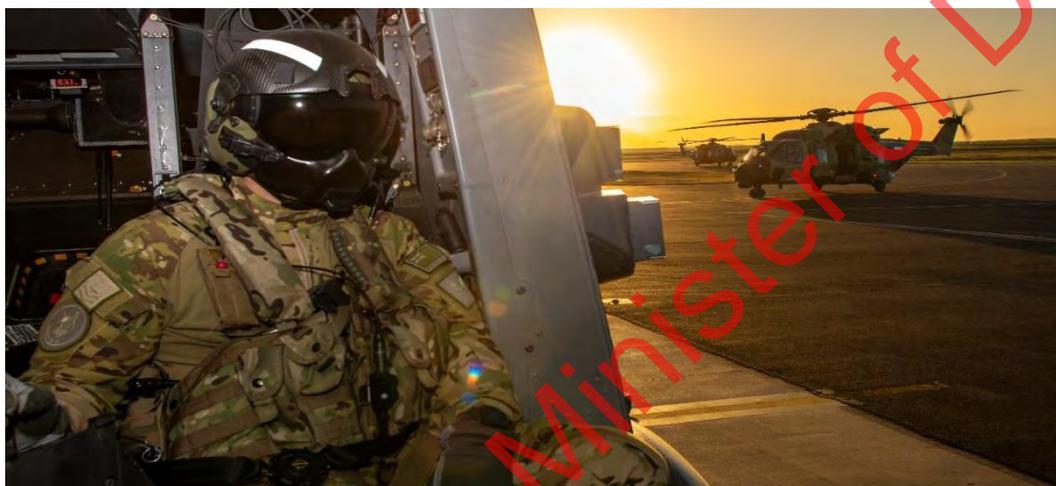


Figure 4: NZDF Load Master during Exercise Talisman Sabre in July to August this year

DEPLOYMENTS

The Defence agencies work together in partnership with MFAT and other relevant agencies to provide joint advice to the Government on existing or proposed deployments. Defence also engages closely with likeminded countries and other government agencies on deployment advice and activities. The advice to Government on deployments is all-encompassing and combines both a civilian and military perspective to support the best possible security outcomes. It considers a wide range of issues, from the overall political and security environment to the more specific question of how the NZDF could best contribute to a particular mission. A central concern is always the safety and security of personnel deployed overseas.

The Ministry operates a Policy Advisory (POLAD) programme to enable the provision of real-time policy guidance throughout NZDF operations. The POLAD programme promotes civilian oversight across the deployment lifecycle and is a crucial link between operations and the strategic centre.

New Zealand's deployments preserve peace, support the rules-based system, up-hold international efforts to safeguard borders, protect civilians, counter the spread of violent extremism, and promote freedom of navigation.

Released by the Minister of Defence

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Operations (Op)

- | | |
|--|----------------------------------|
| 1 Antarctica (Op ANTARCTICA) | 8 Japan (Op WHIO) |
| 2 United Kingdom (Op TIEKE) | 9 Solomon Islands (Op SIAST) |
| 3 Israel, Lebanon, Syria (Op SCORIA) | 10 South Pacific (Op CALYPSO) |
| 4 Middle East (Ops PUKEKO,
s6(a) GALLANT PHOENIX) | 11 South East Asia (Op CRUCIBLE) |
| 5 Republic of Korea (Op MONITOR) | |
| 6 Sinai Peninsula (Op FARAD) | |
| 7 South Sudan (Op SUDDEN) | |



NZDF GLOBAL FOOTPRINT IN 2022/23

- Operations
- Defence Attachés

Defence Attachés (DA)

- | | |
|--|---|
| <ul style="list-style-type: none"> A Defence Adviser United Kingdom (Head of New Zealand Defence Staff) B DA Belgium C DA United Arab Emirates D DA Malaysia E DA Singapore F DA Indonesia G DA China H DA Republic of Korea I DA Japan J Defence Adviser Papua New Guinea | <ul style="list-style-type: none"> K Defence Adviser Australia (Head of New Zealand Defence Staff) L Defence Adviser Fiji M Defence Adviser Tonga N Defence Adviser Canada O DA United States of America (Head of New Zealand Defence Staff) P Military Adviser New Zealand Permanent Mission to the United Nations |
|--|---|

A total of 241 NZDF personnel are deployed overseas on the following missions:

Deployment	Mandated Size	Description	Mandate Expiry
Solomon Islands Assistance Force	Up to 15	New Zealand has maintained a deployment to Solomon Islands since December 2021 as part of the Solomon Islands International Assistance Force. Four personnel are deployed with potential for up to 15 personnel to be deployed for short periods.	Dec 2023
United Kingdom: Operation TIEKE	Up to 95	Provides support to Ukraine, including the training of Ukrainian military personnel in the UK, as well as intelligence, logistics and liaison personnel.	Jun 2024
Bahrain and s6(a) Operation PUKEKO	Up to 12	Provides command and specialist support to coalition maritime security operations in the Middle East. Up to six NZDF staff are embedded in the Combined Maritime Forces Headquarters in Bahrain. s6(a) s6(a)	Jun 2024
Egypt: Operation FARAD	Up to 31	Deployment to support the Multinational Force and Observers Sinai Peninsula, Egypt, supervising the peace treaty between Egypt and Israel. NZDF provides up to 28 personnel across a number of functions and the interim Force Commander (Major General Evan Williams) and three associated support staff until March 2024. Surges of up to ten personnel for up to six months are deployed with the approval of Ministers with Powers to	Sept 2024

Act in support of the MFO's reconfiguration process.

Golan Heights and Lebanon: Operation SCORIA	Up to 8	The NZDF contributes to the United Nations Truce Supervision Organisation, which is the UN's oldest peacekeeping mission. NZDF has been contributing personnel to the mission since 1954. Our personnel serve as United Nations Military Observers, and patrol and monitor ceasefires and military activity in Israel's Golan Heights, Lebanon and Syria. NZDF has five personnel in Observer Group Lebanon based in Tyre, one person in Observer Group Golan - Tiberias, and one person based in Observer Group Golan - Damascus	Sept 2024
Republic of Korea: Operation MONITOR	Up to 12	Deployment of personnel to the UN Command and UN Command Military Armistice Commission in the Republic of Korea to help keep the peace between North and South Korea.	Sept 2024
Japan: Operation WHIO	s6(a) Maritime Patrol Aircraft	Deployment of maritime patrol aircraft and personnel to North Asia to support the imposition of UN Security Council sanctions against North Korea.	Sept 2024
South Sudan: Operation SUDDEN	Up to 3	The NZDF has been contributing to the United Nations Mission in the Republic of South Sudan since its establishment on 9 July 2011. Consists of a mandated contribution of up to two Officers who deploy as United Nations Military Observers and one Staff Officer as the Deputy Chief of Plans.	Sept 2024

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<p>Middle East Region : Operation TROY</p>	<p>s6(a)</p>	<p>Provides a logistic and administrative node to support NZDF operations in the Middle East Region,</p>	<p>Sep 2024</p>
<p>Jordan: Operation SOLAR / GALLANT PHOENIX</p>		<p>NZ has been part of this multinational intelligence operation since 2014. NZDF works alongside a large number of countries and agencies, including law enforcement, military and civilian personnel.</p>	<p>Sep 2024</p>

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CAPABILITY



CAPABILITY

Defence is a capital intensive portfolio and the Ministry is currently delivering major Defence projects totalling approximately \$6 billion.

The substantial level of investment in Defence requires an ongoing focus on the value for money that government gets from its investments. Defence advice enables the Government to take capability decisions based on clear, transparent trade-offs that are articulated in our key strategy and planning documents.

The Ministry of Defence has developed a robust whole-of-life costing model that allows decisions to be made based on the total capital and operating cost. This means that investment decisions on future capability take into account the ongoing sustainment and operating costs required to support the capability once it is introduced into service. At the same time, capital investments are targeted to address the increased operating costs of ageing platforms and degraded infrastructure.

FUTURE INVESTMENTS

The 2019 Defence Capability Plan (DCP) identified and sequenced capabilities for use by the Defence Force in order to give effect to the Government's policy intentions. It set out indicative planned investments to 2030, while identifying further potential investments to be made after 2030. These indicative investments do not represent a final commitment by Government.

By providing visibility of planned Defence investments, the DCP allows the Government to more easily consider projected Defence capability commitments alongside other Government priorities. This is particularly useful when preparing

annual Budgets and balancing the needs of other Government agencies.

Following robust scrutiny by Defence officials and other government agencies such as the Treasury, individual business cases justifying each significant investment are submitted to Cabinet for approval and consideration of available funding within Budget capital and operating allowances, taking into account other Government investment priorities.

In late 2024, Government will be presented with a shortlist of coherent investment options for NZDF's force structure, capability, and enabling functions out to 2040. The Ministry will then use the option selected by Government to develop an updated DCP.

The new DCP will be a more integrated plan than was developed in 2019. It will provide Government with investment options across the full range of capabilities and enablers that the NZDF needs to meet the Government's defence, national security, foreign policy, and intelligence objectives.

The DCP will be accompanied by an Integrated Investment Plan (previously referred to as a Defence Capital Plan) out to 2040. The Integrated Investment Plan will outline the funding requirements for implementing the DCP, and will be used by Defence to plan for the investments, including capability, workforce, digital, and infrastructure needs. It is an official document not for public release due to the commercially sensitive nature of the information. The Integrated Investment Plan for the new DCP will cover both operating and capital indicative costs.

THE DEFENCE CAPABILITY MANAGEMENT SYSTEM

Defence has a scalable and resilient **Capability Management System (CMS)**, capable of delivering an expanding portfolio of complex programmes and projects. The CMS provides decision-makers with a strong level of confidence and assurance to support informed decision-making. The CMS was established in 2017 to address structural, operations and information deficiencies within the previous system. Subsequent reviews by Sir Brian Roche in 2018, 2019 and 2021 concluded that the CMS has addressed and rectified these issues. The final review concluded that the CMS is an increasingly mature and resilient system, which has to date achieved its purpose, and it is the leading example of long-term capital planning within the public sector.

As a tier one capital intensive agency, Defence was accorded an 'A' rating from

the Treasury in 2018 under the former Investor Confidence Rating (ICR) highlighting Defence's robust asset management, project, programme, and portfolio management. Although the ICR was replaced in 2023, with a strengthened reporting process for agency investment planning and delivery capability, Defence has retained the higher financial approval thresholds achieved through the ICR.

The **CMS International Exemplar**, which outlines the blueprint or future state to 2025, guides the work Defence does to ensure we have a repeatable, consistent, and continuously improving CMS. The CMS will need to continue to develop, shaped by the work of the Defence Policy Review, to ensure it remains fit for purpose so that Ministers can be confident that policy outcomes and capability investments can be successfully delivered.

P8-A POSEIDON DELIVERY AND BASE OHAKEA INFRASTRUCTURE PROJECT



Four P-8A Poseidon aircraft have replaced NZDF's now retired P-3K2 Orions. At \$2.346 billion, the project to acquire the P-8A Poseidon maritime patrol capability is the largest Defence re-equipment programme in more than 30 years.

The aircraft will undertake search and rescue operations from the Pacific to Antarctica, and humanitarian assistance and disaster relief in the Pacific and New Zealand. It will also undertake operations for the protection of fishing resources in New Zealand's large EEZ and in remote areas such as the southern ocean and around Pacific Island countries.

Te Whare Toroa, the new \$250 million facility at Ohakea Air Base, is under construction to support the P-8As. It will include two hangars, maintenance and support facilities, warehousing and a mission support centre and is the largest Defence infrastructure project ever undertaken.



CAPABILITY PROJECTS

Key Defence capability projects in the delivery phase (under contract) include:

- **Air Surveillance Maritime Patrol (P- 8A Poseidon):** aircraft delivery is complete and Interim Operational Release (IOR) Phase 1 has been achieved (Search and Rescue, Surveillance and Humanitarian Assistance and Disaster Relief, all including an up to 3 day deployment within the Pacific region). IOR Phase 2 is on track to be achieved by 31 December. s6(a)

[REDACTED]

- **Future Air Mobility Capability Tactical (C-130J Hercules):** this project is replacing the NZDF's tactical air transport capabilities, currently comprised of five C-130H Hercules aircraft with five C-130J-30 Hercules. All five aircraft are under production in the United States. The first aircraft is on track for delivery in 2024.
- **ANZAC Frigate Systems Upgrade:** this project is the largest of a series of

upgrade projects that were designed to support the Anzac class frigates, HMNZS Te Kaha and Te Mana, to maintain their effectiveness and continue to operate to end of life. The project has delivered contemporary surveillance, combat and self-defence systems. Installation and ship delivery have been completed, and the Interim Operational Release is well advanced.

- **Protected Mobility: Medium Vehicle (Bushmaster armoured vehicle):** the project is replacing the armoured Pinzgauer vehicle with the Australian manufactured Thales Bushmaster, which has seen extensive operational service with the Australian Defence Force and other militaries. A contract for 43 Bushmaster NZ5.5 vehicles, spares, ancillaries, and a training package was signed in September 2020. Vehicle delivery is complete. The next phase will deliver communications, equipping the vehicles with the same full battle management capability currently being rolled out as part of the Network Enabled Army programme.

Key Defence capability projects in the definition phase (pre-contract) include:

- **Maritime Helicopter Replacement (Seasprite replacement):** the project is considering options for replacing the NZDF's naval helicopter capabilities. The current fleet of eight SH-2G(I) Seasprite helicopters, provide intelligence, surveillance and reconnaissance (ISR), along with combat and utility effects for the Navy. An Indicative Business Case identified a shortlist of possible replacement options and was approved by Cabinet in April 2023.

s9(2)(f)(iv)

- **Future Air Mobility Capability Strategic (Boeing 757 replacement):** the project is considering possible options for replacing the NZDF's strategic air transport capabilities, currently comprised of two Boeing 757 aircraft.

s9(2)(f)(iv)

- **High Side Capability Update:** the project will update the NZDF's Top Secret network, s6(a)

s9(2)(f)(iv)

s9(2)(f)(iv)

- **Information Warfare Academy:** a business change programme aimed at giving the NZDF the capability to generate contemporary information warfare skills, such as intelligence, cyber operations and electronic warfare.

s9(2)(f)(iv)

- **Data Fusion System:** the project will deliver a new capability to assist more than 20 other government agencies (such as Customs, Police, and MPI) meet their responsibilities for domestic and regional maritime security. The proposed system will generate a multi-source, real-time common operational picture of Aotearoa New Zealand's maritime areas of interest. It will alert agencies of anomalous activity and potential threats to our interests, such as from illegal fishing.

s9(2)(f)(iv)

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Key Defence capability projects in the early definition phase include:

- **Naval Fleet Renewal:** all of the Navy's vessels, with the exception of the tanker, HMNZS Aotearoa, are due to reach the end of their life between 2032 and 2036. The Naval Fleet Renewal project was initiated so as to use this opportunity to rethink and improve the structure of the NZDF's maritime system, including by reducing the

number of ship classes; achieving greater concurrency across ships; and workforce optimisation. The Naval Fleet Renewal process will support the development of the Defence Capability Plan. It will also provide advice to Government on future fleet configuration and the timing for future business cases.



Figure 5 The Protected Mobility Medium Vehicle (Bushmaster armoured vehicle)



DEFENCE POLICY

DEFENCE POLICY

In addition to the Defence Policy Review, the Ministry is currently delivering two further key policy projects.

s9(2)(f)(iv), s9(2)(g)(i)

OPERATION BURNHAM INQUIRY

In 2020 the Inquiry into Operation Burnham and Related Matters was released, identifying significant shortcomings in the way the NZDF dealt with allegations of civilian casualties.

The Inquiry made four recommendations, all of which were accepted by the Government. Recommendations Three and Four are complete.

Recommendation One was to appoint an **Expert Review Group**, which made a number of recommendations including improved integration between Defence agencies throughout the duration of a deployment, improved information management systems and practices and improved integration of Special Forces within the wider national security sector. Quarterly updates are provided to the Minister on this work programme.

Recommendation Two was to establish an Office of the **Inspector-General of Defence** (IGD) (located outside the NZDF organisational structure) to facilitate independent oversight of the NZDF and enhance its democratic accountability.

The IGD will be established to assure the New Zealand public that NZDF activities are subject to dedicated independent scrutiny and it supports the Minister in their responsibility to Parliament to account for the actions of the Defence Force.

The legislation received Royal assent on 26 July 2023. Implementation has begun which will result in the establishment of an office and appropriate systems and the appointment of an IGD.



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ESTATE & INFRASTRUCTURE

DEFENCE ESTATE AND INFRASTRUCTURE

The NZDF estate covers 81,000 hectares across nine camps and bases, two large training areas and various regional support facilities. It comprises more than 4700 buildings.

Defence Estate is a critical enabler and strategic asset, providing the working, training and living environments required for generating and maintaining outputs. In some cases, defence infrastructure is akin to that of a small township, including water treatment, wastewater, electricity and communication networks, runways, wharves and roads.

There is minimal, or no, remaining useful life in the majority of assets. Many personnel are living and working in aged buildings unfit for purpose, with accelerated states of deterioration. Maintaining safe living and working conditions is a constant challenge. The estate's dilapidated condition is evident in the living and training environments, and utilities like power, water and sanitation.

The estimated remaining life of assets and approximate value is shown in the following table.



Several factors have affected delivery of estate asset maintenance projects in recent years:

- Affordability and committed long term funding:** replacing or modernising aged assets to achieve a modern standard, with escalating costs and constrained budgets. It is estimated that effectively maintaining and regenerating the estate requires \$400 million annually over many years.
- Industry capacity and capability:** The effects of a constrained resource and investment base affecting construction capacity along with constrained supply chains continues to restrict development and contribute to rising cost.
- Compliance:** Achieving modern regulatory standards with assets that are ageing and in poor condition creates cost pressures and poor return on investment.
- Mitigating Estate risks:** Managing risks to people's health, the environment and NZDF activities. For example, the age of the estate, combined with legacy use practices and modern requirements, means contamination of soil and groundwater is a common issue affecting estate optimisation and costs.

- **Supporting stewardship improvements:** Demands and pressure as a result of legislation-driven initiatives such as the Affordable Waters reform, resource management, managed wetlands, green building standards, climate change responses, historic heritage and iwi engagement, all place cost pressures on existing budgets and build schedules without increases in departmental funding.
- **Managing external impacts:** The defence estate is under pressure from urban encroachment even in remote areas previously unaffected. The adverse effects of climate change on camps and bases requires work to improve resiliency.

ESTATE REGENERATION UNDERWAY

In 2016 the Government approved the Defence Estate Regeneration Programme (DERP) to address critical under-investment and the NZDF commenced delivery of DERP. The programme is designed to achieve fit for purpose and sustainable estate that effectively enables the delivery of NZDF outputs. [REDACTED]

s9(2)(g)(i)

[REDACTED]. The DERP was updated and approved by Government in 2019.

Initial investments have prioritised health, safety and compliance works and the provision of support to new equipment and functions. This includes new infrastructure to accommodate the Boeing P-8A Poseidon maritime patrol aircraft at Base Ohakea.

INVESTMENT INTENTIONS

A first principles review of the defence estate footprint concluded In August 2022. Out of the review the Government confirmed a guiding principle that the NZDF will maintain a substantial presence in its current locations,

including existing training areas. While deciding to stay in Devonport, the NZDF was asked to complete a business case outlining the investment required to make the base fit for purpose given its poor overall condition and increased risk of flooding from climate change, and to consider a supplementary maritime facility in Whangārei.

The first principles review indicated the following investment intentions:

- Continuation of approved infrastructure projects meeting compliance and health and safety requirements (from the DERP Plan 2019-2035).
- Additional infrastructure for the P-8A Poseidons at Ohakea (the Ohakea Infrastructure Programme).
- Infrastructure supporting the Consolidated Logistics Project at Linton and Burnham with its planned workshops and warehouses.
- Horizontal infrastructure replacement (e.g. Affordable Waters, roads, electricity and telecommunication utilities) across camps and bases.
- Providing enough good quality, off-base houses in the right locations for personnel and their families.
- Modernisation of on-base accommodation, messes and dining facilities.
- Infrastructure linked to new capabilities and platforms.
- Regional facilities providing for reserves, youth development, defence careers and support for local government.
- Using the estate to improve wellbeing, recruitment and retention, for example addressing the socio-economic impacts on Army personnel and their families from postings to Waiouru.

AREAS OF ACTIVITY

- 99 Cadet Units
- 29 Service Academies
- 13 Recruiting Offices
- 15 Reserve Units
- 3 LSV Training Facilities
- 3 Museums
- 5 Training Areas

● = 1 Unit ●**3** = 3 Units



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ANNEX A

OVERVIEW OF THE
MINISTRY OF DEFENCE



OVERVIEW OF THE MINISTRY OF DEFENCE

The Ministry of Defence is a civilian agency that provides advice to the Government on defence matters. The Ministry purchases major equipment which becomes a capability when it is used by the personnel of the New Zealand Defence Force, and currently has \$6 billion of major defence capability projects in delivery.

To carry out our role, the Ministry:

- provides long-range assessments and advice (20-30 years) on New Zealand's defence interests and challenges
- purchases major defence equipment for use by the New Zealand Defence Force as a defence capability
- advises the Government on how our Defence Force can meet current challenges (such as potential deployments) and possible future challenges
- builds and maintains strong Defence relationships internationally, and
- advises on Defence's performance and effectiveness as a system.

The Ministry is staffed by 196 skilled professionals who bring a unique civilian perspective to the work of Defence. More than half of our staff are project management professionals who lead multi-million dollar projects to acquire military capability for the NZDF.

The Ministry works closely with the NZDF, the Ministry of Foreign Affairs and Trade (MFAT), and other agencies to carry out these activities. The Ministry also builds and maintains strong defence connections with other governments, including our ally Australia, so New Zealand can contribute to the security of the Indo-Pacific region, and understand and respond to defence and security challenges internationally.

VOTE DEFENCE

The Ministry delivers its work through three departmental appropriations, and operates a Crown capital appropriation on behalf of the Minister of Defence for its work producing major capability projects.

DEPARTMENTAL APPROPRIATION

The Ministry's departmental operating budget for 2023/24 is \$26.1 million, the majority of the Ministry's departmental costs are spent on personnel.

CROWN CAPITAL APPROPRIATION

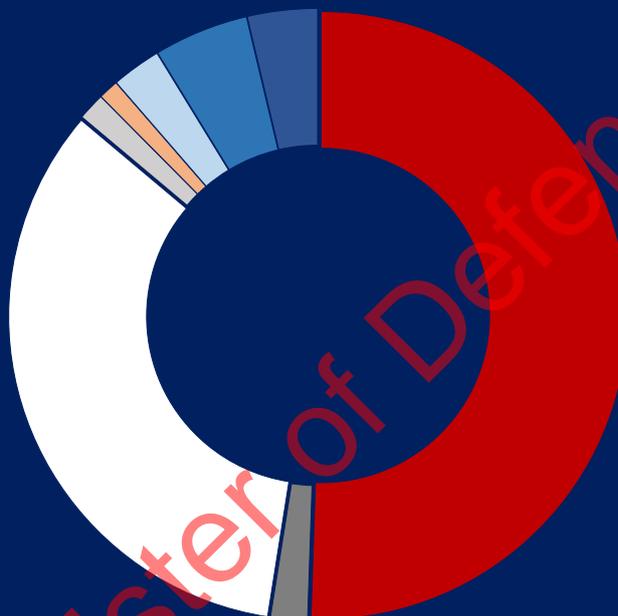
Crown funding for the delivery of defence capabilities is allocated after Cabinet approval of business cases for specific projects. The Ministry's total non-departmental capital spend appropriation on major capability projects is \$1.3 billion for the 2023.24 financial year. The total value of capital projects under active management is approximately \$6 billion.

MINISTRY OF DEFENCE BY THE NUMBERS

Employees by division



2022/23 costs for capability projects in delivery



2022/23 departmental expenditure

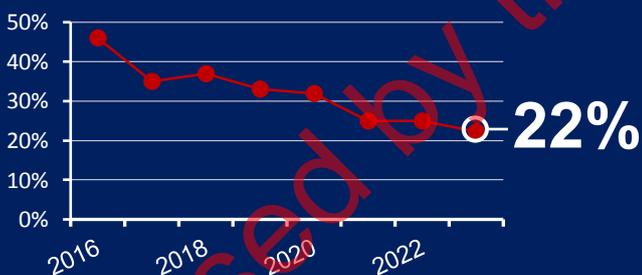
\$26.1M

Capability

\$6B of approved capital expenditure currently under management to deliver on Defence projects

- Future Air Surveillance – Maritime Patrol
- Frigate Sustainment Phase 1 - Communications
- Future Air Mobility Capability - Tactical
- Garrison and Training Support Vehicles: phase one
- HMNZS Canterbury and Offshore Patrol Vessel Communications Upgrade
- Network Enabled Army – tranche two
- Protected Mobility – Protected Vehicle Medium
- other

Gender pay gap



Female staff

Female staff



Female managers



Ethnicities

EUROPEAN	87%
MĀORI	6%
ASIAN	8%
PACIFIC	2%
MELAA	4%
OTHER	11%

Correspondence

MINISTERIALS	77
OFFICIAL INFORMATION ACT REQUESTS	41
PARLIAMENTARY QUESTIONS	146

WHAT WE DO

Prepare defence assessments

In order to give decision-makers a clear picture of New Zealand's evolving strategic environment, the Ministry regularly assesses major strategic trends and conducts in-depth assessments on emerging and evolving issues that could affect New Zealand's national security interests. These assessments inform the Government's defence policy settings.

Purchase, replace or repair major defence equipment for use by the Defence Force

Once Cabinet has approved an investment, the Ministry is responsible for the successful delivery of that project from procurement to introduction into service. This is done in partnership with the NZDF, through the formation of integrated project teams, which sit within the Ministry of Defence.

Provide civilian advice to Government

The Ministry works with MFAT and other agencies to provide advice to the Government about potential deployments offshore. The Ministry's advice often presents a range of options for

deployment that bring together strategic and operational considerations.

Defence diplomacy

The Ministry's diplomatic efforts help to build stronger relationships with partner nations and a resilient international rules based system. The diplomacy works to build a shared understanding of the challenges in the Pacific region, and further afield, through regular engagements with Defence counterparts from countries around the world.

Arrange for audits and assessments of the Defence Force and the procurement function of the Ministry, as agreed with the Minister of Defence

Given the nature of the work conducted by the Ministry and NZDF, it is essential the two agencies operate in an open, transparent and high-integrity environment. The Ministry conducts audits and assessments of the NZDF to support continuous improvement and undertakes specific pieces of work as directed by the Minister, such as legislative reform. It also commissions independent audits and assessments of its own projects or work programmes.

HOW THE MINISTRY IS ORGANISED

The Ministry's structure is centred around its capability delivery and civilian advice roles.

CAPABILITY DELIVERY

The Capability Delivery Division is responsible for the delivery of more than 20 major military capability projects across the land, air, maritime, and information domains.

The Division is responsible for source selection, contract negotiation and management, project management, and liaising with defence industry.

It leads the multi-disciplinary Integrated Project Teams (IPTs) that define, develop and deliver military capability for the NZDF which meet the Government's policy objectives. IPTs incorporate personnel from both the Ministry and the NZDF.

POLICY AND PLANNING

The Policy and Planning Division works in close partnership with the NZDF, and with other agencies, to deliver defence policy and planning. The Division has three branches:

- **Policy Branch** assesses our strategic environment and advises you on defence policy settings to shape and respond to it.
- **Development Branch** then defines capability and force structure to deliver on these settings.
- **International Branch** advises you on international defence engagements and deployments.

STRATEGY MANAGEMENT AND ASSESSMENT

The Ministry's Strategy Management and Assessment Division has two branches: the Strategy Management Office and Audit and Assessment.

The Strategy Management Office works with NZDF to regularly measure the performance of the Defence system against high-level policy and strategy. It is helping lift the Ministry's data capability to ensure that Defence decisions and assessments are visibly evidence-based.

Audit and Assessment supports the Ministry's statutory function under the Defence Act to "arrange for the assessment and audit of the NZDF in relation to any function, duty, or project" as required by the Minister. Each year's work programme will be determined and prioritised with your agreement.

FINANCE

The Finance Division provides financial services and advice to ensure prudent fiscal management and efficiency of Ministry operations. This includes financial management and support to the project teams purchasing major capital military equipment, and manages the cash position and foreign currency funds to minimise the foreign exchange risk.

GOVERNANCE, PEOPLE AND EXECUTIVE SERVICES

The Governance, People and Executive Services Division undertakes a range of activities to ensure the Ministry is an effective and accountable civilian adviser, and is well-run, sustainable and resilient. There are four branches: Governance and Assurance; Ministerial and Executive Services; Human Resources; and Business Solutions. The Division supports Ministry staff to work effectively and in strong partnership with the NZDF and other security sector agencies.



ANNEX B

OVERVIEW OF THE
NEW ZEALAND DEFENCE FORCE

OVERVIEW OF THE NEW ZEALAND DEFENCE FORCE

The NZDF is a modern, professional military that is ready and able to protect New Zealand national interests at home and abroad through a range of military response options and outputs delivered across diverse geographic and operational environments. The Defence Force's contributions to peace and security provides an integral component of the national security architecture.

The fundamental role of the NZDF is to have military capability, people, equipment, and information – available to meet the Government's defence and national security objectives. Maintenance of a credible, combat capable and effective Armed Forces is the NZDF's highest priority. Additionally, the NZDF is required to conduct overseas operations; protect our borders and ocean resources; sustain our scientists in Antarctica; respond to emergencies like earthquakes or floods and undertake search and rescue operations; assist government agencies to provide a public service; and respond to explosive ordnance disposal call outs.

WORK WITH OTHER GOVERNMENT AGENCIES

The NZDF is a key part of New Zealand's broader security system and we work in partnership with many other New Zealand government agencies to conduct activities within New Zealand, the Pacific and the Southern Ocean. This work includes protecting New Zealand's resources,

enforcing protected areas, giving effect to constitutional obligations, providing search and rescue assistance, building experience and capacity, and providing lifesaving aid. The NZDF is part of the **External Sector** which is administered by four departments - the NZDF, the Ministry of Defence, the Ministry of Foreign Affairs and Trade, and the New Zealand Customs Service. These departments are collectively responsible for managing most of New Zealand's official relationships with the rest of the world and protecting its security beyond our border.

VETERANS' AFFAIRS

The NZDF is a large and complex organisation that also includes Veterans' Affairs (VA). As an operational unit within the NZDF, VA upholds New Zealand's responsibility to honour the service of veterans. VA does this through service delivery to the veteran community and the provision of policy advice to the Government. The Minister for Veterans is responsible for the appropriations for VA within Vote Defence Force.

NZDF BY THE NUMBERS

As of October 2023

NZDF HEADCOUNT



2096
Royal New Zealand Navy

4313
New Zealand Army

2379
Royal New Zealand Air Force

1759
Reserve Force
(Ready Reserve only)

3096
Civilian

GENDER

Regular Force and Civilian

74.8%
Male

25.2%
Female

ESTATE AND INFRASTRUCTURE FOOTPRINT



9
camps and bases

2
large training areas

4700
more than
4700 buildings

81,000
hectares

ROYAL NEW ZEALAND NAVY

New Zealand's physical location, geographical isolation and dependence on the maintenance of maritime trade routes and sea lines of communication make New Zealand a maritime nation. The Navy's people and ships respond to a range of situations and operational contexts such as maritime combat operations, search and rescue, underwater recovery, trade and resource protection, defence engagement, peacekeeping, and humanitarian assistance and disaster relief.

The Navy's projection, sustainment, presence and profile provide the Government with an important tool to respond quickly to emergency situations around New Zealand's 15,000 kilometre coastline, the Southern Ocean and into the Asia-Pacific region.

Devonport Naval Base



2096
Regular Force

112
Reserve Force
(Ready Reserve)

72.1%
Male

27.9%
Female



Released by the Minister of Defence

ROYAL NEW ZEALAND NAVY MAJOR CAPABILITIES



The two Anzac class frigates, HMNZS Te Kaha and HMNZS Te Mana are the main combat-capable ships of our Navy and play a vital role in protecting New Zealand, its exports, maritime resources and those of our allies. The frigates can combat simultaneous threats from the air, surface and subsurface, making them a vital component in maintaining regional security.



HMNZS Canterbury is a multi-role vessel with a primary mission to deploy personnel, vehicles and cargo using conventional port infrastructure or directly ship-to-shore using landing craft, boats or helicopter airlift. HMNZS Canterbury can accommodate 365 personnel and is regularly deployed to the Pacific for military exercises and operations including humanitarian aid and disaster relief.



The Navy's newest ship, HMNZS Aotearoa, provides global sustainment to New Zealand and coalition units, through resupply of ship and aviation fuel, dry goods, water, spare parts and ammunition. The ship can carry up to 22 twenty-foot shipping containers, high capacity fresh water generation plants (enough to produce 100,000 litres per day), self-defence systems, an SH-2G(I) Seasprite helicopter or NH90 helicopter.



HMNZS Manawanui provides the Navy with a modern and capable platform for diving and hydrographic specialists to embark and conduct specialised operations. Missions that the ship enables include coastal and harbour survey, underwater explosive disposal, underwater search and recovery and limited mine countermeasures. The ship can survey harbours and approaches prior to larger support ships landing, and can undertake salvage operations to find and recover submerged objects.



The SH-2G(I) Seasprite helicopter is operated by a three-person crew: a pilot, an observer who specialises in warfare as mission commander, and a helicopter loadmaster who directs utility operations. The Seasprite can embark on HMNZ Ships Te Kaha, Te Mana, Aotearoa, Canterbury, Wellington and Otago and are primarily used for anti-surface warfare, underwater warfare and maritime patrols and surveillance.



HMNZS Matataua consists of three specialist teams capable of providing small, deployable, mission-based detachments utilising a wide range of equipment, platforms and tools. It includes the military hydrographic group, the clearance diving group and logistics support group. Matataua is able to operate off HMNZS Manawanui, and are the divers, hydrographers and surveyors capable of going in before the main force to identify and contain any dangers that lie ahead.

THE NEW ZEALAND ARMY

The Army is a small yet modern, agile, light combat force that is regarded as world-class among our military partners and strategic stakeholders. The Army generates combat ready, multi-purpose land forces, trained and equipped to protect and defend New Zealanders and our national security interests.

The Army's land forces provide effective combat capabilities such as Special Forces, light infantry, light engineering, protected mobility, offensive support and reconnaissance and surveillance Force Elements task organised to meet a wide range of contingencies. Force Elements are complemented by combat service and support elements providing essential supply, distribution and sustainment of capability. Working alongside national, regional and international partners, the Army supports peace, stability and prosperity as directed by the Government.



4313
Regular Force

1492
Reserve Force
(Ready Reserve)

85%
Male

15%
Female

THE NEW ZEALAND ARMY MAJOR CAPABILITIES



The major capability of the New Zealand Army is its people which are primarily allocated to units as part of 1st (NZ) Brigade. This includes 1 Battalion Royal New Zealand Infantry Regiment (RNZIR), Queen Alexandra's Mounted Rifles, 2/1st Battalion RNZIR, 16 Field Regiment, 2nd Engineer Regiment, 1st Command Support Regiment, 2 Combat Service Support Battalion (CSSB) and 3 CSSB. Training and Doctrine Command oversees various aspects of training, while Joint Support Group commands areas such as the Deployable Health Organisation, Military Police and Force Health Organisation.



The NZLAV provides New Zealand with a world class vehicle capable of providing protected mobility to soldiers on the battlefield. It is highly mobile, and comes equipped with a lethal arsenal of weapons and systems making it an ideal vehicle for combat, security and peace support operations.



The newest vehicle into the Army's fleet, the armoured Bushmaster 5.5 is designed to provide high-level protection for our people against a range of threats in the contemporary environment, including peace and security operations and humanitarian and disaster responses. The fleet was designed especially for our use, with five variants allowing a range of tasks including mobile communications and command hubs, troop transport, and protected ambulances.



The Medium-Heavy Operational Vehicle (MHOV) fleet provides our Defence Force with enhanced levels of protection, payload capacity and a cross-country capability. The MHOV fleet has a mix of 4X4 - 6 tonne (HX60), 6X6 - 9 tonne (HX58) and 8X8 - 15 tonne (HX77) variants that can be fitted with communications and a machine gun for self defence. The fleet is fitted with a mix of Hiab cranes and self recovery winches.



Special Forces respond to high priority operations or threats, for which either the task or the environment precludes the use of conventional forces. They are highly capable, enabled by the wider Defence Force, to respond to threats to New Zealand and its interests and provide military special operations support to domestic, regional and global security situations. 1 NZ SAS Regiment, based in Papakura, Auckland, conduct strategic and tactical intelligence gathering, limited offensive operations, recovery operations and counter-terrorist operations.

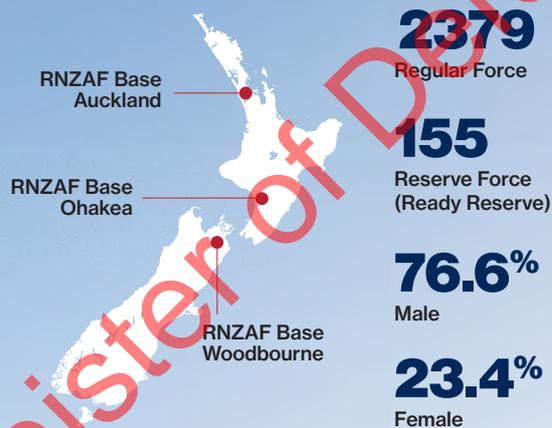


The Army is well-equipped with a range of modern weapon systems to help the Defence Force operate in diverse environments. Some of the firepower includes M107A1 Anti-Materiel Rifles, MRAD Sniper Rifles, Modular Assault Rifle System - Lights (MARS-L), Glock G17 Gen 4, Designated Marksman Weapon (DMW), Benelli M3 (NZ) Tactical Shotguns, MAG 58 - 7.62mm Machine Gun, L119, 105mm Light Gun, L16A2, 81mm Mortar, Javelin, Carl Gustaf M3 and 40mm Grenade Machine Gun.

ROYAL NEW ZEALAND AIR FORCE

The Air Force are highly trained and adaptable professionals who work with and deploy complex airborne and ground-based technologies. The Air Force trains and maintains aircrews at the directed state of readiness and provides air capabilities sufficient to sustain domestic requirements and deployed operations. Air domain capability includes fixed wing strategic and tactical lift and sustainment, rotary wing tactical battlefield lift, aeromedical evacuation, training and sustainment, space and enabling Base support infrastructure and operational support services.

The Air Force is equipped to protect New Zealanders interests, working closely with the Army and the Navy and other government and non-government agencies to respond quickly to situations at home and overseas.



ROYAL NEW ZEALAND AIR FORCE MAJOR CAPABILITIES



The Boeing P-8A Poseidon, the newest aircraft for the Air Force, conducts a range of tasks including aerial surveillance of New Zealand's areas of interest such as the Exclusive Economic Zone, the South Pacific and the Southern Ocean including Antarctica. Based at Base Ohakea and run by 5 Squadron, the fleet of four has contingency capability for tasks such as search and rescue, and support in the event of natural disasters.



The C-130H(NZ) Hercules aircraft has provided strategic and tactical airlift for the Air Force for decades. The fleet has flown in support of combat, peace-keeping, and humanitarian relief operations – from the cold of Antarctica one week to the heat of the tropics the next. Five Lockheed Martin C-130J-30 Super Hercules airlift aircraft are due to replace the current fleet in 2024.



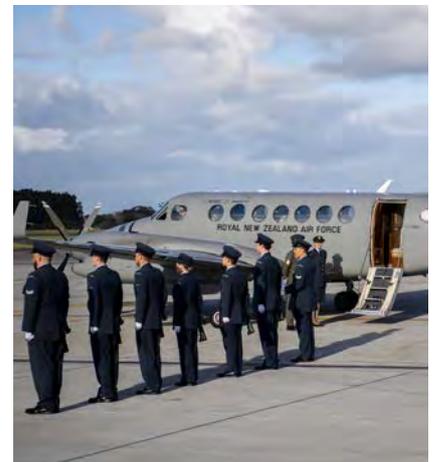
The eight NH90 helicopters provide tactical air mobility operations for the Defence Force, including support to special operations, casualty evacuation, and movement of troops and equipment. The NH90s, based at Base Ohakea and run by 3 Squadron, also provide a range of support services to government agencies, including search and rescue, police operations, disaster relief and counter-terrorism response.



The two Boeing 757-2K2, operated by 40 Squadron in Base Auckland, are capable of being operated in passenger and freight roles. The aircraft primarily provides strategic airlift to carry personnel and equipment globally in support of operations and deployments, and is also regularly used for the carriage of ministers and trade delegations around the world. They are crewed by two pilots and up to six cabin crew.



The five A109 Light Utility Helicopters are used as part of our training system that includes a virtual interactive procedural training and full flight simulator. This provides a comprehensive and cost-effective means of training aircrew prior to operational conversion on to the NH90 or Seasprite helicopters. Additional to the training role, the A109 is utilised in various operational tasks, including support to other government agencies, disaster relief and personnel transport.



The King Air 350 is a light, twin engine, fixed wing, commuter aircraft. It has been modified to allow the transport of nine passengers, air warfare training and sensor suite training. Air Warfare Officer training is conducted using airborne consoles and a mission management system installed in the cabin, and pilot training can be conducted in any of the three configurations. The T6C Texan II aircraft is also used to train pilots during the pilot 'wings' course. The training aims to deliver 15-20 qualified pilots and 8-10 flying instructors annually.

Released by the Minister of Defence

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OUR PEOPLE

NZDF people serve voluntarily on behalf of New Zealand and New Zealanders.

Members of the Armed Forces are not employees under the *State Sector Act 1988* – they serve under the *Defence Act 1990* and are not subject to New Zealand employment legislation. This creates special obligations on the NZDF and the Government to consider the unique interests of military personnel and the special relationship that service requires.

The *Defence Act 1990* gives the Chief of Defence Force the authority to direct those who volunteer to serve in the defence and protection of New Zealand into harm's way. In return, the Chief of Defence Force has a responsibility to care for and fairly reward and compensate uniformed personnel for their courage, comradeship, commitment, and integrity.

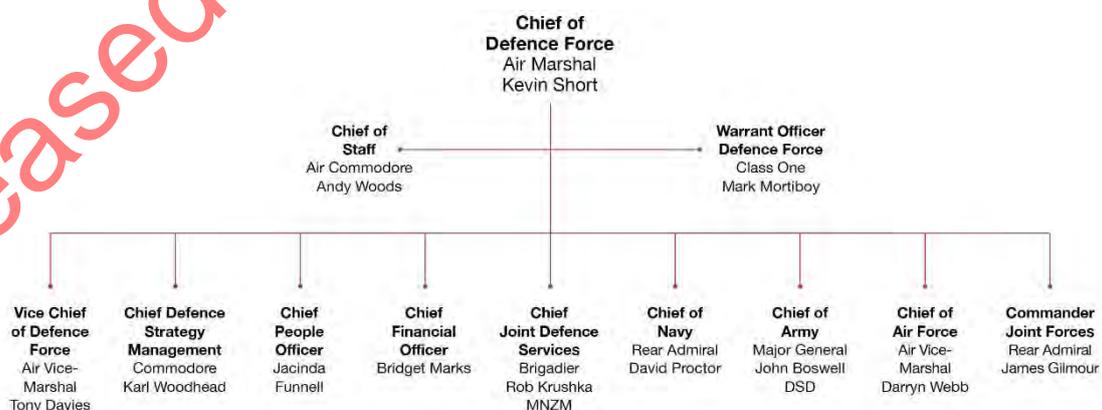
The NZDF comprises three Services; the Royal New Zealand Navy, the New Zealand Army and the Royal New Zealand Air Force, a reserve force and civilian staff. The NZDF is one of New Zealand's largest employers, and personnel are integral

members of local communities throughout the country.

NZDF personnel are extremely diverse and capable people trained in command, planning, leadership, operations, logistics support, and they participate in and support operational deployments, training and recruitment, both in New Zealand and overseas.

Service Chiefs are the professional heads of their respective Service, responsible for delivery of their Service activities to ensure their Force Elements are trained, equipped and prepared for operational employment. These activities prepare soldiers, sailors and aviators to operate in uncertain, complex and austere environments that can deteriorate without warning. While there are commonalities across the Services, each is optimised to meet the varied requirements of their environmental domain (air, land and maritime). Service Chiefs and the Commander Joint Forces New Zealand are the primary advisors to the Chief of Defence Force on matters relating to their respective domains.

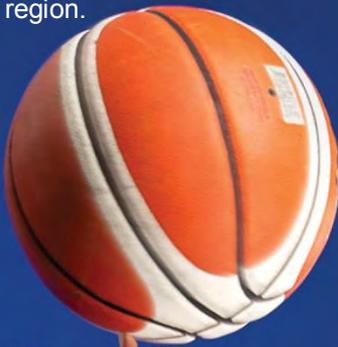
An organisation chart of the NZDF's senior leaders is below:



THE ROYAL NEW ZEALAND NAVY

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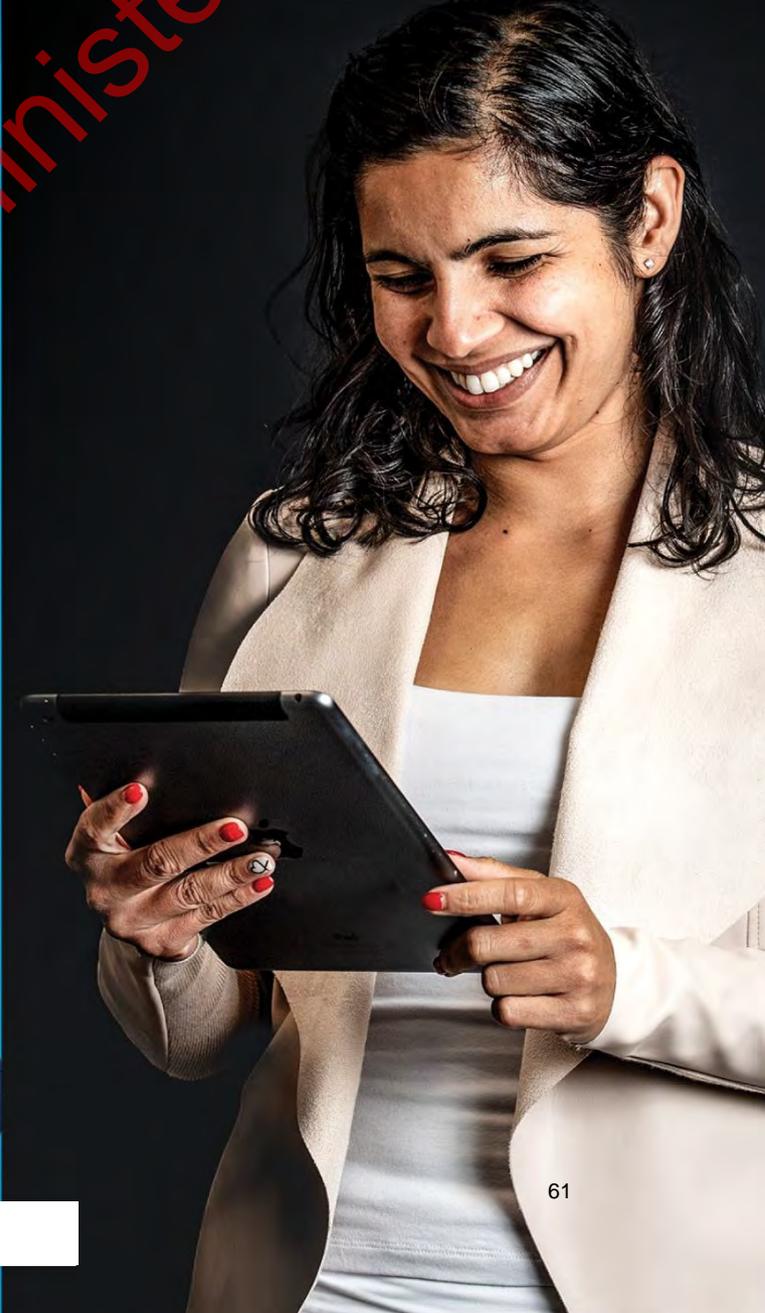


RESERVE FORCES

As well as full-time Regular Force personnel, the NZDF provides extra military capacity through the Reserves who work and train for the NZDF part-time (while carrying out a full-time civilian career or study). Reserves supplement the Regular Force by providing specialist roles and a contingent capability in the event of a large-scale or specialist military deployment. Reservists are required to be ready to step into a full-time military role at any time.

NZDF CIVILIAN PERSONNEL

NZDF civilian employees fill a wide range of non-military specialist and corporate roles including Legal Services, Logistics, Estate and Infrastructure, Defence Intelligence and Defence Digital. The wide variety of work they do supports and sustains an integrated, combat-ready defence force, and the effectiveness of operations. Many civilian personnel are ex-Regular Force or Reservists who assist with providing the continuity and resilience necessary to support an agile and adaptable force.



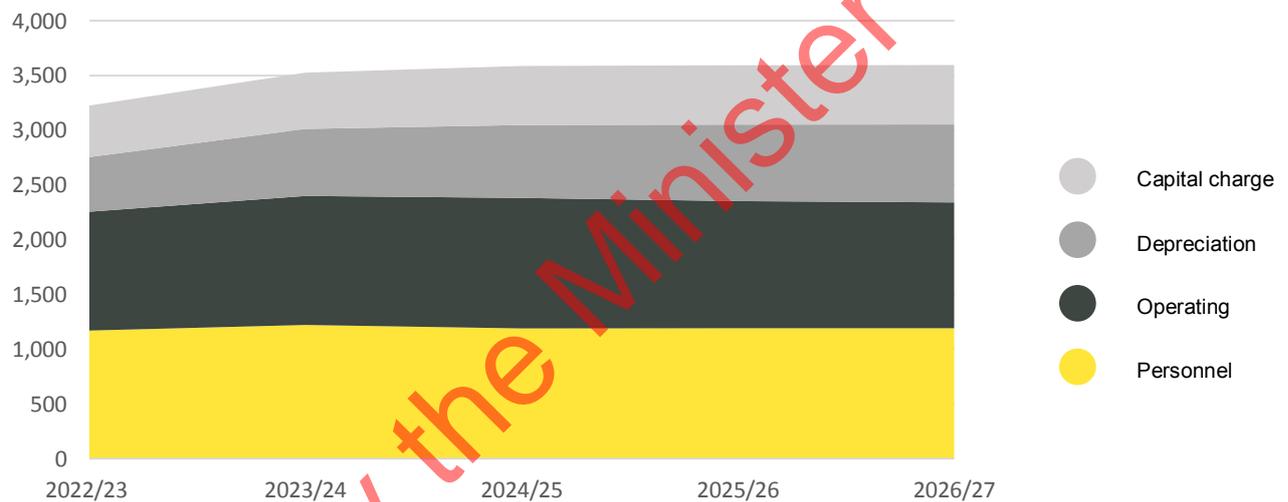
FUNDING THE NZDF

Vote Defence Force is administered by the NZDF and contains appropriations that are detailed in seven output classes.

The Vote Defence Force appropriations for the 2022/23 financial year include \$3.264 billion for Departmental Output Expenses and \$1.564 billion for Capital Expenditure. For the purposes of reporting Defence expenditure relative to GDP, NZDF includes Personnel and Direct Operating (e.g. activities, training, and maintenance) Expenditure within Output Expenses and Capital Expenditure. That expenditure appropriated for 2022/23 equates to 1.0% of GDP. The NZDF's operating model is characterised by comparatively low variable operating costs relative to its total baseline. Relatively small increases in operating funding result in higher asset utilisation and significant increases in activity. However, the model is fragile in the face of cost pressures, with consequentially negative impacts on activity levels and outputs.

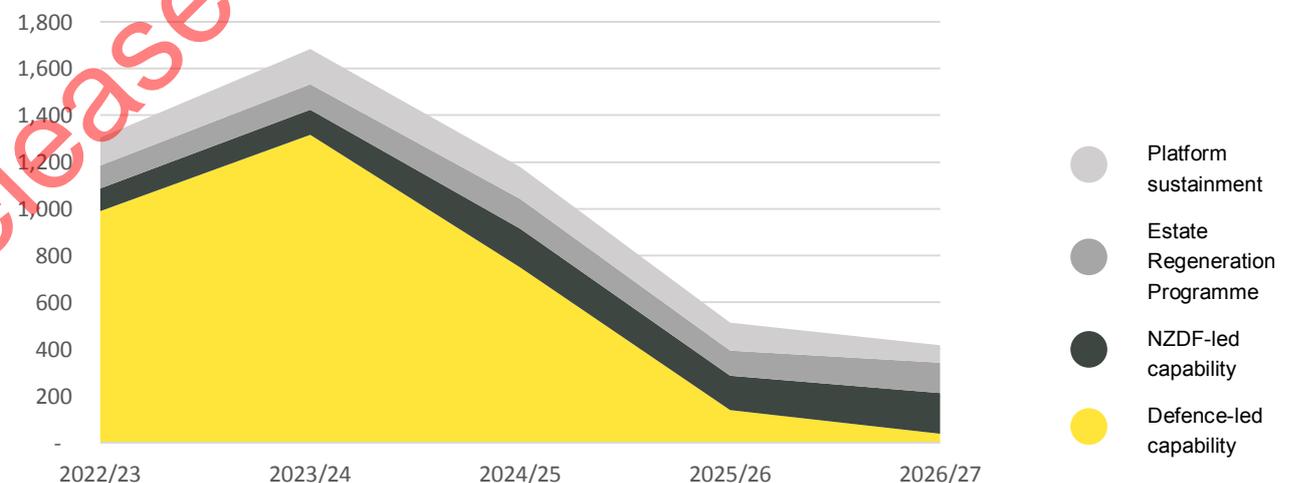
TOTAL DEPARTMENTAL EXPENDITURE

NZDF Operating Baseline as at Pre-Election Fiscal Update 2023 (\$M):



TOTAL CAPITAL EXPENDITURE

NZDF Capital Appropriation as at Pre-Election Update 2023 (\$M):



DEFENCE ATTACHÉ NETWORK

The NZDF maintains a network of Defence Attachés and Advisers (DAs) around the world. There are 16 DA resident posts, with non-resident accreditations to a further 31 countries and three organisations (the United Nations, North Atlantic Treaty Organisation and the European Union). DAs are the face of New Zealand's bilateral defence relationships overseas. They advocate for, and assist with, the implementation of defence relationships and provide military views on significant geostrategic events through diplomatic post reporting.

OPERATION RESPECT

People are the NZDF's most important asset and Operation RESPECT aims to prevent harmful sexual behaviour, discrimination, harassment and bullying within the NZDF, and to ensure that when this does occur systems and processes are in place to manage it effectively. These behaviours undermine the operational effectiveness of the NZDF and have no place in the organisation. The NZDF is engaged in a 20 year performance audit programme (biennially) with the Office of the Auditor General. The first audit was tabled in Parliament in March 2023. The report found progress had been made and more work is needed. Specifically required is the development of a clear strategy and a well-resourced programme to support organisation-wide efforts for Operation RESPECT to succeed. The strategy has been completed and resourcing the programme is underway.

GOVERNING THE NZDF

The NZDF delivers defence outputs and outcomes for New Zealanders in partnership with the Ministry of Defence and in accordance with the Defence Act

1990, the Veterans' Support Act 2014, and other regulations.

The command structure of the NZDF is a chain that emanates from the Crown through to the Chief of Defence Force, then branches out to the three Services; the Royal New Zealand Navy, the New Zealand Army and the Royal New Zealand Air Force, as well as Joint Forces New Zealand, the New Zealand Defence Force Headquarters, and other enabling functions. The NZDF Governance Framework supports the NZDF's strategic decision-making process.

The framework is made up of eight governance entities; six have decision-making authority, and two are advisory only. The purposes of the six governance committees that hold decision-making authority are listed below.

- The **Executive Committee** (EXCO) is chaired by CDF and provides executive-level governance, sets strategic direction and organisational policy, provides investment oversight, prioritises change initiatives, and governs other parts of the NZDF.
- The **Executive Health and Safety Committee** provides assurance to the NZDF that health, safety, and wellbeing matters are well managed, including due diligence obligations as set out in the Health and Safety at Work Act 2015.
- The **Organisation Committee**, chaired by the Chief Financial Officer, provides stewardship and integrated governance over organisational and strategic change programmes and projects in accordance with the NZDF Strategy. It provides advice to EXCO through a whole enterprise lens regarding projects, people, and organisational output performance measures.
- The **Outputs Committee** monitors the impact of strategic initiatives on the

delivery of Outputs 1 – 5 and assesses the performance achieved. It aims to enhance the effectiveness and efficiency of decision-making at the strategic level of the NZDF.

- The **Estate Investment Committee** provides performance monitoring, oversight and direction on behalf of EXCO regarding Defence Estate and Infrastructure's (DEI) portfolio of initiatives, and assurance that programmes of work being delivered through the Estate Investment Portfolio are in accordance with the NZDF's priorities.
- The **Information Communication and Technology (ICT) Governance Committee** provides oversight and direction on behalf of EXCO concerning the NZDF's enterprise-level ICT environment, portfolio of initiatives, and programmes of work being delivered in accordance with the NZDF's priorities.

The purposes of the two advisory committees are listed below.

- The **NZDF Advisory Board** provides strategic advice to CDF on specific issues. Chaired by an independent external member, the Board includes the NZDF's key leaders as well as independent external members, including the Secretary of Defence. It provides independent challenge to NZDF decision-making, and strengthens the NZDF's ability to set and implement organisational strategy.
- The **Risk and Assurance Committee** provides advice to the NZDF on the effectiveness of risk management and internal control systems, processes and activities across the NZDF. It has an external chairperson who also sits on the NZDF Advisory Board.

CDF and the Secretary of Defence also co-chair the **Capability Governance Board**, which provides ongoing assurance

that projects, programmes and the capital investment portfolio will deliver the expected outcomes and benefits.

GOVERNANCE ARRANGEMENTS WITH THE MINISTRY OF DEFENCE

In addition to the joint governance arrangements that are part of the Capability Management System, a joint **Defence Business Committee (DBC)** was established in 2013 to support work between the agencies on organisational and policy priorities. The DBC also considers work programmes in respect of audits and assessments of the defence system and International Defence Engagement Strategy.

STATUTORY AND NON-STATUTORY APPOINTMENTS

DEFENCE EMPLOYER SUPPORT COUNCIL

You are responsible for appointing the members of the **Territorial Employer Support Council (the Council)**. The Council was established under the Defence Act 1990 in order to promote service in the Territorial Forces and to advise the Minister on related matters. Ministerial approval was given in 2016 for the Council to operate and be referred to as the **Defence Employer Support Council (DESC)**.

The DESC consists of a Chair (currently Mr Bevan Killick), an NZDF representative (currently Chief of Army, Major General John Boswell) and up to eight appointed members. The DESC is independent of the NZDF and the Ministry, holding four meetings each year. It is actively working on the development of short and long term strategies for its operation.

The focus of the DESC is to:

- Engage with the employers of Reserve Force members and New Zealand Cadet Force officers.
- Advocate for pathways to civilian and military employment opportunities for members of the:
 - Limited Service Volunteer programme (partnered with the Ministry for Social Development).
 - Service Academy Programme (partnered with Ministry of Education).
 - New Zealand Cadet Forces.
- Advocate for bridges between Regular and volunteer military service in the Reserves by:
 - Recognising excellence in support of our Volunteer Reserves and Cadet Force members through the Minister's 'TOHU' Awards.
 - Fostering relationships with employers to identify potential NZDF opportunities where members with unique skills are needed by the NZDF.
- Carry out other functions as determined by the Minister (the DESC Terms of Reference are defined by the Minister of Defence).

VIET NAM VETERANS AND THEIR FAMILIES TRUST

You and the Minister for Veterans are jointly responsible for appointing the Chair of the Viet Nam Veterans and their Families Trust. The Royal New Zealand Returned Services' Association and the New Zealand Vietnam Veterans Association each appoint two trustees to the Trust. These trustees are people who served in Viet Nam or who are a family member of someone who has served. The Trust is administered by the Department of Internal Affairs.

The Trust was established to support New Zealand Viet Nam veterans or their family members, whether living in New Zealand or overseas, with expenses such as house repairs, installing home heating, or travel for getting to hospital appointments. The Trustees consider how grants will benefit the lives of veterans and their families.

YOUTH DEVELOPMENT

The NZDF supports youth development programmes in the community. Each year, approximately 180 qualified NZDF personnel drawn from the Regular Force, Reserves, and NZDF Civil Staff deliver development and training support to more than 5,000 youth trainees and cadets.

The NZDF has arrangements with the Ministry of Social Development, the Ministry of Education, and Blue Light Ventures delivering a range of positive youth and social intervention programmes in a safe and rewarding environment. Under the Defence Act 1990 the NZDF provides the New Zealand Cadet Forces with military style training and supervision in a disciplined environment.

LIMITED SERVICE VOLUNTEER SCHEME

The Limited Services Volunteer (LSV) Scheme is an intensive residential six-week training course established to help young people aged 18 -24 who are at risk of long-term unemployment. The course assists participants in gaining resilience, fitness and new skills. Sponsored and partly funded by the Ministry of Social Development and supported by the New Zealand Police, the programme utilises the expertise of NZDF personnel to encourage young people to find a pathway into employment or education. The LSV Scheme currently has the capacity to train up to 1200 voluntary trainees annually. Future plans include efforts to provide enhanced pathways for suitable LSV

graduates to be offered careers in the NZDF. This scheme is not part of the youth justice system and does not provide rehabilitative services. There is therefore an ongoing challenge to ensure the candidates for the LSV scheme do not require support services the NZDF is not suited or equipped to provide.

YOUTH LIFE SKILLS PROGRAMMES

The Skills Academy programme supports the Ministry of Education in delivering Service Academies within 29 secondary schools throughout New Zealand. The Service Academy Programme is aimed at 15 to 17 year old students who are at risk of disengaging or who have disengaged from school. The military-based programme helps students gain qualifications in preparation for the workforce, further education, or training. The NZDF provides leadership development and outdoors adventure-based training opportunities for Service Academies. Places are offered for up to 580 students a year.

BLUE LIGHT VENTURES

Blue Light Ventures is a charity sponsored by the NZ Police and partnered with allied organisations across the Pacific. The NZDF provides a range of team building courses and adventurous training support to up to 360 trainees per year.

MILITARY ASSISTANCE TRAINING TEAMS – YOUTH DEVELOPMENT UNIT

From time to time and at the invitation of authorised partner nations, the NZDF deploys small Youth Development teams to provide advice and support aimed at building host nation capacity. In the past the Mutual Assistance Training Team from the Youth Development Unit has deployed to the Cook Islands and Niue.

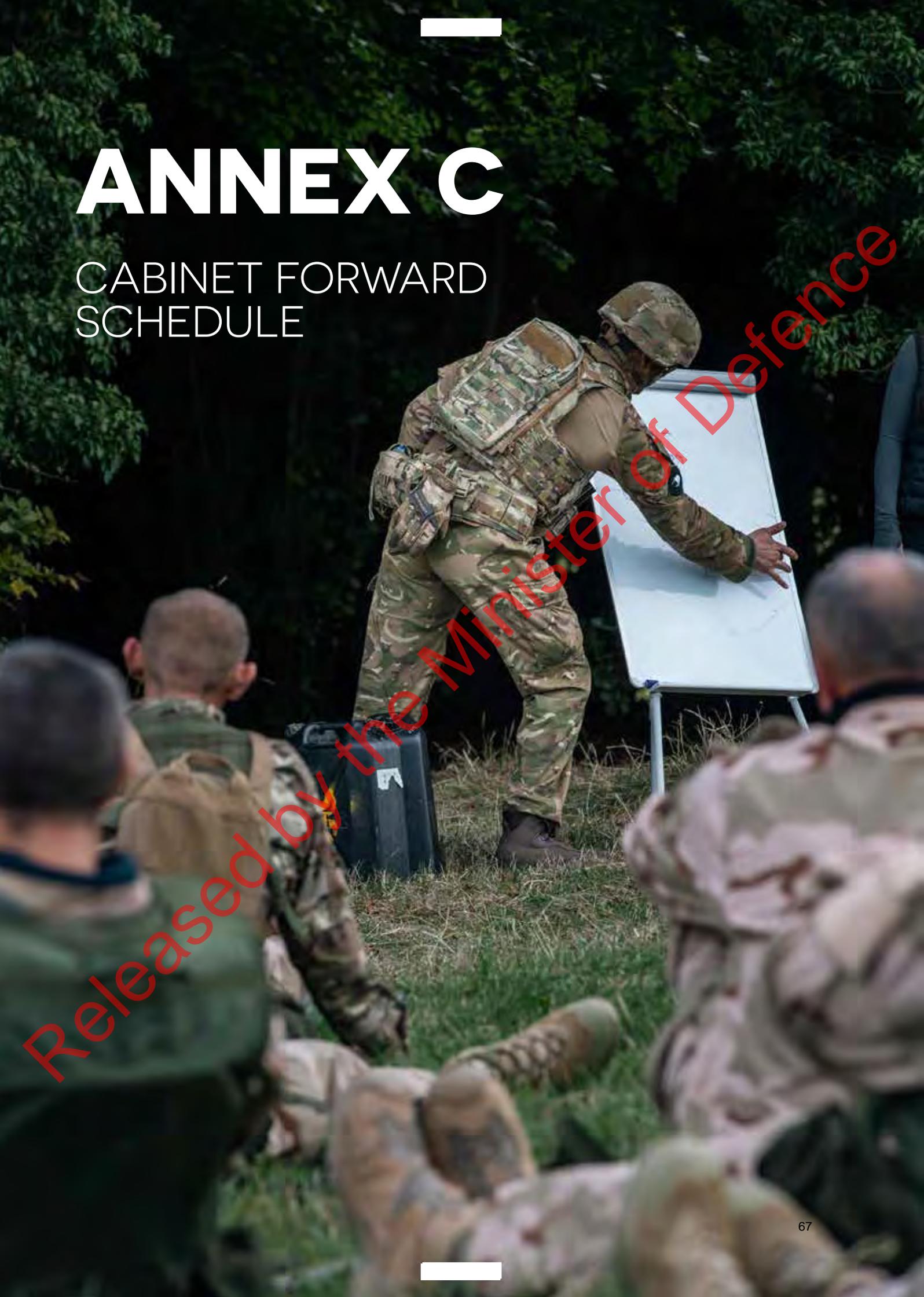
NEW ZEALAND CADET FORCES

The New Zealand Cadet Forces (NZCF) is the oldest and second largest youth organisation in New Zealand. The NZCF is a disciplined, uniformed organisation which provides military-based leadership, personal development and operational training to persons aged between 13 and 18 years old. There are currently 98 Cadet Units with approximately 3400 Cadets and a further 350 Adult Cadet Officers.

Through its three branches (Sea, Army and Air), the NZCF provides personnel with a three-year training curriculum, while a number of unit, area and national courses provide further experience and qualifications in specific training areas. Cadets learn a variety of skills, both practical and personal, which can have positive flow-on effects in other areas of their lives, from school to future employment.

ANNEX C

CABINET FORWARD SCHEDULE



CABINET FORWARD SCHEDULE

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ANNEX E

DEFENCE INDUSTRY



DEFENCE INDUSTRY

Defence industry is a key partner for the successful delivery and support of military capability.

Defence is forecast to spend around \$1.36 billion in capital and operating expenditure in 2023/24. The partnership this creates with industry is deep and wide-ranging. It includes the purchase of military equipment, long-term maintenance and support services, facilities management, personnel sustainment and training, and the supply of professional services.

Given the scale and complexity of many of Defence's larger capital investments, prime contractors tend to be international suppliers. However, in line with the Government Procurement Rules and the broader outcome to increase New Zealand business access to Crown procurement, including Māori and Pasifika businesses, Defence's focus is on providing opportunities for domestic suppliers to partner with prime contractors, either in the supply of components and engineering support or in the area of through-life maintenance and sustainment.

The **New Zealand Defence Industry Association** supports engagement between industry and Defence to improve commercial outcomes for the Ministry, the NZDF, other national security sector agencies and industry.

NEW ZEALAND DEFENCE INDUSTRY ADVISORY COUNCIL

The New Zealand Defence Industry Advisory Council is a non-statutory Ministerial advisory board comprising senior defence industry leaders.

Chaired by Greg Lowe (former Beca Group Chief Executive), its purpose is to:

- provide you with national and international defence industry advice

- encourage a strategic relationship between Defence and industry, and
- act as a conduit between Defence and industry on defence matters.

The Council also facilitates the annual Minister of Defence Awards of Excellence to Industry. Nominations for the 2023 awards are currently being sought. Early on in your term you will receive a submission for your consideration detailing proposed arrangements for an awards ceremony in early 2024.

ENGAGING WITH INDUSTRY

Engaging with industry was a key focus this year to inform the Defence Policy Review and will continue as the new Defence Capability Plan is developed. This engagement helped the Ministry gain valuable insights into the current challenges industry faces, potential solutions to those challenges, and opportunities for the future.

The Ministry launched a bespoke industry survey in March 2023 and received 100 responses on behalf of companies and industry bodies. In addition, 16 qualitative in-depth interviews were also undertaken by Kantar Public with key leaders in the Defence sector.

The research highlighted that industry was facing its own challenges, with shortages of skilled labour, supply chain issues and rising costs all having an impact.

The survey made clear that industry looks to the Defence Policy Review to clarify Defence's long-term investment pipeline, through a new Defence Capability Plan and the ability to engage throughout the procurement process.



ANNEX F

LEADERSHIP

DEFENCE HOUSE

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DEFENCE CHIEF EXECUTIVES



Secretary of Defence
Andrew Bridgman

Andrew Bridgman became the Secretary of Defence and Chief Executive of the Ministry of Defence on 1 July 2019.

Before becoming Secretary of Defence, Andrew was the Chief Executive and Secretary for Justice, commencing that role in August 2011.

Andrew was previously the Deputy Chief Executive, Ministry of Health from 2007 and from August 2010 to January 2011, was the Acting Chief Executive and Director-General of Health.

Prior to joining the Ministry of Health, Andrew was Deputy Secretary, Policy and Legal Group, Ministry of Justice. Andrew began his career in the Public Service in 1991 as a Senior Solicitor in the Ministry of Māori Development. He has a Bachelor of Laws Degree from Victoria University of Wellington and worked as a Solicitor in Rudd Watt and Stone (now Minter Ellison).

Andrew has led substantial change management programmes in large, complex departments and has been responsible for developing justice policy and advice to Ministers on matters relating to criminal justice and crime prevention, constitutional law, human rights and public and commercial law.



Chief of Defence Force
Air Marshal Kevin Short

Air Marshal Kevin Short joined the Royal New Zealand Air Force in 1976 as a General Duties Navigator. In his early career Air Marshal Short was employed on No 5 Squadron completing duties as a Navigator, Tactical Coordinator, and Aircraft Captain, and accumulated over 5,000 flying hours primarily on the Lockheed P-3K Orion aircraft. Whilst on No 5 Squadron he held the positions of Navigator Leader, Deployment Commander, and Operations Flight Commander. In 1987 Air Marshal Short attended the General Duties Aero Systems Course at Royal Air Force Cranwell, and in 1991 attended No 32 Staff Course at the RNZAF Command and Staff College. In 1999 he attended the USAF Air War College in Alabama, USA.

Air Marshal Short has filled a range of senior command and representational appointments and in 2003 he took up the position of Officer Commanding No 485 Wing, RNZAF Base Auckland, with responsibility for the RNZAF Operational Force Elements. In 2006 he served as Senior National Officer and Commander of the NZ Provincial Reconstruction Team (Rotation 9), Bamyán, Afghanistan.

In June 2007 Air Marshal Short was appointed Assistant Chief Development in HQNZDF on promotion to the rank of Air Commodore, and in 2009 took up the appointment of Assistant Chief Strategic Commitments and Intelligence. In 2011 he was posted as Deputy Chief of Air Force and in 2013 assumed the appointment of Commander Joint Forces New Zealand in the rank of Air Vice-Marshal. Air Marshal Short was appointed as Vice Chief of the New Zealand Defence Force in 2014, and became Chief of Defence Force on 1 July 2018.

MINISTRY OF DEFENCE LEADERSHIP TEAM



Deputy Secretary, Capability Delivery
Sarah Minson

Sarah Minson is Deputy Secretary Capability Delivery. She has over 20 years' experience in the management of large projects. Sarah joined the Ministry of Defence in 2018 and spent three years leading the combat systems upgrade programme for New Zealand's two ANZAC class frigates. She then took on the role of Director Air Domain with responsibility for several large capability projects including the purchase and introduction into service of the P-8A Poseidons and the C-130J Hercules fleets.

Prior to joining Ministry of Defence, Sarah spent 13 years working for Statistics NZ and spent majority of her time on the 5 yearly Population Census. Sarah has significant experience leading software and data related programmes. She holds a Bachelor of Arts (Hons) and a Bachelor of Commerce from Canterbury University, NZ.



Deputy Secretary, Strategy Management and Assessment
Anton Youngman

Anton joined the Ministry of Defence as Deputy Secretary Strategy Management and Assessment in November 2022. Prior to this he was the General Manager, Sector Insights at the Ministry of Justice, where he was responsible for performance reporting, data analytics, research, and evaluation across the justice sector and judiciary.

Anton was previously a Strategy Consultant for eight years and before that was part of the International (mathematical) Modelling branch of the UK's Department for Environment, working closely with the European Commission and the OECD on international tariffs and subsidies. Anton has a BSc (Hons) from Cardiff University in Mathematics and Statistics and a MSc from Southampton University in Operational Research.



Deputy Secretary, Defence Policy and Planning
Richard Schmidt

Richard Schmidt joined the Ministry as Deputy Secretary Defence Policy and Planning in February 2023. Richard is an experienced public servant who most recently worked in the Policy Advisory Group at the Department of the Prime Minister and Cabinet from 2017, providing advice to the Prime Minister on a variety of portfolios including Defence, Police, Immigration, Customs and Corrections. His work has included firearms reform, COVID-19 border settings, and Reconnecting New Zealand. Prior to that he was the General Manager Criminal Justice Policy at the Ministry of Justice, leading work on domestic and international criminal justice policy.

Prior to his work at the Ministry of Justice, Richard worked for several years in the Health sector, including on the Board of a Primary Health Organisation, in senior roles at Hutt Valley and Wairarapa District Health Boards, and in a variety of functions at the Ministry of Health. Before to joining the public service in 2005, Richard worked in private legal practice for seven years, mainly in property, finance and commercial law. He holds an LLB (Hons) from Canterbury University and is a qualified lawyer.



Chief Financial Officer
Pasanka Wickremasinghe

Pasanka Wickremasinghe was appointed Chief Financial Officer in August 2017. Pasanka is responsible for providing financial services and advice to the Ministry to ensure prudent fiscal management and finance operations of the Ministry. Pasanka previously worked at Chorus Ltd as a Manager in Capital Investment and Performance and was responsible for the financial planning, forecasting and management of Chorus's capital programme.

Pasanka has also worked in the United Kingdom, where he held a number of senior finance roles for the NHS Lambeth, one of the largest healthcare service providers and commissioners of healthcare in the UK. At Audit NZ, Pasanka worked with a number of government agencies and provided specialist assurance services in the areas of governance, risk, contracts and project management. Pasanka holds degrees from Victoria University and is a Chartered Accountant.



Deputy Secretary, Governance, People and Executive Services
Mel Childs

Mel Childs is on a long-term secondment to the Ministry from the New Zealand Defence Force and assumed the role of Deputy Secretary Governance, People and Executive Services in May 2023. Mel has over 27 years' experience as an Army Officer, working in a range of leadership roles across operations, training, capability, output assurance and strategic engagement.

Mel has deployed operationally over the course of her career and most recently led the NZDF response to Cyclone Gabrielle 2023. Mel previously completed a successful secondment to the Ministry of Business, Innovation and Employment (MBIE) as the Director of Operations, Managed Isolation and Quarantine in 2021. She has significant experience in collaboration and provision of advice in both the national and international whole of government sectors.

Mel holds a Bachelor of Business Studies (Human Resource Management) from Massey University, and a Masters in Arts in Strategy and Management from the University of New South Wales.

Released by the Ministry of Defence



**Chief People Advisor
Melissa Thorn**

Melissa Thorn is the Ministry's Chief People Officer. Melissa brings a unique perspective to the Chief People Advisor. In addition to Human Resources, she has a background of more than 20 years as a public servant working in a range of roles across operations management, project management, and regulatory and assurance functions. For ten years prior to joining the Ministry Melissa was self-employed as a change management and HR specialist in both consultancy and contracting roles. She has worked on the largest restructure in the public sector, has consulted in the not for profit and private, and has run a small business.

Melissa has considerable experience providing advice and support to Chief Executives and senior management teams across numerous public sector organisations such as the Ministry of Business, Innovation and Employment, the Ministry for Primary Industries, Statistics New Zealand, Department of Internal Affairs, Ministry of Foreign Affairs and Trade, and Capital and Coast and Hutt Valley District Health Boards.



**Assistant Secretary, Capability Delivery
Dr Huntley Wright**

Huntley is the Assistant Secretary Capability Delivery at the Ministry of Defence. Huntley joined the Ministry in 2011 as an Analyst in the International Branch. Since then, he has worked in a variety of policy and capability management roles, including as the Director of Development Branch, Private Secretary to the Minister of Defence and on the Defence White Paper 2010. In 2013, Huntley had a leadership role on the Defence Mid-Point Rebalancing Review which balanced the Government's defence policy, the capabilities required to deliver that policy, and funding.

As Assistant Secretary Capability Delivery, Huntley oversees the practice management and standard setting functions of the Division, including risk management, contracting, commercial policy and specialist advice. He also has a number of project governance roles. Prior to joining the Ministry, Huntley was a lecturer in History and Politics at the University of South Pacific in Fiji.

NEW ZEALAND DEFENCE FORCE LEADERSHIP TEAM



Vice Chief of Defence Force
Air Vice-Marshal Tony Davies, MNZM

Air Vice-Marshal Tony Davies was born in Whangārei in 1966. He joined the Royal New Zealand Air Force in 1984 as a trainee pilot and has since amassed 7,000 flying hours in the Air Transport and instructor roles on Airtrainer, Andover, Hercules, and Boeing 727 and 757 aircraft.

Early in his flying career, Air Vice-Marshal Davies deployed to the Middle East, flying Hercules missions in the Gulf War as part of the coalition to liberate Kuwait. He has since held command appointments at No. 40 Squadron, No. 485 Wing, and was the New Zealand Defence Force Air Component Commander. His staff appointments include RNZAF personnel and career management, Headquarters Joint Forces New Zealand, head of RNZAF Capability, and head of NZDF Strategic Commitments and Intelligence Branch.

Air Vice-Marshal Davies is a graduate of the United States Air Force Air Command and Staff Course at Maxwell Air Force Base, Alabama in 2000, and the Royal College of Defence Studies in London in 2013. Promoted to his current rank in 2016, Air Vice Marshal Davies served as the Chief of Air Force until 2018 when he was appointed as the Vice Chief of Defence Force.

Air Vice-Marshal Davies is an advocate for enhancing diversity in the NZDF, and promoting innovation, empowerment and leadership, particularly at junior levels. He has been a member of the NZDF Board and Executive Committee since 2016 and sits on committees within the New Zealand national security sector.

Air Vice-Marshal Davies was appointed a Member of the New Zealand Order of Merit for his role in the 1998 mid-winter Hercules mission to evacuate a critically ill patient from Antarctica.



Chief of Navy
Rear Admiral David Proctor

Rear Admiral David Proctor was born in Napier and joined the Royal New Zealand Navy as a Midshipman in January 1987. Rear Admiral Proctor assumed the role of Chief of Navy in November 2018 following numerous senior positions within the New Zealand Defence Force, including Deputy Commander Joint Forces New Zealand and Acting Vice Chief of Defence Force.

Rear Admiral Proctor's operational service includes a deployment to the Solomon Islands and appointment as the Chief of Logistics and New Zealand National Officer of United Nations Mission in Support of East Timor. Rear Admiral Proctor has held a number of senior capability development and logistics posts during his career, including multiple appointments at sea and overseas. After his promotion to Commodore and appointment to Commander Logistics in December 2015, Rear Admiral Proctor was posted at short notice in March 2017 to the position of Chief of Defence Strategy and Governance.

Rear Admiral Proctor has a Masters in Management (Defence Studies), a Masters in Politics and Policy, and is a graduate and fellow of the Centre for Defence Strategic Studies (Canberra). He is a member of the New Zealand Institute of Directors and is a Board member and Trustee with the Sir Peter Blake Trust.



Chief of Army
Major General John Boswell DSD

Major General Boswell was appointed Chief of Army in September 2018. He enlisted into the New Zealand Army in 1984 and graduated from the Officer Cadet School of New Zealand in 1985 into the Royal New Zealand Infantry Regiment in the rank of Second Lieutenant. Major General Boswell has undertaken a range of regimental, staff and training appointments including postings as the Chief Instructor of Combat School, Director Army Training, and as Military Assistant at the New Zealand High Commission in London.

As a senior officer Major General Boswell has held a variety of appointments including Head of Strategy Management (Army), Acting Deputy Chief of Army, and the Chief Staff Officer - Joint Plans at Headquarters Joint Forces New Zealand. In 2016 he was posted to Defence Headquarters as the Assistant Chief Strategic Commitments and Engagements, and in 2018 assumed the role of the Land Component Commander.

Major General Boswell has deployed on operations with the United Nations in Angola, East Timor and to the Middle East. He deployed to Afghanistan in April 2010 as the Senior National Officer and Commanding Officer of the New Zealand Provincial Reconstruction Team. Major General Boswell was subsequently awarded the Distinguished Service Decoration in recognition of his service in Afghanistan. Major General Boswell is a graduate of the Australian Command and Staff College and the National Defence College of India.



Acting Chief of Air Force
Air Vice-Marshal Darryn Webb, MNZM

Air Vice-Marshal Darryn Webb joined the Royal New Zealand Air Force in 1990 as a pilot. During his flying career he had an operational tour on the Andover, three operational tours on the C-130 Hercules and an exchange with the Royal Australian Air Force. His flying career included a tour as a flying instructor, operational tours to Somalia, Antarctica, East Timor, Afghanistan and Iraq. He has commanded operations in the Middle East and was Detachment Commander for the RNZAF response to the 2004 Boxing Day tsunami. His flying career concluded with tours as Commanding Officer of RNZAF Flying Training and Number 40 SQN.

Throughout his career Air Vice-Marshal Webb has held a range of operational and strategic positions. These include Officer Commanding 488 Wing and Senior Commander of RNZAF Base Ohakea, Deputy Chief of Air Force, Air Component Commander, Assistant Chief of Capability, and Assistant Chief of Defence for Strategic Commitments and Engagements.

In 2020, Air Vice-Marshal Webb completed a secondment with the All-of-Government response to COVID-19 as Head of Managed Isolation and Quarantine responsible for the operational management of 32 isolation and quarantine facilities across New Zealand. He was subsequently appointed as a Member of the New Zealand Order of Merit.

Air Vice-Marshal Webb has a Master of Strategic Studies from Deakin University.

Air Vice-Marshal Webb was appointed Acting Chief of Air Force in October 2023 and Te Kawa Mataaho Public Service Commission will undertake a full recruitment process for the substantive Chief of Air Force in 2024.



**Commander Joint Forces New Zealand
Rear Admiral James Gilmour**

Rear Admiral Gilmour's 33 year career has included: ship navigation, helicopter aviation, senior staff appointments, major fleet unit command, Deputy Maritime Component Commander, senior staff training, directorship of New Zealand Defence Force capability delivery, Maritime Component Commander, and most recently; Chief of Defence Strategy Management. After his time in command of the Naval Support Squadron, Rear Admiral Gilmour was posted to Naval Headquarters where he assumed the duties of: Director of Naval Capability Requirements and Director Naval Aviation. During this period he was heavily involved with Project Protector, which ultimately saw the introduction to service of seven new ships in the RNZN including HMNZS Canterbury.

Rear Admiral Gilmour commanded the Canterbury for two and a half years where he oversaw the introduction to service of the ship's amphibious and aviation capabilities. During this time Canterbury was involved in several humanitarian and disaster relief operations including the Samoan Tsunami Relief and the response operation to the Canterbury earthquake in 2011. He completed tertiary studies at the Australian Defence Force Centre for Defence and Strategic Studies in 2014 before taking up the role of Director of Programme Delivery in 2015. Rear Admiral Gilmour assumed the role of Maritime Component Commander in 2016 until 2018 when he assumed the role of Chief of Defence Strategy Management. In November 2018 he was appointed to the role of Commander Joint Forces New Zealand.



**Chief Joint Defence Services
Brigadier Rob Krushka, MNZM**

Brigadier Rob Krushka enlisted into the New Zealand Army in January 1989 and underwent officer training at the Officer Cadet School (NZ), Waiouru. He graduated in December 1989 into the Royal New Zealand Corps of Transport, and over the next twelve years undertook a number of regimental appointments; including a tour of duty in Antarctica as a Detachment Commander and a deployment to East Timor, with the 4th New Zealand Battalion Group, as the Officer Commanding Combat Services Support Company.

In 2004 Brigadier Krushka was posted to Headquarters Joint Operations Command in Sydney as the Staff Officer Grade Two Logistics Operations and Plans. He was then appointed Assistant Military Secretary followed by a posting to Headquarters Joint Forces New Zealand. In April 2011 Brigadier Krushka deployed to Iraq as a United Nations Military Advisor and on return to New Zealand he assumed the appointment of Military Secretary, Army General Staff). He was promoted to Brigadier in March 2017 and appointed Commander Logistics, Defence Logistics Command.

Brigadier Krushka holds a Graduate Certificate in Supply Chain Management, Post Graduate Diploma in Arts (Distinction), Master of Business Administration and a Master of Science in National Resource Strategy (Distinction).

In March 2006 Brigadier Krushka was awarded an Australian Defence Force Deputy Chief of Joint Operations Commendation for his role in ADF support to the 2004 Boxing Day Tsunami and in June 2006 he was appointed as a Member of the New Zealand Order of Merit.

He assumed his current appointment as Chief Joint Defence Services in November 2019.



**Chief People Officer
Jacinda Funnell**

Jacinda Funnell joined the NZDF as Chief People Officer in February 2023 from her role as Deputy Chief Executive People and Capability for the New Zealand Customs Service.

Jacinda has over 25 years' experience in the public sector. She previously worked in the Ministries of Defence and Transport, in a variety of roles, including private secretary to the Minister of Defence and in the Australian Department of Defence on secondment. She has represented New Zealand at international defence and transport fora.



**Chief Financial Officer
Bridget Marks**

Bridget Marks was appointed Chief Financial Officer in 2018. Bridget joined the NZDF in 2012 in the senior finance role, Finance Manager Headquarters, promoted to the Deputy Chief Financial Officer in 2015. Prior to this, Bridget spent 16 years with Deloitte in various roles providing financial services to both public and private sector clients. Bridget is a graduate of Victoria University of Wellington with a Bachelor of Commerce, and has a Diploma of Chartered Accounting. Bridget is a member of Chartered Accountants Australia and New Zealand and is also a graduate of the Australian Centre for Defence and Strategic Studies. Bridget holds a Master's degree in Business Administration.



**Chief Defence Strategy Management
Commodore Karl Woodhead, MNZM**

Commodore Karl Woodhead joined the Royal New Zealand Navy in 1990, later qualifying as a Warfare Officer of the Watch. Karl served in several frigates and a variety of other vessels, in addition to periods in command of patrol craft. Operational deployments include the Persian Gulf; the Multinational Force and Observers in Egypt; the Solomon Islands; Afghanistan; and most recently, Bahrain as Deputy Commander of a counter piracy task force. Mid-career roles included Construction Engineering Manager, Director of Navy Strategy, and command of the NZ Defence Support Unit (South East Asia) in Singapore. Karl continued to roles in a Defence review, Inspector General (Navy), and Director of Strategic Engagement (Navy). Senior roles followed as the Assistant Chief of Navy (Strategy and Engagement), Project Director for an organisational review, Director of Capability Portfolio Planning, Acting Assistant Chief of Capability, and Director of Strategic Commitments.

Karl holds a Bachelor of Planning degree from Auckland, a Post Graduate Diploma in International Security and Strategy (Distinction) from King's College London, an MBA (Distinction) from Massey, and is a graduate of the UK's Royal College of Defence Studies. Karl was made an Additional Member of the New Zealand Order of Merit in 2005 in recognition of service in Afghanistan, and was awarded a Chief of Defence Force commendation in 2019 for his contributions to strategic management.

In 2022 Karl was promoted to Commodore and appointed as Chief of Defence Strategy Management.



Chief of Staff

Air Commodore Andy Woods, MNZM

Air Commodore Andy Woods joined the Royal New Zealand Air Force as a University Officer Cadet, graduating from the University of Canterbury with a Bachelor of Engineering degree with Honours, and undertaking specialist military aeronautical engineering training at the Royal Air Force College, Cranwell, in the United Kingdom. In his early career Air Commodore Woods held a number of engineering and maintenance flight commander positions, qualified as a military parachutist, and was seconded for three years to the Royal Australian Air Force.

AIRCDRE Woods' career as an Engineering Officer saw him rise to be Commander of the RNZAF Logistics Group, RNZAF Chief Engineer, and the New Zealand Defence Force Technical Airworthiness Authority. Through this period he was heavily involved in the project engineering and certification of a range of major capability projects including the P-3K2 Orion and C-130H (NZ) Hercules upgrades, and the acquisition of the NH90 and A109 helicopters.

AIRCDRE Woods was named a Member of the New Zealand Order of Merit (MNZM) in the 2006 New Year's Honours List.

In 2014 Air Commodore Woods became the Deputy Chief of Air Force, and later became the first Chief of Defence Strategy and Governance for the New Zealand Defence Force where he was responsible to the Chief of Defence Force for delivering a pan-NZDF strategy and accompanying plans that drove the NZDF as a single, coherent, organisation.

In September 2018, Air Commodore Woods was appointed to his current position as Chief of Staff for Headquarters New Zealand Defence Force (HQNZDF) where he provides strategic advice to the Chief of Defence Force, support to the Minister of Defence, and coordinates the operation of HQNZDF.



Warrant Officer of Defence Force

Warrant Officer Class One Mark Mortiboy

Warrant Officer Class One Mark Mortiboy enlisted in the New Zealand Army Regular Force in February 1982 as a Rifleman, RNZIR. In 1993 WO1 Mortiboy was posted to 1NZSAS Group and subsequently promoted to Sergeant. In 1998 WO1 Mortiboy was posted to Trade Training School, Trentham, Wellington, as a Transport Wing Instructor and subsequently performed the Wing Warrant Officer appointment.

In 2008 WO1 Mortiboy was posted to the appointment of Master Driver (Army) within the newly established Capability Staff at Army General Staff, Trentham, Wellington. WO1 Mortiboy was appointed as New Zealand's 14th Sergeant Major of the Army with effect 3 February 2014. In 2017 he was posted to Defence Intelligence as the Senior Enlisted Leader prior to deploying later that year to Afghanistan in a new role developing Army NCO Leadership. WO1 Mortiboy was appointed as the Warrant Officer of the Defence Force with effect 1 July 2018.

WO1 Mortiboy was awarded the Distinguished Service Decoration in the 2008 New Year's Honours, the Meritorious Service Medal in 2013 and the US Army Commendation Medal in 2018.

WO1 Mortiboy is a graduate of the UK Defence School of Transport, Master Driver Course, and the NZ Command and Staff College Joint Warrant Officer Advanced Course (JWOAC). WO1 Mortiboy holds a MSc (Leadership and Management) from Portsmouth University. He holds a Diploma in Adult Education and Training, and National Certificates in Business (1st line Management) and Workplace Assessment.

Released by the Minister of Defence