



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

DEFENCE ESTATE REGENERATION IMPLEMENTATION PLAN

2019 - 2035

27 May 2019 (V0.9)

**A FORCE FOR
NEW ZEALAND**

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1. Introduction

This Defence Estate Regeneration Implementation Plan (the Implementation Plan) sets the process for the implementation of the regeneration of the New Zealand Defence Estate (the Estate). It provides the project delivery sequence aligned to the capital investment profile and to Defence Capability requirements for the next five years to 2024 and the indicative project delivery sequence to 2035.

This document supports, and should be read in conjunction with, the Defence Estate Regeneration Portfolio Business Case 2019-2035 (the 2019 Plan).

This Implementation Plan and the associated project delivery sequence will be updated annually. This will allow alignment with budget processes and available cash-flow, and reflect updated projects or new estate requirements, of the New Zealand Defence Force (the Defence Force).

The Defence Force is committed to delivering the objectives of Estate Regeneration, working to realise the vision for the Estate of:

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

1.1. Context and prior decisions

Strategic programmes

Estate Regeneration has been structured around the delivery of Estate Strategic Programmes to facilitate closer alignment with capability while preserving regeneration investment priorities. The Strategic Programmes are defined as grouped services or assets that have been considered together to maximize economies of scale in development, or to provide for efficiencies and enhanced effectiveness through commercial arrangements and delivery approaches (Appendix A refers).

Each Strategic Programme will have an Implementation List (list of projects and project sequence) produced as part of an Implementation Business Case. These project lists will be incorporated into the overall Estate Regeneration Implementation Plan as part of its annual update.

This Implementation Plan includes current known projects associated with Strategic Programmes. As work is progressed to bundle projects, this will be reflected in future annual Implementation Plan updates.

Capital investment profile

The project delivery sequence is dependent on annual capital cash flow set through annual Budget processes. The current Estate Regeneration capital investment profile (Figure 1 and Table 1 refer) is made up of Estate Strategic Programmes as well as identified Capability linked projects. The numbers presented reflect inputs as at December 2018.

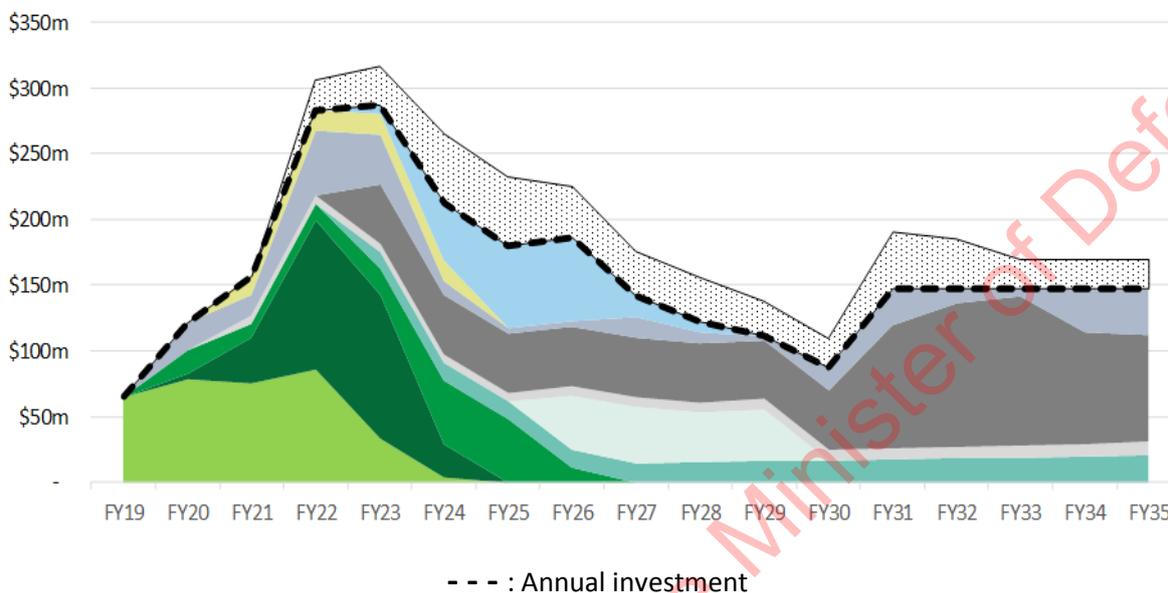


Figure 1: Estate Regeneration capital expenditure profile (2019 Plan)

Table 1: Priority list of capital expenditure as detailed at Annex A.

Prioritised Programmes		Key (\$'s to 2035)
1	Approved Projects	\$422M
2	Air Surveillance Maritime Patrol (P-8A)	\$288M
3	Consolidated Logistics Project	\$169M
4	Horizontal Infrastructure	\$209M
5	Accommodation Messing and Dining Modernisation	\$161M
6	Rolling Replacement Programmes	\$116M
7	Planned Projects	\$842M
8	Capability Linked Projects	\$301M
9	Housing (Ohakea)	\$ 61M
10	Consolidated Learning Programme	\$200M
11	Regional Facilities	-
-	Portfolio Contingency	\$461M

2. Project Sequencing

The sequencing (and subsequent project delivery) of projects is dependent on the certainty and availability of annual capital cash-flow. Annual refreshes of the project sequence will be influenced by the relative importance of new projects and available resourcing capacity (internal and external) considerations. Project sequencing will be set against a three to four year investment profile to provide certainty and stability for project delivery and for giving forward visibility to industry.

The project sequence in this Implementation Plan is generated using an approved Multi-Criteria Decision Analysis (MCDA), which is aligned to funding. The MCDA uses asset data and project-related criteria parameters (Appendix B refers) to sequence projects. Other influencing factors that can flex the project sequence, as they can constrain phasing opportunities, include:

- **Defence Outputs:** The operational outputs of the Defence Force cannot be compromised i.e. the day-to-day functionality of the Estate has to continue to support Defence outputs; and
- **'Brownfield' sites:** Redevelopment works are generally undertaken on brownfield sites, therefore construction often has to be planned around or compromised by the prior clearance of existing buildings or infrastructure to provide sites for the new development. This also affects existing services (power, water, drainage, etc.) which, due to their age and capacity, often have to take precedence to a project's start.

The final sequence is then socialised with key stakeholders (single Services, Portfolio Branch heads and Ministry of Defence) to ensure alignment with key Government and Defence Force priorities.

The indicative programme of projects for the periods 2019–2024 and 2025–2035 are provided in the following sub-sections 3.1 and 3.2. The Rough Order of Cost boundaries provided for these projects are intended to indicate a broad margin of cost expectation per project. **It is not a funding appropriation, a funding limit, and nor does it indicate that the maximum number could be a baseline of funds provided. No funds have been assigned to these projects until an Approval To Commit Funds status has been approved.**

A description of projects, as sequenced for funding, for projects to 2024, is provided at Appendix C.

2.1. Indicative programme 2019-2024

Key	
Planning and Design	
Construction	

The following table lists the indicative programme including the delivery status of approved projects above \$500,000 (as at December 2018). A further 82 projects with a value of less than \$500,000 are also underway (not listed).

PROJECTS	Approved Project Status	Rough Order of Cost (\$) (Total project)	FY					
			FY19	FY20	FY21	FY22	FY23	FY24
Whenuapai								
Aero Medical Evacuation	Pre-Project	>1M – <5M						
Base Entrance Intersection	Project Deliver	<1M						
Onsite Housing Stage 3	Project Initiate	<1M						
Barrack Single Living Accommodation Phase 1	Project Initiate	>5M – <10M						
Main Gate	Project Initiate	<1M						
Medical and Dental Centre	Project Closure	>10M – <20M						
Maintenance Support Spray Booth and Paint Mix Replacement	Project Initiate	<1M						
Standby Power Replacement	Project Deliver	>1M – <5M						
Flight Line Fencing	Project Deliver	>1M – <5M						
Aircraft Hardstand Replacement Phase 1 and 2	Project Deliver	>20M – <50M						
Gymnasium	Project Closure	>10M – <20M						
Military Working Dogs Accommodation	Project Closure	>1M – <5M						
Power Distribution System	Project Closure	<1M						
Vincent Block Replacement	Project Initiate	>1M – <5M						
Taxiway Alpha Extension		>1M – <5M						
Air Movements Unit Hangar and Equipment Storage		>5M – <10M						
Arch Hangar Mid-life Light Refit		>5M – <10M						
Arch Hangar Mid-life Intensive Refit		>20M – <50M						
Runway End Safety Area (03-21)		<1M						
Future Air Mobility Fixed Wing Simulator Utilities Enablement		>10M – <20M						
Explosive Processing Facility		>1M – <5M						
Future Air Mobility Fixed Wing Simulator Facility		>10M – <20M						
Linked Capability Base Infrastructure Support Requirements		>50M						
Airfield Infrastructure - Linked Capability		>50M						
Devonport								
Naval Fuel Installation - Wharf Fuel Line	Project Deliver	<1M						
Salt Water Fire Fighting Reticulation	Project Deliver	<1M						
Kaipara Range House	Project Deliver	<1M						
Existing Wharf Strengthening - Future Maritime Fleet		>5M – <10M						
Offshore Patrol Vessels Introduction to Service - Wharf Utilities		>10M – <20M						
Crane Rehabilitation Programme		>20M – <50M						
Linked Capability Introduction to Service - Wharf Strengthening		>1M – <5M						
Linked Capability Wharf Extension		>20M – <50M						
Small Boats Maintenance Workshop		>1M – <5M						
Wharf Loading Area and Support Facility - Future Maritime Fleet		>20M – <50M						
Small Boats Storage and Wash Down Area		>1M – <5M						

PROJECTS	Approved Project Status	Rough Order of Cost (\$) (Total project)	FY19	FY20	FY21	FY22	FY23	FY24
Small Boats Fuel Services		>1M – <5M						
Waterside Operations and Offices		>20M – <50M						
Transitional Multi-Purpose Office Accommodation		>1M – <5M						
Base Headquarters Building		>10M – <20M						
Wharf Extension - Future Maritime Fleet		>20M – <50M						
Ocean Patrol Vessel Wharf Transformer		>1M – <5M						
Wharves High Voltage Transformer		>1M – <5M						
Papakura								
Barracks Phase 1 (24 Beds)	Project Initiate	>1M – <5M						
Multi-Purpose Gym & Physiotherapy	Project Initiate	>5M – <10M						
Dental Services	Project Initiate	>1M – <5M						
Medical Centre	Project Initiate	>5M – <10M						
Special Operations Training Centre Phase 1 & 2	Project Deliver	>10M – <20M						
Compound Extension	Project Deliver	<1M						
Cycle of Training Barracks	Project Closure	>1M – <5M						
Papakura Civil Infrastructure	Project Deliver	>5M – <10M						
Rennie Lines Security Upgrade	Project Closure	>1M – <5M						
Secure Compound Extension Stage 1	Project Deliver	>1M – <5M						
Visitors Accommodation	Project Closure	<1M						
Combined Explosive Hazards Security and Noise Buffer		>1M – <5M						
Special Operations Vehicle Introduction to Service - Priority Roads and Entrance		>1M – <5M						
Secure Compound Extension		>1M – <5M						
Operations Vehicle Introduction to Service - Maintenance Bays incl. Aprons		>10M – <20M						
Waiouru								
Mounting Base Headquarters, Communications & Control	Project Initiate	>5M – <10M						
Training Area Communications Upgrade	Project Initiate	>1M – <5M						
Training Area Fire Prevention	Project Initiate	>1M – <5M						
Potable Water Network Upgrade	Project Deliver	>5M – <10M						
Ohakea								
Aviation Refuelling Section	Project Initiate	<1M						
Covered Tanker Park	Project Initiate	>10M – <20M						
Waste Water Treatment Plant Upgrade Stage 2	Project Initiate	>10M – <20M						
Hangar Fire Suppression Deluge Tank	Project Deliver	>1M – <5M						
Airfield Lighting and Signage	Project Deliver	>5M – <10M						
Hazardous Waste Facility Refurbishment	Project Initiate	<1M						
High Voltage Upgrade & Standby Generator Replacement	Project Deliver	<1M						
Low Voltage Network Upgrade	Project Deliver	<1M						
Standby Generator Replacement	Project Closure	>1M – <5M						
Fixed Wing Training and Simulation Facility		>10M – <20M						
Fixed Wing Warehouse and Parts Storage		>5M – <10M						
Air Surveillance Complimentary Capability Hangar and Apron		>10M – <20M						
Air Surveillance Complimentary Capability Operations Centre		>5M – <10M						
North East Quadrant Flight Line Support		>5M – <10M						
Ordnance Disposal Holding Tank Repair		<1M						

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PROJECTS	Approved Project Status	Rough Order of Cost (\$) (Total project)	FY19	FY20	FY21	FY22	FY23	FY24
Fuel Storage Facility Expansion		>10M – <20M						
Investment in Ohakea Housing		>50M						
Double Hangar and Offices		>50M						
Ohakea Consequential Works (Ohakea Loading)		>50M						
Linton								
Explosive Store House	Project Initiate	<1M						
Queen Alexandra's Mounted Rifles Combined Headquarters	Project Initiate	>5M – <10M						
Water Treatment Plan - Treatment System on Bore 2	Project Closure	>5M – <10M						
Signals Secure Room	Project Closure	<1M						
Signals Secure Operations Facility	Project Closure	<1M						
Electrical Network Upgrade Stage 1	Project Deliver	>1M – <5M						
Field Workshop	Project Initiate	>10M – <20M						
Logistics Main Fleet Utilisation Warehouse	Project Initiate	>5M – <10M						
Vehicle Shelters	Project Initiate	<1M						
Installation of Sewage Pump Station	Project Deliver	<1M						
Perimeter Fence, CCTV and Gate Hardening	Project Deliver	>1M – <5M						
Stormwater Network: Logistics Precinct		>1M – <5M						
Waterway: Common Logistics Precinct		>5M – <10M						
Operational Unit Precinct Utilities including High Voltage		>1M – <5M						
Protected Mobility Vehicle Introduction to Service - Priority Roads and Heavy Goods Entrance		>5M – <10M						
Protected Mobility Vehicle Introduction to Service - Priority Hardstanding		>1M – <5M						
Protected Mobility Vehicle Fleet – Linked Capability Infrastructure		>20M – <50M						
Counter Measures Introduction to Service- Equipment Storage		>5M – <10M						
Operational Fuels Infrastructure: Logistics Precinct		>10M – <20M						
Medical Centre & Hospital Relocation		<1M						
10 Transport Company Headquarters		>5M – <10M						
Consolidated Parking: Common Logistics Precinct		>5M – <10M						
Heavy Vehicle Entrance Gate		>10M – <20M						
Consolidated logistics infrastructure investment at Linton		>50M						
Trentham								
Sandblasting Booth	Project Deliver	<1M						
Camp Security and Entrance Enhancements		>5M – <10M						
Woodbourne								
Base Operations Security Fence	Pre-Project	>1M – <5M						
Burnham								
Health & Rehabilitation Centre	Pre-Project	>10M – <20M						
Potable Water Reticulation Replacement	Project Initiate	>1M – <5M						
Energy Centre	Project Initiate	>20M – <50M						
Combat Service Support Workshops	Project Initiate	>10M – <20M						
Electrical Network Upgrade	Project Deliver	>1M – <5M						
Southern Ammunition Storage Node Burnham, West Melton, Tekapo	Project Deliver	>5M – <10M						
Unit Ablutions and Storage	Project Deliver	>1M – <5M						
Boiler House Seismic Mitigation	Project Initiate	<1M						
Museum Heating and Cooling System Replacement	Project Deliver	>1M – <5M						

PROJECTS	Approved Project Status	Rough Order of Cost (\$) (Total project)	FY19	FY20	FY21	FY22	FY23	FY24
Transport Headquarters		>5M – <10M						
Medical Centre		>10M – <20M						
Electrical Network Priority		>1M – <5M						
Camp Armoury		>1M – <5M						
Training Hub - Linked Capability		>10M – <20M						
Facilities Maintenance Compound - Linked Capability		>1M – <5M						
Fuel Point: Logistics		>1M – <5M						
Consolidated logistics infrastructure investment at Burnham		>5M – <10M						
Tekapo								
Telecommunications Upgrade (Training Area)	Project Initiate	>1M – <5M						
Training Area Public Safety	Project Initiate	<1M						
Estate wide or location to be determined								
Investment in Accommodation, Messing and Dining		>50M						
Consolidated Learning - Recruit Training		>50M						
Consolidated Learning - Classroom Training		>50M						
Network Enabled Army Tranche 3 Supporting Infrastructure		>1M – <5M						
Cyber Capability Infrastructure Phase One		>10M – <20M						
Cyber Capability Infrastructure Phase Two		>20M – <50M						
Investment in horizontal infrastructure		>50M						
Investment across rolling replacement programmes		>50M						
Investment in Regional Facilities		-						

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2.3. Indicative programme 2025-2035

Key	
Estimated planning, design and construction	

PROJECTS	Rough Order of Cost (\$) (Total project)	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
Whenuapai												
Air Movements Unit Hangar and Equipment Storage	>5M – <10M											
Arch Hangar Mid-life Light Refit	>5M – <10M											
Runway End Safety Area (08-26)	>5M – <10M											
Fuels Maintenance Facility Shelters	>10M – <20M											
Base Operations Centre	>10M – <20M											
Fire Flight Facility	>10M – <20M											
Logistics Distribution and Supply Facility	>10M – <20M											
Logistics Main Store	>10M – <20M											
Air Movements Squadron Headquarters	>10M – <20M											
Equipment and Airframe Maintenance (Safety and Surface)	>10M – <20M											
Library and Learning Space	>5M – <10M											
Airfield Hardstanding Phase Three	>10M – <20M											
Base Operations Centre and Control Tower	>10M – <20M											
Devonport												
Naval Fuel Installation Control System	>5M – <10M											
Linked Capability Introduction to Service - Wharf Strengthening	>1M – <5M											
Regional Dredging Programme	>1M – <5M											
Existing Wharf Strengthening - Future Maritime Fleet Phase Two	>10M – <20M											
Wharf Loading Area and Support Facility - Future Maritime Fleet	>20M – <50M											
Offshore Patrol Vessels Introduction to Service - 60Hz Network	>20M – <50M											
Future Maritime Fleet - Supporting Utilities	>1M – <5M											
Crane Rehabilitation Programme	>20M – <50M											
Small Boats Storage and Wash Down Area	>1M – <5M											
Small Boats Maintenance Workshop	>1M – <5M											
Small Boats Fuel Services	>1M – <5M											
Waterside Operations and Offices	>20M – <50M											
Transitional Multi-Purpose Office Accommodation	>1M – <5M											
Base Headquarters Building	>10M – <20M											
Narrow Neck Learning Spaces, Gymnasium and Training/Drill Shed	>10M – <20M											
Shared Offices, Meeting Rooms and Secure Facilities	>50M											
South Yard Stanley Bay Gate Entrance	>5M – <10M											
Marae Relocation	<1M											
Offices and Welfare Redevelopment - Monowai Hill	>10M – <20M											
Naval Hospital and Dental Centre Strengthening	>1M – <5M											
North Yard Transition Zone	>10M – <20M											
Administrative Command Facility	>1M – <5M											
Sea Safety Training School and Damage Control	>5M – <10M											

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PROJECTS	Rough Order of Cost (\$) (Total project)	UNCLASSIFIED												
		FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35		
Combined Explosive Hazards Expeditionary Maritime Training Support	>1M – <5M													
Linked Capability Wharf Extension	>20M – <50M													
Wharf Extension - Future Maritime Fleet	>20M – <50M													
Wharf Extension - Future Maritime Fleet Phase Two	>20M – <50M													
Wharf Extension - Future Maritime Fleet Phase Three	>50M													
Wharf Extension - Future Maritime Fleet Phase Four	>20M – <50M													
Kauri Point Ammunition Wharf	>20M – <50M													
Ocean Patrol Vessel Wharf Transformer	>1M – <5M													
Wharves High Voltage Transformer	>1M – <5M													
Papakura														
Operations Vehicle Introduction to Service - Priority Hardstanding	>5M – <10M													
Combined Explosive Hazards Dog Kennels and Training Facility	>10M – <20M													
Linked Capability Horizontal Infrastructure	>10M – <20M													
Unit Headquarters Secure Operations Facility	>10M – <20M													
Secure Compound Extension	>10M – <20M													
Realignment of Intermediary Perimeter Fence	>5M – <10M													
Camp Administration Building	>20M – <50M													
Unit Headquarters Secure Operations Facility	>1M – <5M													
Linked Capability Single Living Accommodation	>10M – <20M													
Linked Capability - Expeditionary Training Facility	>1M – <5M													
Operations Vehicle Introduction to Service - Maintenance Bays incl. Aprons	>10M – <20M													
Waiouru														
Conference Facility (former Officers Mess)	>1M – <5M													
Camp Secure Compound	>10M – <20M													
Main Gate Security	>10M – <20M													
Ohakea														
North East Quadrant Consolidated Parking	>10M – <20M													
Main Gate, Entrance and State Highway Connection	>20M – <50M													
Forward Firing Weapons Arming Capability	>1M – <5M													
Physiotherapy and Medical Facilities	>10M – <20M													
Additional Taxiway Apron Entry/Exit Point	<1M													
Base Headquarters and Administration	>20M – <50M													
Base Operations Centre	>1M – <5M													
Hangar Mid-Life Light Refit	>1M – <5M													
Fuel Storage Facility Expansion	>10M – <20M													
Air Surveillance Complimentary Capability Operations Centre	>5M – <10M													
Linton														
Protected Mobility Vehicle Fleet – Infrastructure Phase 2	>20M – <50M													
Command Signals Unit Facility	>20M – <50M													
Consolidated Parking: Common Logistics Precinct	>5M – <10M													
Heavy Vehicle Entrance Gate	>10M – <20M													
Vehicle Wash-down	>5M – <10M													
Combined Training Centre (Training and Doctrine North)	>10M – <20M													
Dangerous Goods Storage - Logistics	>5M – <10M													

PROJECTS	Rough Order of Cost (\$) (Total project)	FY25												
		FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35		
Combat School Classroom	>5M – <10M													
Firing Range Upgrades	>5M – <10M													
Forest Management and Planting	>1M – <5M													
Consolidated logistics infrastructure investment at Linton	>50M													
Trentham														
Explosive Ordnance Disposal Museum	>1M – <5M													
Contractor Store Strengthening	<1M													
Woodbourne														
Perimeter Security	>10M – <20M													
Physical Educational and Recreational Training School	>10M – <20M													
Base Chapel Strengthening	<1M													
Base Chapel Relocation	<1M													
Fire Flight Facility	>1M – <5M													
Burnham														
Camp Armoury	>1M – <5M													
Training Hub - Linked Capability	>10M – <20M													
Facilities Maintenance Compound - Linked Capability	>1M – <5M													
Transport Headquarters	>5M – <10M													
Fuel Point: Logistics	>1M – <5M													
Tutorial, Assessment and Lecture Rooms	>50M													
NZ Army Band Practice and Storage	>1M – <5M													
Vehicle Wash-down	>1M – <5M													
Main Gate, Entrance and Central Carriageway	>20M – <50M													
Fire Station	>10M – <20M													
Consolidated logistics infrastructure investment at Burnham	>5M – <10M													
Tekapo														
Camp Main Gate Security	<1M													
Estate wide or location to be determined														
Investment in Accommodation, Messing and Dining	>50M													
Consolidated Learning - Recruit Training	>50M													
Consolidated Learning - Classroom Training	>50M													
Cyber Capability Infrastructure Phase One	>10M – <20M													
Cyber Capability Infrastructure Phase Two	>20M – <50M													
Investment in horizontal infrastructure	>50M													
Investment across rolling replacement programmes	>50M													
Investment in Regional Facilities	-													

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3. Project lifecycle

Defence Estate and Infrastructure has a prescribed process to guide a project through its life cycle. Once a project, or programme of projects, has been identified the following process will apply:

3.1. Business case requirements

Once a project has received 'Approval To Initiate' (ATI) as part of the 2019 Implementation Plan approval process, and a Project Charter assigned to a Project Manager, the detailed definition of a project scope occurs and a business case is completed. The business case can be for a single project or a portfolio of projects where these can be bundled. The Executive Investment Committee (EIC) considers the information contained in a business case and provides approval for the project/portfolio. The project scope is then translated into working drawings and a market assessment of costs is completed. 'Approval in Principle' (AIP) to proceed to tendering is provided by the Head of Defence Estate and Infrastructure or Vice Chief of Defence Force. The final tender process and response evaluation and endorsement is provided by Defence Commercial Services.

3.2. Governance processes

The expected value of the project / business case dictates the governance process used to consider, control and direct investment outcomes.

Broadly this governance process is to ensure strategic alignment to the Defence Force objectives and then to monitor adherence to scope and delivery, and to manage risks. This is undertaken through two governance boards: the Executive Investment Committee (EIC) and the Estate Steering Group (ESG).

- Executive Investment Committee: provides governance in accordance with strategic priorities, and guidance over the portfolio of initiatives and programmes of work that are delivered through the ESG. The objectives of the EIC are:
 - To ensure Defence Estate and Infrastructure is supporting the Defence Force Outputs
 - To ensure the successful delivery of the Defence Estate Regeneration Programme
 - To ensure that all estate funding is invested well (value for money)
 - To ensure that Defence Estate and Infrastructure executes reliably and consistently, building confidence
 - To maintain confidence of all stakeholders in Defence Estate and Infrastructure and the Defence Estate Regeneration Programme
- Estate Steering Group: provides advice and a multi-discipline pan-organisation perspective on the delivery and service performance of the Defence Estate in accordance with the Defence Force Plan. It provides governance over the delivery of the outcomes and benefits of major programmes and projects within the Estate Portfolio and guidance over initiatives and programmes of work to be undertaken.

On an annual basis the Defence Estate and Infrastructure project approval process adheres to the following Governance schedule: the Executive Infrastructure Committee meets on a monthly basis and the Estate Steering Group meets bi-monthly. This ensures a seamless and continual process of considerations, decisions and checks and balances are applied to the successful progression of the projects within the Implementation Plan.

Ministerial and Cabinet Papers seeking direction and approval for major infrastructure-related items are sought in accordance with the Investor Confidence Rating thresholds.

This is represented in the following Governance powers and responsibility table:

Governance	Powers and responsibilities
Estate Steering Group (ESG)	<ul style="list-style-type: none"> Provides programme assurance and advice on risks, issues and dependencies. Endorses the programme business case.
Estate Investment Committee (EIC)	<ul style="list-style-type: none"> Endorses the programme business case.
Executive Committee (ExCo)	<ul style="list-style-type: none"> Final endorsement of the business cases for NZDF and makes recommendations to the Minister of Defence.
Minister of Defence	<ul style="list-style-type: none"> Approves the business case jointly with the Minister of Finance for investments under the Cabinet approval thresholds set out by Cabinet Office circular CO15(5) (currently at \$25 million whole-of-life-cost), or Recommends for the business case to be considered by the Cabinet for all larger investments, or private public partnerships (or equivalent).
Cabinet	<ul style="list-style-type: none"> Final approval for the programme business case and the subsequent to detailed business cases.

3.3. Management

Delivery of Estate Regeneration outcomes is primarily the responsibility of Defence Estate and Infrastructure. Projects will continue to be delivered in line with industry standard project management methodology with the following responsibility owners:

Function	CDF	EIC	ESG	HDEI	Estate Strategy	Estate Delivery	Estate Performance
Programme Owner				Responsible			
Approval to Initiate	Responsible						
Strategic Plans & Policy		Responsible				Informed	
Project Development		Informed	Informed	Informed	Informed	Responsible	Informed
Project Procurement			Responsible				Informed
Project Delivery			Informed			Responsible	Informed
Project / Performance Reporting		Informed	Informed	Informed		Informed	Responsible
Project / Programme Variation		Responsible	Informed				

The proposed future project approval and delivery process is provided at Appendix D. Projects will be governed by tolerance reporting processes and the premise that within the multi-year Approval To Initiate (ATI) approvals and governance process, annualised and/or wider programming will occur. This continues to move away from the historic 'ATI per project / per year', funding basis.

3.4. Monitoring and reporting

Project delivery will continue to be recorded and reported through a central project management software resource which provides tracking and performance reporting.

4. Progress to date

The Defence Force has made significant progress to deliver Estate Regeneration. The following pages highlight the works completed across the Estate to date.

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The projects - region by region

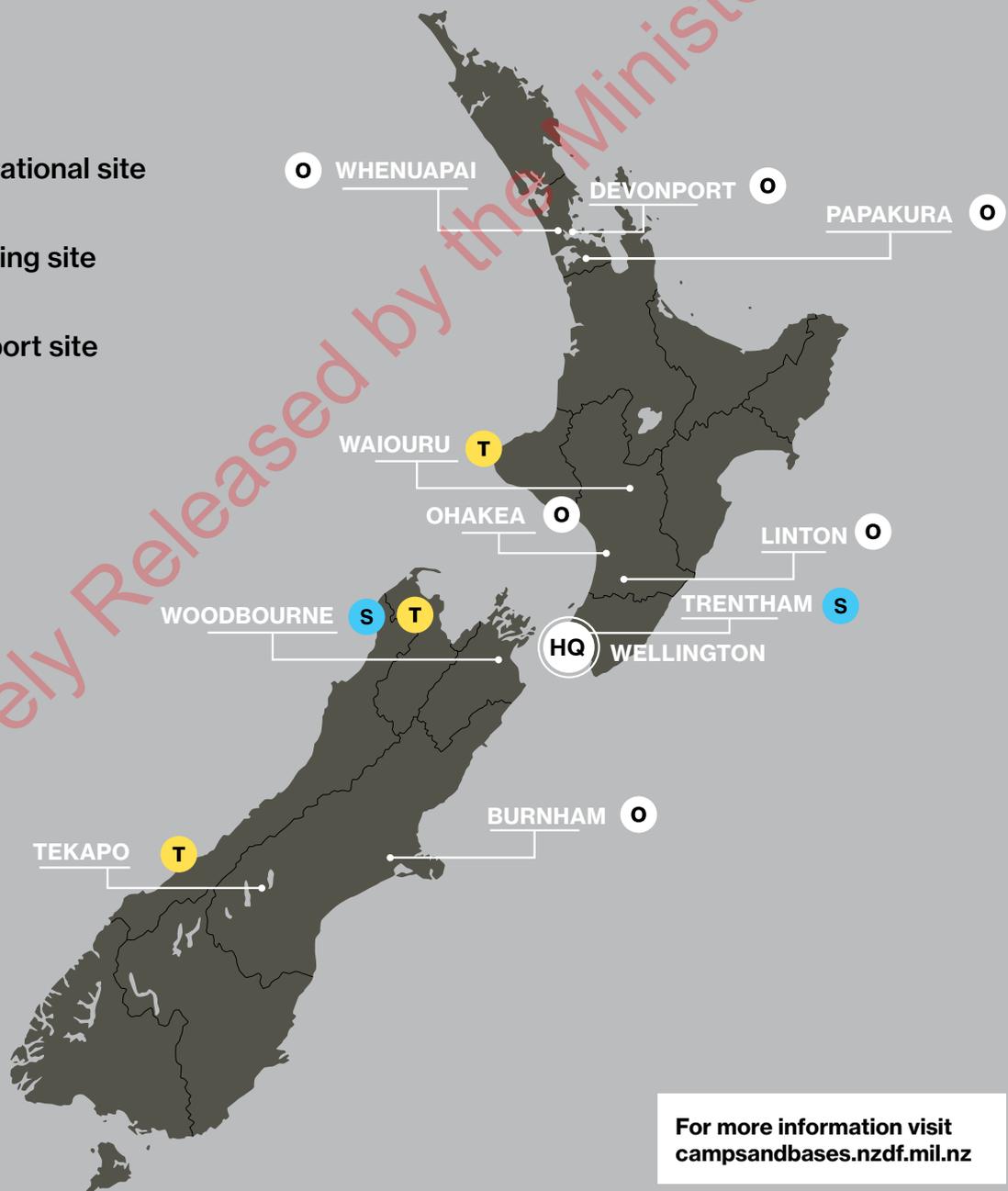


At the end of 2018 **170** projects valued at **\$501m** were underway across our New Zealand footprint.

O Operational site

T Training site

S Support site



For more information visit campsandbases.nzdf.mil.nz

Northern Region

RNZAF Base Auckland Whenuapai

Completed:

- ✓ Aviation Medical Unit (Phase 1 of Whenuapai Medical Facility)
- ✓ Maritime Helo Project
- ✓ Aviation Fuel Farm upgrade
- ✓ Vincent Barrack Block
- ✓ SATCOM Anchor Station
- ✓ Military Working Dogs Accommodation

What's next?

- A new gymnasium
- Aeronautical medical evacuation facilities
- Unit facilities for Squadrons
- Flight line fencing to make sure visitors to the base are kept away from flight areas
- Hardstand replacement.

The transition from supporting P3s to the new Future Air Mobility Capability will see change on some parts of the Base. Focus will continue on maintaining barrack, office and recreational/training facilities.

Papakura Military Camp

Completed:

- ✓ Special Operations Craft Building
- ✓ Special Operations Vehicle Building
- ✓ Cycle of Training Barracks
- ✓ Visitor Accommodation
- ✓ Secure Compound Extension

What's next?

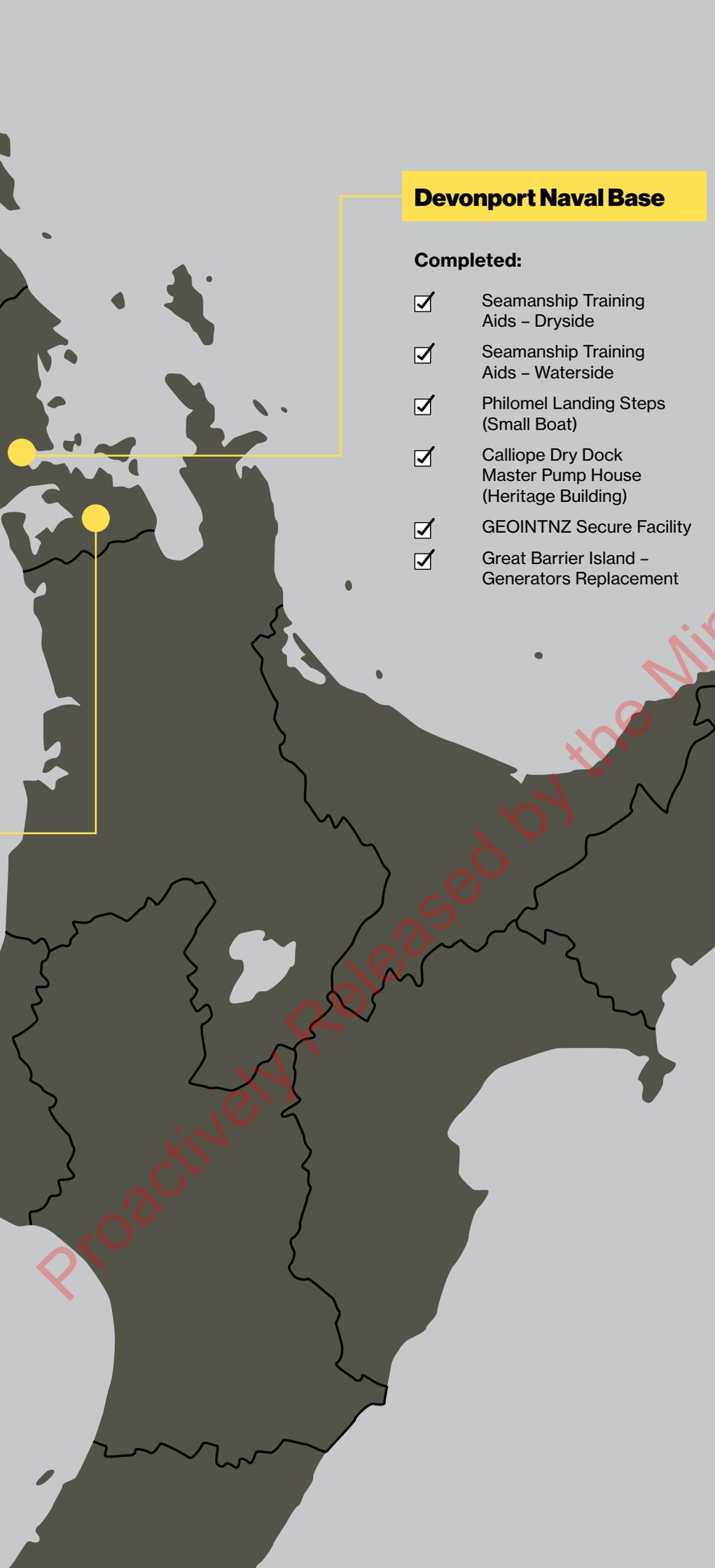
The Camp has benefited from an intensive, and yet to be completed, development programme. Work will continue on some specialist buildings and improving barrack conditions.

Ardmore Training Area

What's next?

A multi-purpose training and accommodation facility is planned to start construction in the early 2020s. This will enable units from outside of Auckland, including our international partners, to train there.

Provisionally Released by the Minister of Defence



Devonport Naval Base

Completed:

- ✓ Seamanship Training Aids – Dryside
- ✓ Seamanship Training Aids – Waterside
- ✓ Philomel Landing Steps (Small Boat)
- ✓ Calliope Dry Dock Master Pump House (Heritage Building)
- ✓ GEOINTNZ Secure Facility
- ✓ Great Barrier Island – Generators Replacement



Kauri Point

- Ammunition Management Improvement Programme
- Munitions and Explosives Storage Facility

What's next?

There are a number of projects scheduled for the Base.

Wharf-side:

- Calliope South Wharf Upgrade and operational extension plus utility support upgrades including 60Hz systems upgrading.
- Replacement of crane operating systems for both the Liebherr Dry-dock and Hagglands Calliope South crane NFI system upgrade Calliope West extension and strengthening

Water-side support:

- A small-boat wash down facility
- New office and light workshops adjacent to the waterside

Base:

- A new H.Q. building to blend Philomel, FM, MCC, DSS, FPTO functions in one location.
- Accommodation facility
- Upgrading of the high-voltage transformer systems on Base
- New offices, meeting rooms and secure spaces for NZDF lodger units located within the Naval Base

Narrow Neck:

- New Learning Spaces and combined Fitness Centre and Training/Drill Shed at Narrow Neck (TBC).

Proactively Released by the Ministry of Defence

Central Region

RNZAF Base Ohakea

Completed:

- ✓ Armament Engineering Section Preparation and Workshop Building
- ✓ Explosive Weapons Storage and Preparation Capability
- ✓ Flight line fencing
- ✓ RNZAF Marae
- ✓ Squash Courts Seismic Strengthening
- ✓ Water Reticulation upgrade
- ✓ Waste Water Treatment Plant (Stage 1)

What's next?

Longer-term development associated with the introduction into service of four Boeing P-8A Poseidon maritime patrol aircraft is planned. These aircraft will replace the P-3K2 Orion which is currently based at Whenuapai.

This development will include a new hangar, simulator building, and flight-line services in the North East Quadrant will also be supported by increasing barracking and ancillary Camp support services. Other longer-term development planned for the camp includes improved barracks, headquarters and workshops.

The refuelling section will gain new facilities including a covered tanker parking area. Improved hazardous waste storage facilities and an improved waste water treatment plant are also planned and long term compliant discharge solutions designed.

Taxiways are scheduled for replacement or upgrading and a new logistics warehouse and General Service workshop are planned.

Planning work is also scheduled to begin on a Base HQ building and a physiotherapy and medical facility.

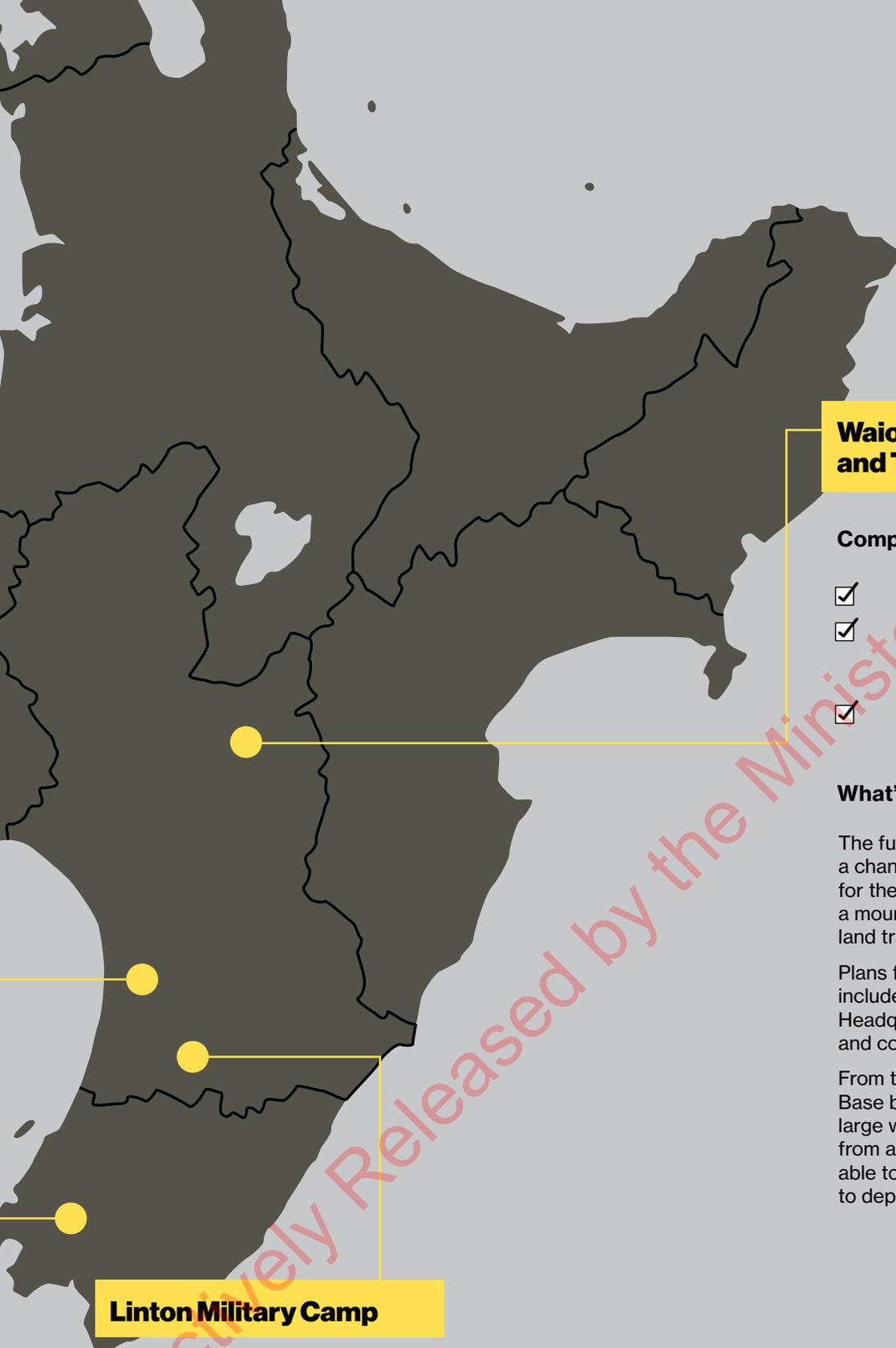
Trentham Military Camp

Completed:

- ✓ Trentham – Dental Centre Upgrade
- ✓ Trentham – Messines Building Lift and HVAC Upgrade
- ✓ Trentham – Trade Training School LAV Pit Facility Upgrade
- ✓ Trentham – Networked Enabled Army Engineering Centre
- ✓ Trentham – Joint Force HQ Level 2 Refit
- ✓ Wellington – Buckle Street General Officer Commanding building seismic Façade Securing

What's next?

Longer term development opportunities for the camp will be confirmed once the Infrastructure Master Plan process has completed. That process, due for completion in 2019, will provide direction for the future of Trentham and with that, the regeneration projects necessary to achieve the agreed outcome.



Waiouru Military Camp and Training Area

Completed:

- Army Museum CCTV
- Naval Communications Facility
Irirangi Generator
Fuel Tanks
- Security Intruder Detection System

What's next?

The future of Waiouru will see a change in focus and function for the Camp, with it acting as a mountain training base in the land training area.

Plans for upgrades at Waiouru include a Mounting Base Headquarters communications and control centre.

From the outside, the Mounting Base building will look like a very large warehouse but inside units from around the country will be able to congregate and prepare to deploy on operations.

Linton Military Camp

Completed:

- Elliot VC All Ranks Facility (NZDF purchase of existing facility)
- Mobile Weapons Training Simulator
- Security Intruder Detection System

What's next?

Linton Military Camp will be one of two camps to benefit from an improved Logistic precinct and the facilities – buildings, hard-standing and up-rated Camp roads – to enable the effective management, maintenance and delivery of light, medium and heavy protected mobility vehicles. The water-course that drains the 'Engineers Lake' will be re-aligned to enable the development of the new logistic area.

The High Voltage electrical system will receive and upgrade in support of future camp layout changes and to address known system issues.

Fueling support systems are set for improvement to address known deficiencies and also to maintain our compliance requirements.

The Medical Centre is programmed to be relocated and renewed.

Southern Region

RNZAF Base Woodbourne

Completed:

- ✓ Woodbourne – Security Upgrade (North Side)
- ✓ Woodbourne – Fire Alarm System Replacement Stages 2-4
- ✓ Woodbourne – Electricity ‘Time of Use’ Meters
- ✓ Woodbourne – Fuel Tank Replacement
- ✓ Dip Flat – Generator Replacement

What’s next?

A new flight-line fence to improve airport and Base safety.

No further facilities are proposed for Woodbourne in the short and medium term.

The management of the Base will be in accord with the requirement to maintain operational, support, maintenance and training outcomes.

Tekapo Camp and Military Training Area

Completed:

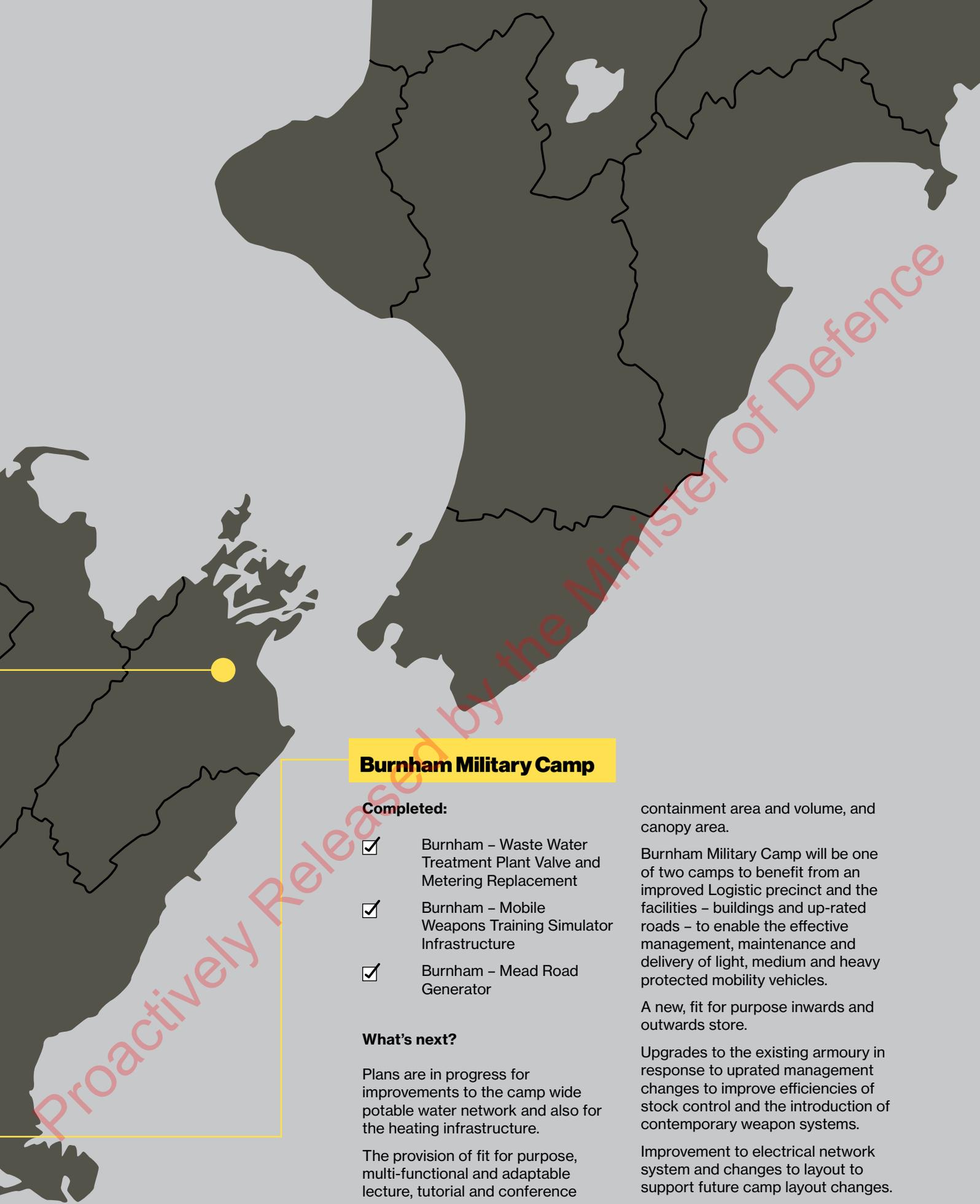
- ✓ Vehicle Wash Down Point

What’s next?

Longer term plans for the Tekapo Training Area include new communications, extensions to heavy and light vehicle tracks, range developments, accommodation and messing facilities.

Proactively released by the Minister of Defence





Burnham Military Camp

Completed:

- ✓ Burnham – Waste Water Treatment Plant Valve and Metering Replacement
- ✓ Burnham – Mobile Weapons Training Simulator Infrastructure
- ✓ Burnham – Mead Road Generator

What's next?

Plans are in progress for improvements to the camp wide potable water network and also for the heating infrastructure.

The provision of fit for purpose, multi-functional and adaptable lecture, tutorial and conference spaces.

An upgrade to the existing fuel point facility, principally to enlarge the concrete hard-standing apron size,

containment area and volume, and canopy area.

Burnham Military Camp will be one of two camps to benefit from an improved Logistic precinct and the facilities – buildings and up-rated roads – to enable the effective management, maintenance and delivery of light, medium and heavy protected mobility vehicles.

A new, fit for purpose inwards and outwards store.

Upgrades to the existing armoury in response to uprated management changes to improve efficiencies of stock control and the introduction of contemporary weapon systems.

Improvement to electrical network system and changes to layout to support future camp layout changes.

A new Medical Centre.

Demolition of the Hospital Boiler plant building due to seismic concerns.

Appendix A: Strategic Programmes

The following are the current or planned Strategic Programmes as identified in the 2019 Plan, the programmes described within the tables at Chapter 2 are founded against the requirements indicated at Annex E :

1. **Approved Defence Estate and Infrastructure programme:** for example, approved projects from the 2016 Plan that remain in a Delivery status.
2. **Approved Capability Programmes:** for example, the investment associated with the Air Surveillance Maritime Patrol (P-8A) aircraft (noting that the supporting works consequential to the P-8A investment have received early prioritisation).
3. **Consolidated Logistics Project:** Infrastructure to support Consolidated Logistics Project.
4. **Horizontal Infrastructure Programme:** three-waters (potable water, waste water and storm-water), electricity, gas/heating, roading and ICT/Communication networks.
5. **Accommodation, Messing and Dining Modernisation Programme:** Strategic barrack and messing upgrades. This investment is site agnostic until the developed Business Case identifies the initial priority.
6. **Rolling Replacement Programmes:** For example, Minor Capital Projects Programme (capitalised Planned Maintenance Programme); annual Security Fire Panel Replacement Programme; rolling Plant Replacement; Security Access Systems Upgrade; Heating Ventilation and Air-Conditioning Consolidated Programme; and, Fume and Extract Remediation programme.
7. **Estate Development Plan (EDP):** Planned estate regeneration projects, ordered through the Optimised Sequence for Project Delivery (OSPD) sequencing tool.
8. **Capability linked Projects:** Projects anchored to capability projects or organisational change initiatives, for example:
 - a. **Plan Mere:** Relocation of the Training Doctrine, Army Command School, and the Army Depot from Waiouru to other camps (i.e. Burnham and Linton).
 - b. **Future Air Mobility Capability:** the replacement of the current air mobility or 'airlift' fleet of five Lockheed C130J and two Boeing 757-200 aircraft.
9. **Housing Programme:** Capital and operating solutions to deliver Defence Force Housing.
10. **Consolidated Learning Programme (Programme Ruru):** Investment in Defence learning through a Defence Academy, Health and Wellbeing, and Information.
11. **Regional Facilities Programme:** Facilities outside the nine main camps and bases and which are not included within camp and base master plans (e.g. Buckle Street).

Appendix B: MCDA Criteria Set

Criteria	What?	Why?
1 Infrastructure Recapitalisation Programme (IRP) score	The IRP identifies and quantifies all recapitalisation projects based on a sequence of criteria determined, including: the remaining life, current asset condition and current utilisation. The score indicates the IRP priority for the project based on these criteria. It is valid for recapitalisation of assets, i.e. not new requirements.	As a driver for modernising the Estate, the IRP reflects many sub-criteria that indicate the priority for recapitalisation and respond to the strategic plan. Based on the current average age of the Estate, the EIP has the objective to reduce the average asset age and the IRP is the critical driver to meeting this objective.
2 Asset Criticality (function-based)	This defines critical Estate infrastructure in order to facilitate targeted investment to those assets providing highest value in support of Defence Force outputs. It is priority ranked on the basis of the time- dependent requirement to support the camp or base resilience in response to a given event.	The Estate must enable the Defence Force function(s), therefore the asset criticality in supporting the Defence Force outputs must present a high priority.
3 Seismic (% NBS Rating)	New Zealand lies within an area of high seismic risk. A seismic National Building Standard (NBS) was introduced to ensure that all buildings in New Zealand met a minimum standard for earthquake resilience. The NBS score is a rating based on the percentage compliance of a structure in meeting the building standard.	Meeting statutory requirements must remain a priority for protecting life safety.
4 Construction Duration (in weeks)	The duration defines the estimated time for construction completion of the project, in weeks. The value is an estimate based on historical data for Defence Force project delivery.	Time becomes a critical factor in determining project delivery, priority and managing resources. It is also used to define the project spend profile (through S-curve analysis).
5 Inter-Site Move	An inter-site move indicates that an identified project is proposed to be relocated to an alternative Defence Force site. Preference shall be given to projects that involve an inter-site move.	Identified projects that move site respond to strategic or operational requirements. This criterion imbues the consolidation and strategic intent for a relocation of a function.
6 Personnel Impact	The personnel impact defines the number of personnel operating on a site that are impacted by a project or failure of an asset. Whether infrastructure or a structure, it is a measure of the personnel supported by the asset.	Projects that have a high personnel impact are important because of the possible impact on site outputs, based on the risk to normal business.
7 Site Availability	Determines if a site is freely available, i.e. either a site is available or an identified location requires existing buildings to be demolished.	In comparison of two identical projects, precedence is given to the project that can be constructed on an available site.
8 Availability of Infrastructure Services	Based on the existing information and proposed location for a project, this identifies the localised available Underground site services based on the current information held for the proposed location, or nearest neighbouring asset.	This indicates the additional resource required to provide services to a location. Sites that require additional services to a location are prioritised due to the time and difficulty of providing underground services.

<p>9 Very Rough Order of Cost (VROC)</p>	<p>The cost is a reflection of the QS calculated VROC based on the available initial scoping for the project.</p>	<p>Cost is a financial barrier to project completion and can be an indication of the risks over the project; therefore a higher- valued project value shall be prioritised over lower values.</p>
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Appendix C: Project Descriptions (for projects to 2024)

The project list below is provided in order of funding importance. This project list reflects projects seeking funding from 2019 to 2024 and includes those projects that were delayed from the Defence Estate Regeneration Plan 16 funding allocation due to funding pressures.

Whenuapai Explosive Process Facility

The current facility does not meet NZDF Hazardous Substance Safety Requirements. Additionally, elements of the facility are listed on the Asbestos Register and likely to require remediation. Improvements to this facility must ensure regulatory compliance while considering and provisioning for future operating needs. Note: The countermeasures (chaff and flare) used by SH-2G(I) Seasprite, C-130H Hercules, and the Future Air Mobility Capability platform will continue to require an explosives preparation area in the future.

Ohakea Fixed Wing Training and Simulation Facility

The Air Surveillance Maritime Patrol training and simulation building is required to support and enable the introduction of this new capability at Ohakea. The building facilities must enable a capacity of approximately 60 personnel concurrently with associated administration, ablutions and storage space to meet the security classification of the material and equipment. This facility will require secure communications and sufficient power capacity to support equipment and heating and cooling requirements. Due to other facilities in the vicinity, separate and duplicated large break-out spaces are not foreseen. Easy and safe access to other associated squadron facilities will therefore need to be considered. This complex is not required to be located on the flight-line.

Ohakea North East Quadrant Apron Expansion

This project will provide fit for purpose apron space able to accommodate current and future airframes. With the introduction of new fixed wing aircraft to Ohakea, airfield services are required to be provisioned to support their introduction. The North East Quadrant has been identified as the location for the Air Surveillance Maritime Patrol capability however this requires new apron and associated upgrades to connecting hard-standing to ensure suitability for this aircraft type. This Apron will accommodate the taxiing and parking of aircraft, and include associated storm-water, markings and airfield lighting.

Ohakea On-site Water Storage

This project is inherently linked to the main bore and water treatment facility. This project seeks to provide greater security of water supply at RNZAF Base Ohakea and meet expected future site growth. It is proposed that this project incorporates the storage of a raw water and clean water reservoir with the approach to be determined through developed design. This project will also seek to improve the monitoring and control of water usage on the site and will likely replace existing end-of-life tanks as a part of an increase to overall capacity.

Ohakea Taxiway Bravo Extension

This project will provide a compliant, fit for purpose taxiway. Taxiway Bravo runs parallel to the main runway (09-27). With the demands on this runway, turn-back and taxi is not a viable mode of operation for the runway, as taxiing aircraft currently prevent any other runway activity. With the increased dependency of Air Surveillance Maritime Patrol aircraft it is not viable to have aircraft taxiing along the runway or across the main-base apron to reach the North East Quadrant. This Taxiway Bravo extension seeks to implement a compliant taxiway to ensure efficient and compliant airfield operations.

Ohakea Taxiway Echo Reconstruction

This project will provide a compliant, fit for purpose taxiway. Taxiway Echo is in poor condition and is required to be reconstructed to accommodate larger aircraft and their movements from main-base to the runway.

Ohakea Squadron Hangar including Adjacent Operations Facility

The Squadron Hangar and adjacent Secure Operations Facility is required to support and enable the introduction of new capability (Air Surveillance Maritime Patrol) at Ohakea. The hangar will be required to accommodate two aircraft simultaneously whilst allowing the flexibility to accommodate future taller airframes. The hangar will be sized to accommodate suitable storage and manoeuvre space, ensuring a safe working environment. The construction of this hangar to support this capability will see an older arch hangar demolished to support the sustainment of NZDF activities into the future at Ohakea. Due to the Air Surveillance Maritime Patrol requirements, secure storage and provision for connection to adjacent secure facilities will also be provided. Due to the sensitivity of the equipment Protective Security Requirements standards will apply to stand-off and sight-lines. This facility is required to be on the flight-line.

Ohakea Fixed Wing Warehouse and Parts Storage

To support and enable the introduction of new capability (Air Surveillance Maritime Patrol) at Ohakea, platform specific parts require storage; a functional assessment of the storage needs will determine how this is provided. This is likely to be a mix of expansion/upgrade of existing Ohakea storage facilities and providing first-line parts storage close to the squadron facilities. This may also require upgrades to surrounding infrastructure to enable efficient processing and transportation of these parts and maintain security requirements.

Ohakea Ground Support Equipment Workshops

This project is required to upgrade existing Ground Service Equipment workshops for the storage and maintenance of platform-specific equipment in support to the introduction of Air Surveillance Maritime Patrol aircraft to RNZAF Base Ohakea. Connection to the flight line will remain important and meet the intent of the overarching precinct block plan. Further scoping and specifications are required to identify the specific needs of this project deliverable.

Ohakea Fuel Storage Facility Expansion

The existing fuel storage facility is to be expanded commensurate with the demands of, among other things, the introduction into RNZAF Base Ohakea of the Air Surveillance Maritime Patrol aircraft, with an aviation refueller and expanded and improved tanker park.

Ohakea Helicopter Lane Separation to Runway

This project seeks to improve the helicopter access to/from the squadron hangar and maintenance area, to the training and take-off area. Separation and delineation of transit areas improves efficiency and safety for airfield operations.

Ohakea Taxi-lane Compliance and Main Base Apron

RNZAF Base Ohakea airfield supports a number of aircraft movements and is also designated as 'Op-Alternate' (for civilian aircraft diverted from other main airports). The taxi-lane is to be relocated to accommodate a larger apron space directly in front of the main hangar area to support continued operational efficiency of the airfield.

Ohakea North East Quadrant Flight Line Support

With the introduction of fixed wing aircraft to the North East Quadrant, new or co-joint facilities are required to support the capabilities and requirements of Air Surveillance Maritime Patrol aircraft. This project seeks to meet the demands of the Air Surveillance Maritime Patrol requirements, without duplicating facilities. This may include maintenance and immediate logistics support that is required to be located within the North East Quadrant (i.e. behind the flight line at North East Quadrant). Functions are to be located and consolidated to meet the contemporary precinct block plan.

Ohakea Military Working Dogs Unit and Training Area

As a Military Air Base, RNZAF Base Ohakea requires a presence of Military Working Dogs (MWD) to protect critical assets such as aircraft, restricted access operational areas and personnel. MWD and their handlers require a compliant and safe environment to live and train; the facility is likely to mirror that of the recently completed facility at RNZAF Base Auckland. The facility is likely to accommodate a minimum of six dogs with supporting office, storage and toilet facilities. A security fence will be required to contain the facility and provide for a secure training and exercise area. Base Ohakea undertakes a secondary role under OP ALTERNATE, as a diversion airfield for diverted international commercial flights, and as such MWD would undertake security operations in support of this task.

Linton Protected Mobility Vehicle Utility Vehicle – Medium Infrastructure

This project is a placeholder to support the introduction into service of the future Protected Mobility fleet, specifically termed Utility Vehicle - Medium. The scale and requirements remain dependent on the selected platform and until this is known the scope and scale remains unknown. This project seeks to provision the required infrastructure for the specific platform and foreseen future needs of the future Protected Mobility Vehicle fleet. These facilities will be co-located with similar functions on the site as per the precinct block plan.

Linton Protected Mobility Vehicle High Mobility Light Storage, Equipment and Maintenance Support

This project is a placeholder to support the introduction into service of the future Protected Mobility Vehicle fleet, specifically High Mobility Light. The scale and requirements remain dependent on the selected platform and until this is known the scope and scale remains unknown. This project will seek to provision the required equipment and spares storage for the specific platform and any foreseen future needs of the future Protected Mobility Vehicle Fleet. These facilities will be co-located with similar functions on the site

(Location TBD) Electronic Counter Measures Introduction to Service- Equipment Storage

This project is a placeholder to support the introduction into service of the Electronic Counter Measures Fleet. The scale and requirements remain dependent on the selected platform and until this is known the scope and scale remains unknown. This project seeks to provision the required equipment and spares storage for the specific platform. The expectation is that any facility expansion or upgrades will meet foreseen future needs of the future Electronic Counter Measures Fleet. These facilities will be co-located with similar functions on the site, location to be confirmed.

Linton Protected Mobility Vehicle Protected Vehicle - Light Infrastructure

This project is a placeholder to support the introduction into service of the future Protected Mobility Vehicle (Light) fleet. The scale and requirements remain dependent on the selected platform and until this is known the scope and scale remains unknown. However NZDF has a duty to provide fit for purpose facilities and infrastructure of adequate size to maintain and manage the future vehicle fleet. These facilities will be co-located with similar functions on-site as per the precinct block plan.

Linton Protected Mobility Vehicle Protected Vehicle - Medium Infrastructure

This project is a placeholder to support the introduction into service of the future Protected Mobility Vehicle (medium) Fleet. The scale and requirements remain dependent on the selected platform and until this is known the scope and scale remains unknown. NZDF has a duty to provide fit for purpose facilities and infrastructure of adequate size to maintain and manage the future vehicle fleet. These facilities will be co-located with similar functions as per the precinct block plan.

Linton Operational Unit Precinct Utilities including High Voltage

This project is a placeholder to support the infrastructure upgrades required as a consequence of intensified development within the Operational Precinct at Linton Camp. Additional reports will inform the full scale and association of this project in view of the linked capability requirements.

Whenuapai Future Air Mobility Fixed Wing Simulator Facility

This project seeks to deliver a fixed-wing full motion simulator facility and associated services to enable the training and preparation for the Future Air Mobility Capability airframe, scheduled to be based at Whenuapai. This project should be located adjacent to associated facilities and unit headquarters. The project definition and requirements will be driven by concept design and specific equipment specifications.

Linton Protected Mobility Vehicle Introduction to Service - Priority Roads and Heavy Goods Entrance

This project is a placeholder to support the introduction into service of the future Protected Mobility Vehicle fleet. The scope and scale of this project is as yet unknown as it is dependent on the selected platform (yet to be decided). NZDF must ensure its camps and bases remain operationally effective and this project seeks to deliver improvements to the significant roads (to meet initial operating capability) required by the Protected Mobility Vehicle fleet at Linton consequential to their size and mass; without upgrades, the next generation Protected Mobility Vehicle fleet may cause significant damage to existing road networks. This project also requires the development of the Heavy Goods entrance to enable efficient access for larger vehicles and provide safe access to and from the Camp.

(Location TBD) Secure Precinct Development - Utilities and Network Phase One

This project entry and title awaits confirmation of requirement from the Defence Capability project lead. This entry remains as a placeholder.

(Location TBD) Cyber Tactical Capability Facility Phase One

This project entry and title awaits confirmation of requirement from the Defence Capability project lead. This entry remains as a placeholder.

(Location TBD) Secure Precinct Development - Site Security Enhancement Phase One

This project entry and title awaits confirmation of requirement from the Defence Capability project lead. This entry remains as a placeholder.

Papakura Secure Compound Extension

The secure compound at Papakura Camp requires extension to enable operational equipment to be trafficked and stored securely within the compound. This project will also include associated roading, security monitoring and other electronic security requirements. The spatial arrangement of these developments will be in line with the Papakura Infrastructure Master Plan.

Trentham Camp Security and Entrance Enhancements

Based on information gathered across 2018, the current set up of the main entry to Camp is inadequate for the safe and efficient management of entrance into Camp by both pedestrians and vehicles. There is a requirement to enhance the security measures, primarily to improve security of pedestrians, and to create an enhanced controllable area for vehicle management purposes.

Linton Operational Fuels Infrastructure: Logistics Precinct

The current operational fuels facility is not compliant due to changes in legislation, industry best practice and changes in NZDF equipment fleets. The existing facility is now over 25 years old and is limited in both parking and fuel capacity to accommodate the range of fueling equipment currently in service. This results in vehicles being parked without adequate secondary containment to manage a rupture or leak. This project seeks to provide these upgrades to prevent interceptors becoming overwhelmed, bypassed or causing ground contamination.

Linton Protected Mobility Vehicle High Mobility Infrastructure

This project is a placeholder to support the introduction into service of the future Protected Mobility Vehicle (high mobility) fleet. The scale and requirements remain dependent on the selected platform and until this is known the project scope and scale remains unknown. However NZDF has a duty to provide fit for purpose facilities and infrastructure of adequate size to maintain and manage the future vehicle fleet. These facilities will be co-located with similar functions on-site as per the precinct block plan.

Linton Protected Mobility Vehicle Utility Vehicle-Light Infrastructure

This project is a placeholder to support the introduction into service of the future Protected Mobility Vehicle, specifically the utility vehicle (light) fleet. The scale and requirements remain dependent on the selected platform and until this is known the project scope and scale remains unknown. However NZDF has a duty to provide fit for purpose facilities and infrastructure of adequate size to maintain and manage the future vehicle fleet. These facilities will be co-located with similar functions on-site as per the precinct block plan.

Networked Enabled Army Tranche 3 – Linked Capability

This project is a placeholder to support Tranche 3 of the roll-out of the Network Enabled Army. The project has been identified and timed to support the improvement of electrical infrastructure necessary to support the project build phase. The scope and detailed requirements of the project will be determined by a subsequent report and requirement definition.

Linton Protected Mobility Vehicle Introduction to Service - Priority Hardstanding

This project is a placeholder to support the introduction into service of the Protected Mobility Fleet. As the project is dependent on the selected platform(s), the scale and requirements of this upgrade are currently unknown. NZDF must ensure its camps and bases remain operationally effective, and this project seeks to deliver improvements to the hard-standing requirements to meet initial operating capability of the future Protected Mobility Vehicle fleet. Anticipating larger and heavier vehicles, this project will likely consist of upgrading and provision of new hard-standing. The location and hard-standing will meet the intent of the contemporary master and precinct block plans.

Linton Medical Centre & Hospital Relocation

This project intends to provide a compliant, fit for purpose medical centre to enable the provision of quality health services to Linton personnel. The facility is to be located within the health precinct, as directed by the Linton Infrastructure Master Plan, in order to ensure efficiencies and adjacencies with key units and users. This medical centre will meet the contemporary requirements of NZDF and will seek to reduce the duplication of shared spaces (such as waiting rooms) through co-location with similar functions.

Ohakea Ordnance Disposal Holding Tank Repair

Following an assessment, the holding tank associated with Ordnance Disposal at RNZAF Base Ohakea requires repairs and an upgrade to prevent further leaks and deterioration. A full survey will likely be required to identify the final project scope.

Burnham Seismic Integrity Programme Hospital Boiler Plant - Demolish and Replace

The Boiler Plant boilers are at end of life and require significant and increasing maintenance costs to maintain their operation. Failures are frequent and the resulting outage times to repair are extending. The building housing the boilers has seismic resilience issues. The seismic issues have been temporarily resolved, pending the completion and delivery of the Burnham Energy Centre project outcomes. This project will resolve the seismic issues of the Hospital Boiler Plant building by undertaking its demolition and making good the site. This project timing ties in with the Burnham Energy Centre plan, and subsequent site upgrades, currently under review for Burnham. This project's timing will be under review as the Burnham Energy Centre Project scope is confirmed.

Burnham Medical Centre

This project intends to provide a compliant, fit for purpose medical centre which is required to enable the provision of quality health services to Burnham personnel. The facility is to be located within the Health and wellbeing precinct, as directed by the Burnham Infrastructure Master Plan. This project is a key dependency for the stores facility (i.e. is a predecessor) shown within the Logistics Precinct Block Plan.

Burnham Electrical Network Priority

This project seeks to provide a reliable electrical network at Burnham Camp. The existing transformers are at end of life, and safety concerns are arising from the effect of the age, condition and demands through network distribution. These priority upgrades will accommodate known future demands and it is intended to utilise existing service corridors where appropriate but may necessitate a rationalised arterial and secondary service corridor layout. These upgrades will respond to and support the revised Camp layout as directed by the Burnham Infrastructure Master Plan.

Papakura Combined Explosive Hazards Expeditionary Maritime Training Support

This project is a placeholder to support the requirements of the Combined Explosive Hazards programme for Expeditionary Maritime training. The current outline of scope and requirements seek training facilities and office/administration in support of this specific training requirement. The full scope and scale of the project will be determined in line with the capability requirements and this unit's foreseen needs.

Linton Logistics Managed Fleet Utilisation Warehouse and Supply Facility (t.b.k.a. Linton Regional Supply Facility)

To support the introduction and maintenance of new capability at Linton, a rationalisation of Land Logistics has been undertaken by the Consolidated Logistics Project to determine how this Managed Fleet Utilisation Warehouse and Supply Facility will be provided. Modular, fit for purpose warehousing and stores facilities are required, which will also be built to allow flexibility to accommodate future capabilities. The facilities - **Linton Regional Supply Facility** - will house Goods Distribution, Supply Company and the Regional Equipment Pool from within a shared facility using a combined workforce of military and non-military personnel. This integrated environment will enable enhanced management of inwards and outbound freight, warehousing and supply/distribution while reducing movement of freight, personnel, and vehicles within the camp. The Linton Regional Supply Facility will allow Units to prepare for operations and exercises from a single location. It will be sized to accommodate suitable storage and manoeuvre space. The facility's location and siting will be directed by the Linton Common Logistics Precinct Block Plan. The project includes funding to relocate existing functions into the new facility.

Linton Protected Mobility Vehicle Introduction to Service - Maintenance Bays and Apron

This project is a placeholder to support the introduction into service of the future Protected Mobility Vehicle fleet. As it is dependent on the selected platform, the scale and requirements of this upgrade are currently unknown. However NZDF has a duty to provide fit for purpose facilities of adequate size to maintain and manage the future vehicle fleet. The expectation is that any facility expansion or upgrade will meet foreseen future needs of the future Protected Mobility Vehicle fleet. These facilities will be co-located with similar functions and will provision adequate administration/ office space in order to provide required support of the related function.

Linton Storm-water Network: Logistics Precinct

Storm-water and drainage reticulation needs to be complete to meet the Logistics precinct re-development and to accommodate future projected storm-water flows consequential to the concentration of catchment areas. Currently there are some issues with storm-water flooding and poor drainage in this area. This is likely to worsen as increasing rainfall events occur. These storm-water and ecological improvements are required in order to maintain operational effectiveness whilst providing for a future-proofed resilient site. Attenuation ponds are required between the proposed Regional Supply Facility and watercourse re-alignment culvert.

(Location TBD) Secure Precinct Development - Perimeter Landscaping/Security Phase One

This project entry and project title awaits confirmation of requirement from the Defence Capability project lead. This entry remains as a placeholder.

(Location TBD) Secure Precinct Development - Perimeter Landscaping/Security Phase Two

This project entry and project title awaits confirmation of requirement from the Defence Capability project lead. This entry remains as a placeholder.

Papakura Combined Explosive Hazards Security and Noise Buffer

This project is a placeholder to support the requirements of the Combined Explosive Hazards programme for working dogs at either Papakura, Ardmore or Linton (ytbc). The scope and detailed requirements seek the support of additional dogs and general improvements required for the training facilities at the relevant site. The level of noise attenuation required will be dependent on the surrounding environment. The full scope and scale of the project will be determined in line with the capability requirements and this unit's foreseen needs.

Burnham Camp Armoury

The existing armoury does not meet current, nor future expected capacity requirements and requires upgrades in order to store contemporary weaponry. This project will likely result in an extension to the existing armoury and will consider updated management changes to improve efficiencies of stock control. The existing armoury was built to accommodate an extension, however this project will support wider improvements especially regarding accessibility and stock management efficiency improvements.

Linton Waterway: Common Logistic Precinct

The waterway re-alignment is required to progress the Logistics Precinct development and to alleviate existing storm-water flooding issues with the current neighbouring Manawatu Prison culvert. A new route for the waterway is to be developed along existing roads along with an attenuation pond between the proposed logistics area and the adjacent prison culvert. Associated storm-water management and underground infrastructure upgrades may also be required as part of the project package. This project is a key dependency for the Linton Maintenance Support Facility and Regional Supply Facility.

Devonport Crane Rehabilitation Programme

This project seeks to maintain the operational functional cranes and their systems at Devonport. The crane's computer operating systems at Devonport – specifically at the Dry-dock and at Calliope South wharf – require upgrading to ensure they meet safety standards with respect to the operational use and control of the cranes. This is a critical compliance issue given the operational nature the cranes. In addition, works will include rehabilitation works in line with their age and exposure to saline environments.

Devonport Naval Fuel Installation Control System

Central to the effectiveness of the Naval Fuel Installation system is the computerised controls and all associated valves and pneumatic components. This system controls the receipt, management, filtration, and delivery of the fuel. The computer systems governing this is at end of life and requires replacement to reduce operational risk. The works will also likely require improvements to the controls and valves. This is an operationally critical infrastructure asset.

Devonport Small Boats Storage and Wash-Down Area

This project will provide a fit for purpose storage and wash down facility, replacing the current (outdoor) small boat storage area. The aim of this is to provide a facility which will protect the small boats from sea spray, sun, wind and rain but enable easy transfer of boats into and out of the facility; therefore it is intended that the building will remain open to the NE. The facility will provide the ability to: remove salt and other contaminants from the boats in a manner which meets legislative safety and environmental requirements; enable routine general maintenance including minor maintenance on the engines; and, to store ready use items and related maintenance equipment. Physical security i.e. lockable areas and oversight/monitoring will likely be a requirement.

Devonport Small Boats Maintenance Workshop

This project seeks to provide a safe working environment for maintenance activities related to the small boat fleet. Physical security i.e. lockable areas and oversight/monitoring, will likely be a requirement.

Devonport Small Boats Fuel Services

This project seeks to provide safe fueling options for the small boat fleet. This will include the controls, monitoring and environmental protection measures required to support safe fueling suitable for the current and future small-boat fleets.

Papakura Linked Capability Single Living Accommodation

This project entry and project title awaits confirmation of requirement from the Defence Capability project lead. This entry remains as a placeholder to support additional personnel accommodation associated with the increased size of the Counter Explosive Hazards team at Papakura. The Single Living Accommodation (SLA) is to meet standards set through the NZDF accommodation programme and the location as determined by the Master Plan and Precinct Block Plans. The SLAs will provide a community living environment in a format to be determined through further assessment.

Linton Consolidated Parking: Common Logistics Precinct

Responding to the emerging NZDF parking strategy and the requirement to centralise and consolidate assets, the Linton Infrastructure Master Plan indicated the requirement to consolidate parking across Linton Camp into central locations. Centralised parking provision is critical to the development of the Linton common logistics area, ensuring separation between pedestrians, personal vehicles and heavy vehicles. This car park is to be designed to enable efficient access and designed in line with contemporary sustainable and landscaping practices, and responding to anticipated changed in vehicle design and usage patterns.

Burnham Goods Distribution and Supply Facility (t.b.k.a. Burnham Regional Supply Facility)

This project will provide a new, fit for purpose inwards and outwards store to house the Goods Distribution, Supply Company and the Regional Equipment Pool. The building will be located on the boundary of the camp to maintain security functionality while improving the interface with external supply providers. This integrated environment will enable enhanced management of inwards and outbound freight, warehousing and supply/distribution while reducing movement of freight, personnel, and vehicles within the camp. The **Burnham Regional Supply Facility** will allow Units to prepare for operations and exercises from a single location. The project also envisages a new slip road / layby to service the goods distribution facility.

Burnham Training Hub - Linked Capability

The Training Hub at Burnham seeks to co-locate significant training activities to support the outcomes of the Master Plan (2019). The Training Hub will consist of multi-purpose facilities to support the requirements of the proposed relocation of Army Recruit, Non Commissioned Officer and Initial Officer Training; including the associated messing needs which form part of the Accommodation, Messing and Dining Modernisation strategic programme. This development will enable the concurrent unit operation and training, whilst sharing some core facilities; the Training Hub will be located as directed by the master plan.

Burnham Facilities Maintenance Compound - Linked Capability

As a consequence of detailed planning for Logistics at Burnham, the Facilities Maintenance compound is required to be relocated. This activity will include remediation of the existing site, and provision of safe and compliant storage of effects to support the needs of infrastructure maintenance activities on the site.

Burnham Transport Headquarters

As a consequence of detailed planning for Logistics at Burnham, the Transport Headquarters are required to be relocated. The existing facilities are also end-of life and significantly constrained. This project will enable a new fit-for-purpose facility for the operation and management of Transport functions.

Burnham Single Living Accommodation (60 Beds)

As a consequence of detailed planning for Logistics at Burnham, a number of accommodation facilities are required to be replaced or relocated. The existing facilities, which are predominantly used for Officer accommodation, are close to end of life and would ordinarily require replacement. The single living accommodation (SLA) is to meet standards set through the NZDF accommodation programme and the location as determined by the Master Plan and Precinct Block Plans. The SLAs will provide a community living environment in a format to be determined through further assessment.

Papakura Special Operations Vehicle Introduction to Service - Priority Roads and Entrance

This project entry and project title awaits confirmation of requirement from the Defence Capability project lead. This project seeks upgrades to specific heavy vehicle routes in order to ensure safe and efficient vehicular movements, in line with the expected future vehicle fleet demands. This project entry remains as a placeholder.

Linton Heavy Vehicle Priority Roads: Common Logistics Precinct

This project seeks a precinct-wide upgrade to specific heavy vehicle routes in order to ensure safe and efficient vehicular movements. This allows other routes to be maintained at a lower pavement Class, which reduces costs and maintenance. Restricting and modifying routing for vehicle types enhances the living space of the Camp. The heavy vehicle road network includes: Barrowclough Road, Williams Drive, Conway Road, and Ditters Road. The roads will also require separate and segregated pedestrian and cyclist provision to ensure safe operating distances. This upgraded heavy vehicle roading system will also incorporate relevant storm-water design.

Burnham Hard-standing: Logistics Precinct

New hard-standing is required to meet the increased capacity requirements and timing of the development of the common logistics precinct. The area of hard-standing is as described in the logistic area precinct block plan. The storm-water control and management shall be designed to good practice standards which will, at a minimum, need to include such elements as swales, surge ponds, water collection and re-use.

Burnham Fuel Point: Logistics

This project seeks to upgrade the existing fuel point facility, principally to enlarge the concrete hard-standing apron size, containment area and volume, and canopy area. The proposed extension will extend parallel to

Avery Road. The specific contamination risk of ground water penetration from spillage will be reduced through an appropriate, compliant and sensitive design.

Linton Rooding Programme: Common Logistics Precinct

This project will provide safe, fit for purpose roading infrastructure to facilitate the Linton Common Logistics Precinct. A clear street network hierarchy ensures all users understand the routes available for different functions - walkers and cyclists can expect priority on the slow streets and heavy vehicle drivers can expect priority on heavy roads. Design, layout, appointment, orientation and location are to be in accord with the Linton Infrastructure Master Plan and Precinct Block Plans, and the pedestrian, parking and roading guidelines (i.e. incorporating appropriate storm-water design).

Linton Heavy Vehicle Entrance Gate

This project seeks to provision the security enhancements associated with the increased heavy vehicle movements at a purpose-built heavy vehicle entrance and goods-interchange at Linton Camp. This project will likely require completion of the significant works associated with the Consolidated Logistics Project at Linton Camp. On completion, this project will enable effective entrance control, increase heavy vehicle movement efficiency and reduce impact to the local road connection.

Devonport Linked Capability Wharf Extension

This project entry remains as a placeholder awaiting confirmation of requirement from the Defence Capability project lead. The scope and detailed requirements of the project will be determined by a subsequent report and requirements of the future maritime fleet.

Devonport Linked Capability Introduction to Service - Wharf Strengthening

This project entry remains as a placeholder awaiting confirmation of requirement from the Defence Capability project lead. The scope and detailed requirements of the project will be determined by a subsequent report and requirements of the future maritime fleet.

Burnham Tutorial, Assessment and Lecture Rooms

This project will consolidate and provide fit for purpose, multi-functional and adaptable lecture, tutorial and conference spaces. The building will likely be multi-storey and will be centrally located, supporting shared-use of facilities for the entire Camp. The building will be configured to allow future flexibility to meet new demands. Unit briefing rooms will remain in the unit headquarters. Location will be in alignment with the Burnham Infrastructure Master Plan.

Ohakea Single Living Accommodation Barracks Stage 1 – Linked Capability

Current Single Living Accommodation (SLA) at RNZAF Base Ohakea is not fit for purpose and in addition, an increase in capacity is required with the increase in personnel expected from the introduction into service of the Air Surveillance Maritime Patrol aircraft. The SLA is to meet standards set through the NZDF accommodation programme and the location as determined by the Master Plan and Precinct Block Plans. The SLAs will provide a community living environment in a format to be determined through further assessment.

Burnham NZ Army Band Practice and Storage

As a consequence of detailed planning for Logistics at Burnham, the NZ Army Band Practice and Storage facility requires relocation. The facilities currently provide minimal storage and amenity and are disconnected from other facilities they utilise. A multi-use facility will allow a higher degree of utilisation and provide secure storage for instruments and ceremonial equipment. The location will be in accord with the Master Plan, which will provide more visibility to the band as a valued part of the culture of Burnham Camp.

Papakura Linked Capability - Expeditionary Training Facility

This project entry and project title awaits confirmation of requirement from the Defence Capability project lead. This entry remains as a placeholder.

Papakura Unit Headquarters Secure Operations Facility

This project seeks to enhance and enlarge the space provided for personnel engaged in operational planning and management.

Ohakea North East Quadrant Consolidated Parking

In view of the future intensified use of North East Quadrant and the value of flight-line land, the Master Plan indicated the requirement to consolidate parking in a single location to the north of the North East Quadrant precinct. This consolidated parking is required to service the increased personnel and traffic to this area, as a single car park reduces vehicle movements and enables a safer working environment. As a consequence of this project asset-centric single-level car-parks will be removed, relinquishing land for other assets. The car-park will be designed to enable efficient access / agrees of the building and the site and be designed in line with contemporary sustainable and landscaping practices.

Ohakea Main Gate, Entrance and State Highway Connection

This project seeks to improve safety at the main gate and entrance to Base Ohakea. A number of incidents have been recorded at the entrance due to number of movements to and from the site and the speed of the adjacent state highway. With the arrival of additional capability and the increase in supporting personnel, the existing issues will be exacerbated. Working with NZTA this project seeks to ensure an improved design increasing safety for all road users. It will likely result in an interchange between SH1 and Ohakea and also effect changes to the entrance and visitor arrival procedure.

Ohakea Combined Mess

With the increasing personnel occupancy on RNZAF Base Ohakea, an improved messing and dining approach is required to provide quality meals accessible by those personnel working on the site. The existing facilities are limited in seating, preparation and storage. Therefore a new facility is required that will consolidate the kitchens across the site and bring efficiencies to kitchen and mess services and operations. The standard, yet to be determined, will govern the approach and capacity of the facility but it is likely to include alternative dining options with the ability to provide modular dining options and alternative use (outside of dining periods). The facility may also be required to accommodate in-flight kitchen services to support operations from RNZAF Base Ohakea.

Linton Vehicle Shelters (t.b.k.a. Linton Regional Vehicle Storage)

The current vehicle fleet requires fit for purpose storage. Current arrangements at Linton are ad-hoc and inadequate; therefore this project seeks construction of appropriate new storage facilities to support the efficient and safe storage of the vehicle fleet. The Linton Regional Vehicle Storage will provide secure, fully enclosed, fit for purpose shelters for MHOV located at Linton Camp consolidated in one location. This includes both Regional Equipment Pool and unit allocated vehicles. The Regional Vehicle Storage will be designed to allow access for all necessary users and to enable efficient traffic flow and support the configuration of vehicles on site.

The Regional Vehicle Storage will include garaging, hard-standing and maneuverability space and be based on a modular design, sited in such a way so they can be expanded should future growth be required.

Burnham Logistics Unit Workshops and Maintenance Support Facility (t.b.k.a. Burnham Maintenance Support Facility)

The existing 3 Workshop Company buildings at Burnham are not fit for purpose and are at the end of their economic life. This project will consolidate both military and third party civilian maintenance workforces within a co-located environment. It will support outputs of the Workshop Company and Regional Equipment Pool operator who will deliver maintenance and repair of pool and garrison equipment. An integrated logistic workforce, in combination with fit for purpose facilities will allow military to focus on operational and skills training, enhancing overall operational readiness and capability. Workshop infrastructure will be determined by the Burnham Logistics Precinct Plan and will include provision for adequate office space and associated amenities and ablutions. The Burnham Maintenance Support Facility will have capability mirrored to the Linton Maintenance Support Facility though smaller in scale reflecting differences in Unit and Garrison maintenance dependencies. The Burnham Maintenance Support Facility will have sufficient size, capability and security to maintain existing dependencies and the future fleet of larger and heavier Protected Vehicle - Medium (PV-M) fleet (excluding Light Armoured Vehicle replacement). This project supports the delivery of the Consolidated Logistics Project.

Appendix D: Implementation Responsibilities

Typical Project Delivery Process – Design-Bid-Build / Design and Build

Current Process	Future Process	By	Improvement
Submission of 3-year's of sequenced projects, across financial years and submitted for Approval to Initiate, reconfirmed and subject to change on an annual basis.	Confirmation of current FY through to FY+3 and an annual submission of 'FY+4' i.e. provision of the fourth year's projects compiled from the project sequence and submitted for Approval to Initiate. Project list supported by strategic assessment for each project. This provides a forward cast of three year's worth of ATI-supported projects.	DEI	Able to undertake stable and considered planning and business case process for all projects earlier. Meet programme requirements for Approval in Principle status. DEI able to provide certainty to third-party capacity support. Projects better justified and considered. Single Service planning purposes supported.
User requirements called for/ revalidated and a business case prepared and approved.	User requirements validated, scope defined and prefaced to support FY+4 projects.	DEI	Improvement to process by forcing earlier consideration and involvement of user representatives, enabling shorter business case preparation period.
Business case submitted for Approval in Principle from the appropriate delegation holder.	Business case submitted for programmes and sub-programmes of work where available, for Approval in Principle from the appropriate delegation holder.	Defence Force, Minister or Cabinet	'Bundling' of projects into sub- and programme-level entities enables efficiency and effectiveness opportunities to be realised.
Individual project management plans prepared.	Programme management plan established and updated annually to support development of individual project management plans i.e. Alliance relationship.	DEI / Alliance	Strategic approach to planning to ensure standardisation of outputs across projects.
Individual procurement plan prepared and submitted to General Procurement Advisory Board (GPAB) for approval.	Annual, per tranche or programme procurement plans submitted to GPAB for approval i.e. Alliance relationship.	DEI / GPAB / Alliance	Multi-project procurement plans acknowledge the limited options available for procurement of assets and provide a consistent approach across the programme. Supports certainty in the market for third-party support to DEI outcomes.
Evaluation plan for consultant procurement on individual projects prepared and submitted to GPAB for approval.	Evaluation plan for consultant procurement on annual, per tranche or programme prepared and submitted to GPAB for approval i.e. Alliance relationship.	DEI / GPAB / Alliance	No change in basic process.
CCS panel used to select consultants for design, project management and cost management as required for project.	Utilisation of the embedded NZDF DEI Alliance relationship.	DEI / Alliance	An established relationship with a forward vision of the project pipeline provides longer preparation time for projects, earlier approvals and the alignment of the procurement process to programme delivery requirements.

Current Process	Future Process	By	Improvement
Request for professional services issued for individual projects, responses evaluated and recommendation approved by GPAB.	Request for professional services issued for individual projects or bundled projects (sub-programmes), only where these cannot be accommodated from within the Alliance structure.	DEI / GPAB / Alliance	Reduction of number of request for professional services issued by: full utilisation of the Alliance relationship; and, by bundling projects to form sub-programmes where possible.
Design completed and firm estimate of cost prepared.	Design completed to higher order stages i.e. preliminary or detailed design [or to detailed design stage for design-bid-build projects.]	Consultants / Alliance	More extensive use of design and build contracts where appropriate.
Evaluation plan for construction contractor tender prepared and approved by GPAB.	Evaluation plan for design/build consortium or construction contractor tender prepared and approved by GPAB. Where tender is for a project valued at greater than \$25M whole-of-life, consideration will be given to employing an Independent Quality Assurance (IQA) agency such as AuditNZ.	DEI / GPAB / Alliance	Consideration of IQA to monitor tender process in real time to provide probity assurance.
Registration of interest and prequalification process to evaluate and select construction contractor shortlist and recommendation approved by GPAB.	Registration of interest and prequalification process to evaluate and select design/build consortium or construction contractor shortlist and recommendation approved by GPAB	DEI / GPAB / Alliance	No change in basic process, but including Alliance to widen industry connectivity.
Contract award and construction period.	Contract award, completion of design (if design/build) and construction.	Contractor / Alliance	No change in basic process.
Commission and hand over facility.	Commission and hand over facility. Where project has complex building services, an Independent Commissioning Agent (ICA) will be appointed to ensure facility operates in accordance with the design, and all services are appropriately tested and certified.	DEI / Consultants / Alliance / ICA	Increased complexity of building services and introduction of building management systems requires appropriate expertise and experience to complete commissioning process. This is often best managed by an ICA.
Defects period.	Defects period plus initial 12 months maintenance.	DEI / Alliance / Consultants / Contractor	Where facility complexity warrants, the construction contract will include the maintenance of the facility during the defects period. This ensures that there is no confusion as to responsibility for the systems and provides time for the bedding-in of services and the training of the facilities maintenance contractor.

Appendix E: Programme Requirements

To reflect the Estate strategic programmes, a selection of requirements that would have ordinarily been identified may be forgone (or naturally included) to give effect to the strategic outcomes sought. These requirements are not reflected within the tables in Chapter 2.

Accommodation Messing and Dining Modernisation (AMDM)

Strategic barrack and messing upgrades. This investment is site agnostic until the developed Business Case identifies the initial priority.

Burnham Single Living Accommodation (60 Beds)

Ohakea Single Living Accommodation Barracks Stage 1 – Linked Capability

Devonport Junior and Senior Accommodation Phase One (c.385 beds)

Tekapo Multi Function Accommodation Facility inc Secure Storage Phase 1

Tekapo Multi Function Accommodation Facility inc Secure Storage Phase 2

Whenuapai Single Living Accommodation Barracks Phase 3 (c. 96 beds)

Linton Single Living Accommodation Barracks Phase 1 (c. 96 beds)

Linton Single Living Accommodation Barracks Phase 2 (c. 48 beds)

Burnham Single Living Accommodation Barracks Phase 2 (c. 96 beds)

Burnham New Zealand Officer Cadet Corps Barracks (c. 80 beds)

Consolidated Learning Programme (Programme Ruru)

Investment in Defence learning through a Defence Academy, Health and Wellbeing, and Information/Cyber facilities.

Devonport Basic Common Training Facilities

Devonport Basic Branch and Advanced Training and Education Facilities

Waiouru investment for Training and Doctrine, and Army Cadet School

Trentham Community and Learning Centre

Consolidated Professional Learning - Defence Academy

Consolidated Recruit Training - Defence Academy

Consolidated Logistics Project (CLP)

Delivery of maintenance support and regional supply facilities at both Linton and Burnham Army Camps and vehicle storage facilities at Linton Army Camp. Various projects, some raised and funded in DERP16, are indicated as supporting the CLP initiative.

Papakura - Logistics facility and CSS Nth Shelters (outcome – Northern Logistics Facility) – DERP16

Burnham - Goods Distribution Centre (outcome: Burnham Regional Supply Facility) – DERP16

Burnham - 3 Combat Service Support Battalion Workshop (outcome: Burnham Maintenance Support Facility) – DERP16

Linton - Field Workshops (outcome: Linton Maintenance Support Facility) – DERP16

Linton - Logistics Managed Fleet Utilisation Warehouse (outcome: Linton Regional Supply Facility)

Linton - Vehicle Shelters (outcome: Linton Regional Vehicle Storage)

Projects shown within tables at Chapter 2 enabling CLP outcomes:

Linton – Waterway Common Logistics Precinct (outcome: Watercourse re-alignment)

Linton – Storm-water Network Logistics Precinct - (outcome: Storm-water Network Logistics Precinct)

Proactively Released by the Minister of Defence