



**2020 BRIEFING TO
INCOMING MINISTER
OF DEFENCE /
NGĀ WHAKAMĀRAMA
KI TE MINITA TE KĀHUI
KAUPAPA WAONGA**



New Zealand
**MINISTRY
OF DEFENCE**
Manatū Kaupapa Waonga



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

BRIEFING TO INCOMING MINISTER OF DEFENCE / NGĀ WHAKAMĀRAMA KI TE MINITA TE KĀHUI KAUPAPA WAONGA 4

WELCOME TO DEFENCE / NAU MAI KI TE WHARE O
TE KĀHUI KAUPAPA WAONGA 5

YOUR ROLE AS THE MINISTER OF DEFENCE /
TŌ TŪRANGA HEI MINITA MŌ NGĀ KAUPAPA WAONGA 6

FOREIGN AFFAIRS, DEFENCE AND TRADE COMMITTEE 7

HOW THE DEFENCE AGENCIES KEEP YOU INFORMED /
HE PĒHEA TE WHAKAMŌHIO HAERE A
TE KĀHUI KAUPAPA WAONGA I A KOE 8

THE ROLES OF THE DEFENCE AGENCIES /
NGĀ KAWENGA A TE KĀHUI KAUPAPA WAONGA 9

THE MINISTRY OF DEFENCE BY THE NUMBERS /
NZDF BY THE NUMBERS /
NGĀ TATAURANGA WHAKAHIRA A TE KĀHUI KAUPAPA WAONGA 10

THE VALUE OF DEFENCE / TE UARA O TE KĀHUI
KAUPAPA WAONGA 12

HOW THE DEFENCE AGENCIES WORK TOGETHER /
HE PĒHEA TE MAHI TAHI A TE KĀHUI KAUPAPA WAONGA 21

DEFENCE RELATIONSHIPS / NGĀ HONONGA O
TE KĀHUI KAUPAPA WAONGA 26

PROPOSED EARLY INTERNATIONAL ENGAGEMENT
OPPORTUNITIES / NGĀ TAURA I TE AO HEI WHIRIWHI PEA MĀU 26

INVESTMENT IN DEFENCE /
TE HAUMITANGA KI NGĀ KAUPAPA WAONGA 29

EARLY DECISIONS AND SIGNIFICANT MATTERS /
NGĀ WHAKATAU, ME NGĀ TAKE NUI KEI TE AROAORO 30

ANNEX A OVERVIEW OF THE NEW ZEALAND DEFENCE FORCE / HE TIROHANGA WHĀNUI KI TE OPE KĀTUA O AOTEAROA 33

OUR PURPOSE / TĀ MĀTOU KAUPAPA 34

OUR PEOPLE / Ō MĀTOU ĀHEINGA 35

OUR DIRECTION / TĀ MĀTOU ARONGA 38

GOVERNING THE NZDF / NGĀ MANA HAUTŪ O TE OPE KĀTUA 39

FUNDING THE NZDF / TE HAUMI KI TE OPE KĀTUA 41

STATUTORY AND NON-STATUTORY APPOINTMENTS /
NGĀ KOPOUNGA Ā-TURE, TURE-KORE HOKI 42

OUR COMMITMENT TO YOUTH DEVELOPMENT /
TŌ TĀTOU PAIHERENGA KI TE WHAKAWHANAKE TAIOHI 43

■ Cover: HMNZS Aotearoa
arrives at Devonport Naval
base after it's voyage from
South Korea. 2020.

**ANNEX B OVERVIEW OF THE MINISTRY
OF DEFENCE / HE TIROHANGA WHĀNUI
KI TE MANATŪ KAUPAPA WAONGA 44**

THE MINISTRY OF DEFENCE / MANATŪ KAUPAPA WAONGA 45

HOW THE MINISTRY IS ORGANISED /
TE HANGANGA KAIMAHI A TE MANATŪ KAUPAPA WAONGA 48

**ANNEX C CABINET FORWARD
PROGRAMME TO EARLY 2021 49**

**ANNEX D NEW ZEALAND'S SECURITY
ENVIRONMENT AND DEPLOYMENTS /
TE ĀHUATANGA WHAKAMARUMARUTANGA
O AOTEAROA 52**

REGIONAL SECURITY / TE WHAKAMARUMARUTANGA
O TE ROHE WHĀNUI 53

INTERNATIONAL SECURITY ISSUES / NGĀ TAKE
WHAKAMARUMARUTANGA O TE AO 56

CURRENT DEPLOYMENTS / NGĀ KAIMAHI KEI
TĀWĀHI I TĒNEI WĀ TONU 57

**ANNEX E TRANSLATING DEFENCE POLICY
INTO CAPABILITY / TE WHAKATINANA
I TE KAUPAPAHERE KAUPAPA WAONGA
KIA WHAI KAHA AI 59**

**ANNEX F NEW ZEALAND DEFENCE
INDUSTRY / TE RĀNGAI KAUPAPA
WAONGA O AOTEAROA 62**

**ANNEX G DEFENCE ESTATE / NGĀ PĀ O
TE OPE KĀTUA O AOTEAROA 64**

ANNEX H BIOGRAPHIES / NGĀ HAURONGO 68



2020

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

■ *Left: Soldiers conduct urban assault training in Upper Hutt with an RNZAF NH90 helicopter. 2020.*

WELCOME TO DEFENCE / NAU MAI KI TE WHARE O TE KĀHUI KAUPAPA WAONGA

1. Tēnā koe e te Minita. Congratulations on your appointment as the Minister of Defence.
2. Collectively referred to as 'Defence', the New Zealand Defence Force (NZDF) and the Ministry of Defence (the Ministry) are separate entities but work together to ensure that the New Zealand Government receives robust advice from both a military and civilian perspective.
3. Defence plays a valuable role by delivering a range of activities that promote the prosperity and resilience of New Zealand, our Pacific region, and our international partners further abroad. Few other militaries in the world cover such a large geographical area and broad range of tasks as the NZDF.
4. These tasks include being ready for combat operations; conducting overseas operations; protecting our borders and ocean resources; undertaking search and rescue; sustaining our scientists in Antarctica; responding to emergencies like earthquakes or floods; assisting government agencies to provide a public service; and responding to explosive ordnance disposal call outs.
5. The NZDF has a total strength of approximately 15,500 personnel and comprises three services; the Royal New Zealand Navy, the New Zealand Army and the Royal New Zealand Air Force, as well as a significant number of reservists and civilian staff. The NZDF is one of New Zealand's largest employers, and personnel are integral members of local communities throughout the country, and help to teach life skills to young New Zealanders.
6. One of the Government's security objectives is to ensure the security and territorial integrity of New Zealand. The NZDF's strategic outcomes are to secure New Zealand's interests, contribute to the maintenance of the international rules-based order, and ensure that the service of our Veterans is honoured. The NZDF works to deliver these outcomes through a Vote Defence output framework that expresses what the Government is seeking from Defence; with the work being broken down into seven output classes. These outputs are: preparing Navy, Army and Air Force capabilities for joint operations and other tasks; carrying out operations to protect New Zealand and New Zealanders, as well as New Zealand's security, stability and interests; providing advice to Government; and respecting veterans and honouring service.
7. With Cabinet, you set the strategic direction and priorities for Defence. Defence places a significant emphasis on long-term strategic planning. The Ministry's skilled civilian workforce of around 160 staff lead this through regularly assessing the strategic environment; developing defence policy settings; signalling the investment needed to equip the NZDF to meet the Government's intentions for Defence; and providing advice on individual investment options.
8. The Defence portfolio is capital intensive, with up to \$20 billion of capability investment currently planned out to 2030. Indicative individual capabilities and costings are subject to comprehensive scrutiny by defence officials prior to presenting business cases for investment to you and Cabinet for decision.
9. The impacts of the COVID-19 pandemic both domestically and internationally have been far-reaching, with the NZDF playing a major role in the all-of-Government response. More broadly, Defence is monitoring the impacts of the pandemic and the implications for the portfolio and we will keep you regularly updated.
10. The Defence agencies have prepared this introductory briefing to outline the breadth of the Defence portfolio and highlight decisions and significant matters to consider in your first 100 days as the Minister of Defence.

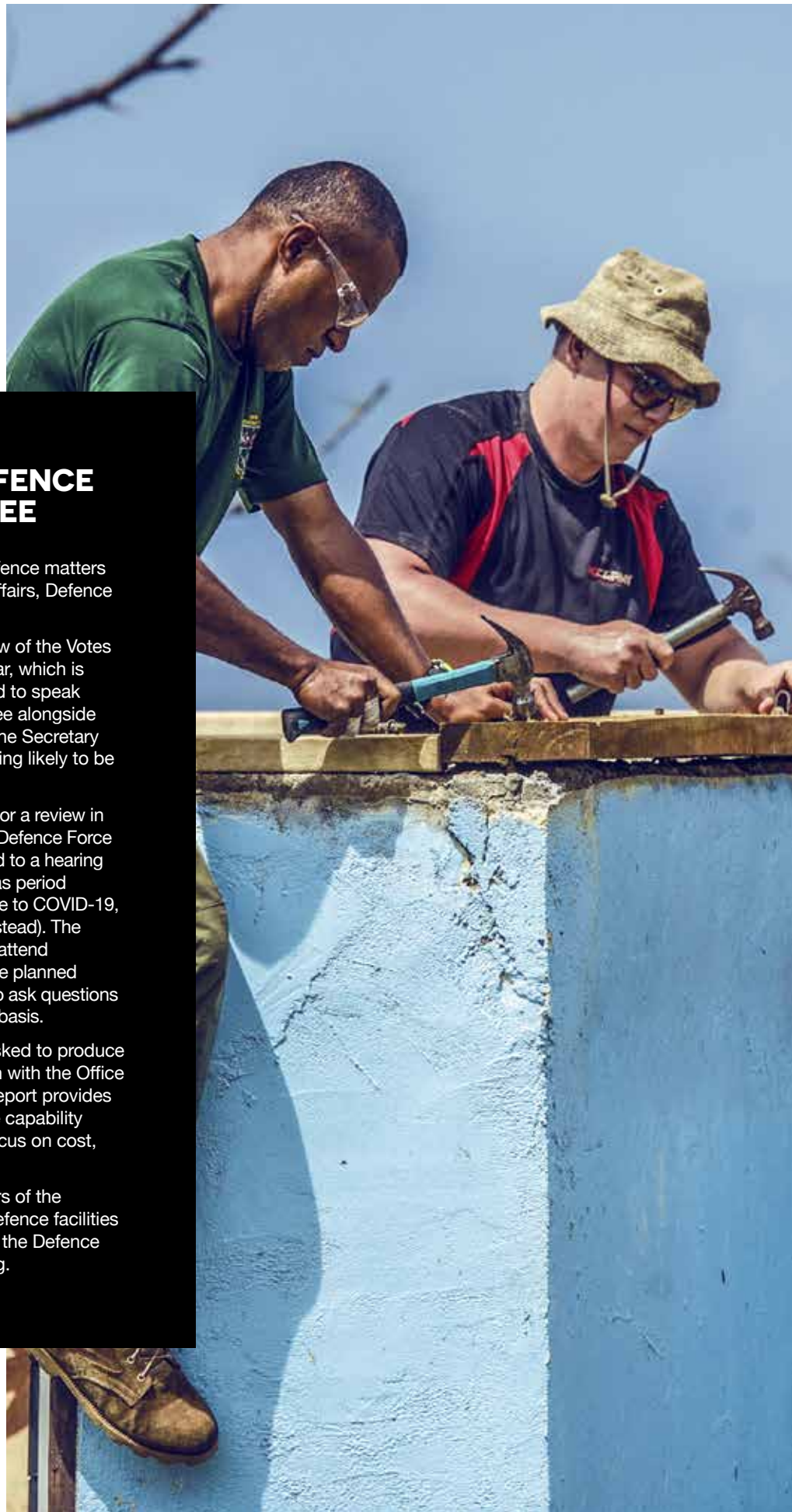
YOUR ROLE AS THE MINISTER OF DEFENCE / TŌ TŪRANGA HEI MINITA MŌ NGĀ KAUPAPA WAONGA

11. The arrangements for Defence are set out in the Defence Act 1990 (the Act). The Act states that the Governor-General is the Commander-in-Chief of New Zealand's Armed Forces, and you as Minister of Defence have power of control over the NZDF on behalf of the Government. You exercise this power through the Chief of Defence Force who is your principal military adviser. The NZDF is the only agency of State with the ability to raise and maintain armed forces for the defence of New Zealand and the protection of New Zealand's interests.
12. The Secretary of Defence is your principal civilian adviser. Through the Ministry, you set the strategic direction and develop the policy settings for Defence.
13. As Minister of Defence, you shape the Defence portfolio and have formal input at key decision points, including:
 - setting Government priorities for the Defence agencies
 - with Cabinet, setting the policy direction for Defence
 - the approval of mandates, through Cabinet, to deploy the NZDF
 - the selection of capability options and the granting of approval, through Cabinet, for procurement contracts
 - making senior NZDF appointments, through Cabinet, including for the Chief of Defence Force and the three Service Chiefs (Navy, Army and Air Force)
 - leading New Zealand's international defence engagement programme, and
 - approving a work programme that assesses and audits the NZDF and the procurement function of the Ministry, and directing specific audits and assessments to be carried out as and when you require.
14. Your leadership as the Minister of Defence, through the priorities and policy you set and the relationships you develop, will shape the Defence portfolio and position the NZDF to be equipped and ready to respond to challenges and disruptive events, and advance New Zealand's interests at home or overseas.
15. Key relationships for the Minister of Defence include the Prime Minister, the Minister of Finance (given the significant spending implications of the Defence portfolio), and the Minister of Foreign Affairs (particularly when considering international deployments and engagements).
16. At times, you will also want to engage with Ministers of agencies that work alongside Defence or receive NZDF assistance. This includes the intelligence agencies; Customs; Police; Primary Industries; Conservation; Civil Defence and Emergency Management; Veterans' Affairs; Social Development; Māori Development; Business, Innovation and Employment; and the Attorney-General.
17. You will engage with members of the Foreign Affairs, Defence and Trade Select Committee. You may also be appointed to Cabinet committees that oversee the national security and intelligence sector; consider strategic policy, legislative matters and government expenditure; and coordinate and direct national response to major crises.
18. International engagement is a key element of the role, both in contributing to New Zealand's security and to the maintenance of the rules-based international order. You will engage with our partners in the Pacific, North Asia and South East Asia, and in particular, our Five Eyes partners Australia, Canada, the United Kingdom and the United States of America.

■ *Right: Engineers from New Zealand Army's 2nd Field Squadron work alongside engineers from the Republic of Fiji Military Forces in the Village of Silana, on the north-eastern coast of Viti Levu, Fiji. 2016.*

FOREIGN AFFAIRS, DEFENCE AND TRADE COMMITTEE

19. Select committee consideration of defence matters is usually carried out by the Foreign Affairs, Defence and Trade Committee (FADTC).
20. FADTC undertakes an estimates review of the Votes of both agencies for the upcoming year, which is usually held in June. You will be invited to speak at the annual meeting of the Committee alongside both the Chief of Defence Force and the Secretary of Defence, with the next annual meeting likely to be held in June 2021.
21. Defence expects to receive questions for a review in November each year, and the Chief of Defence Force and Secretary of Defence will be invited to a hearing by the Committee prior to the Christmas period (usually held in December, although due to COVID-19, the hearing may occur in early 2021 instead). The Minister of Defence does not normally attend the December hearing. Outside of these planned engagements, the Committee may also ask questions of the Defence agencies on an ad hoc basis.
22. Since 2010, Defence has also been asked to produce a Major Projects Report in conjunction with the Office of the Auditor-General. This detailed report provides greater visibility of how major Defence capability projects are being managed, with a focus on cost, schedule and capability.
23. You may wish to engage with members of the Committee on opportunities to visit Defence facilities so they can orientate themselves with the Defence sector prior to the next annual meeting.



HOW THE DEFENCE AGENCIES KEEP YOU INFORMED / HE PĒHEA TE WHAKAMŌHIO HAERE A TE KĀHUI KAUPAPA WAONGA I A KOE

24. The defence agencies will engage with you in a way that fits your expectations and schedule.
25. This may include the following channels:
 - a regular (usually weekly) meeting on a range of defence matters with the Secretary of Defence, the Chief of Defence Force and other senior Defence officials
 - issue or project-specific briefings with relevant Defence officials
 - a weekly report that provides an update on current and emerging issues, key projects, events and visits, forthcoming Cabinet papers and submissions, and official domestic or international travel, events and visits
 - regular intelligence briefings from Defence Intelligence (NZDF)
 - a monthly policy update
 - a Quarterly Performance Report from the NZDF, and
 - a monthly update on all major capability projects under acquisition from the Ministry.
26. You are supported in your Office by a Military Secretary (NZDF) and a Private Secretary (Ministry of Defence).
27. Defence Public Affairs (DPA) handles media enquiries, press releases, social media and a number of publications that cater to the public and NZDF personnel. Defence public information describes the activities of our forces in New Zealand and overseas, and why they are there and what they are doing. The Office of Chief of Defence Force will liaise with your press secretary to ensure effective coordination. It also works closely with the Ministry to ensure consistent messaging across the Defence agencies.



■ Above: HMNZS Manawanui at sea in the Hauraki Gulf, 2020.

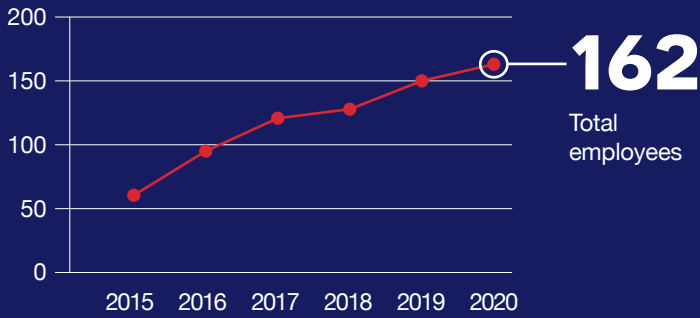
THE ROLES OF THE DEFENCE AGENCIES / NGĀ KAWENGA A TE KĀHUI KAUPAPA WAONGA

28. Together, the Defence agencies deliver on the Minister of Defence's priorities for the Defence portfolio. Under the Defence Act 1990 (the Act), the Secretary of Defence, as the Chief Executive of the Ministry of Defence, is the principal civilian adviser to the Minister of Defence and other Ministers, and the Chief of Defence Force, as the Chief Executive of the NZDF, is the principal military adviser.
29. The separation between the two agencies is embedded in the Act. The way in which Defence is structured is different to the diarchy model used in Australia and United Kingdom.
30. There are multi-layered statutory requirements for the Secretary of Defence and the Chief of Defence Force to consult each other on general defence matters, as well as on specific functions.
31. In practice, this means that while the Secretary and Chief of Defence Force have separate accountabilities, they work closely together.
32. The two chief executives work collaboratively where they have shared responsibilities. This arrangement works well, with both the military and civilian perspectives producing the most robust advice for Government. An important element of the relationship between the two agencies is constructive contestability and challenge. This approach is strongly supported by the agencies' different cultures and shared commitment to the same outcome – to meet the defence requirements of New Zealand effectively.
33. The Act defines the primary roles and responsibilities of the Secretary of Defence as to:
 - formulate advice on defence policy (in consultation with the Chief of Defence Force)
 - prepare defence assessments, including a review of different options capable of achieving the Government's policy goals (in consultation with the Chief of Defence Force)
 - procure, replace or repair major defence equipment for use by the Defence Force, and
 - arrange for audits and assessments of the Defence Force and the procurement function of the Ministry, as agreed with the Minister of Defence.
34. The Act defines the roles and responsibilities of the Chief of Defence Force as to be:
 - responsible to the Minister for the carrying out of the functions, duties, conduct and management of the Defence Force, and
 - responsible to appropriate Ministers for the carrying out of functions and duties of the Defence Force that relate to that Minister's portfolio and the tendering of advice to that Minister on any matter relating to that Minister's portfolio.
35. The following legislation is administered by Defence:
 - Defence Act 1990
 - Armed Forces Canteens Act 1948
 - Armed Forces Discipline Act 1971
 - Court Martial Act 2007
 - Courts Martial Appeals Act 1953
 - Military Decorations and Distinctive Badges Act 1918
 - Military Manoeuvres Act Repeal Act 2012
 - Pardon for Soldiers of the Great War Act 2000
 - Visiting Forces Act 2004

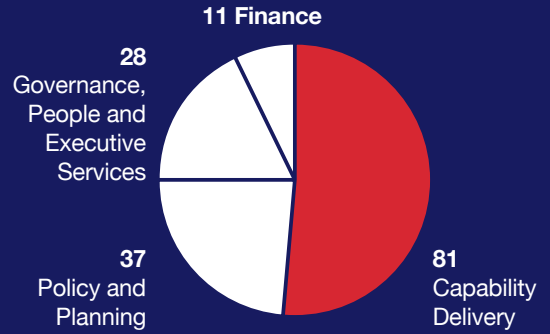


THE MINISTRY OF DEFENCE BY THE NUMBERS / NZDF BY THE NUMBERS / NGĀ TATAURANGA WHAKAHIRA A TE KĀHUI KAUPAPA WAONGA

Total employees



Employees by division



Ethnicities

EUROPEAN	63.5%
MĀORI	5.1%
ASIAN	8.3%
PACIFIC	3.2%
OTHER	3.8%

Capability

\$5.910B
of approved capital
expenditure currently under
management to deliver on
Defence projects

Correspondence

MINISTERIALS	62
OFFICIAL INFORMATION ACT REQUESTS	81
PARLIAMENTARY QUESTIONS	40
CABINET PAPERS	23

Female staff

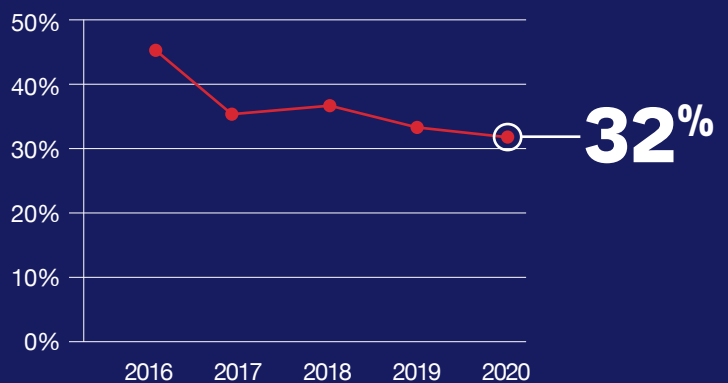
Female staff



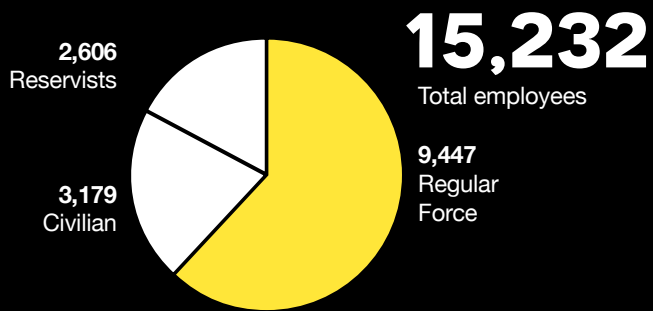
Female managers



Gender pay gap



Total employees



Capability

\$869M

Forecast capital spend over the next four years

\$552M

Spend on projects in delivery and/or capability that is in service

Ethnicities

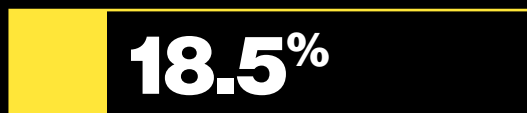
	Regular Force	Civilian
EUROPEAN	64.1%	52.3%
OTHER EUROPEAN	14.7%	17.8%
MĀORI	17.0%	8.1%
PACIFIC	5.4%	3.6%
ASIAN	2.7%	4.3%
OTHER	5.0%	20.1%

Correspondence

MINISTERIALS	255
OFFICIAL INFORMATION ACT REQUESTS	1,315
PARLIAMENTARY QUESTIONS	205
CABINET PAPERS	5

Female staff

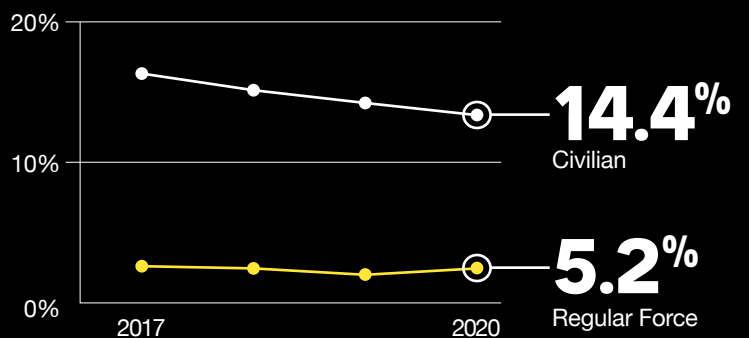
Regular Force



Civilian



Gender pay gap



THE VALUE OF DEFENCE / TE UARA O TE KĀHUI KAUPAPA WAONGA

36. Defence provides significant value to New Zealand, its people, and the international community.
37. The NZDF is able and equipped to undertake a diverse range of activities that promote the security, prosperity and resilience of New Zealand communities, the Pacific region, and our international partners further abroad. NZDF capabilities are available at short notice and are an essential part of the all-of-Government response to critical incidents in New Zealand and internationally.
38. Defence activities contribute to the maintenance of the international rules-based order. Multilateral institutions, international law and custom and convention, which accord rights to all countries regardless of their size, are fundamental to New Zealand's safety and security. The international rules-based order protects the ability of New Zealanders to communicate, travel, and trade goods in a way that underpins our economy and way of life.
39. Our network of strong international defence relationships amplify New Zealand's international influence. The exchanges and information we gain from our partners is valuable in enabling the Government to take decisions on defence and foreign affairs matters consistent with New Zealand's interests and values.
40. Defence works with Pacific and other likeminded partners to make positive contributions to regional security and a range of initiatives in areas such as climate change, leadership building and gender equality.
41. The Ministry's assessments on the international strategic environment and advice on potential implications for New Zealand's interests and NZDF capabilities ensure that Defence is well-placed to respond to national and global security challenges.
42. As part of the national security sector, the Defence agencies contribute to wider government objectives such as foreign policy interests, border control, resource protection, and trade and economic interests.

THE VALUE OF THE MINISTRY OF DEFENCE

43. The Ministry is the civilian defence advisor to government and the lead defence policy agency. The Ministry's advice enables the Government to set the strategic direction and formulate policy for how it expects Defence to be prepared to undertake a range of activities and respond to domestic, regional, and international challenges. The Ministry has three primary roles as per the Defence Act 1990:
 - to formulate advice on defence policy
 - to procure military capabilities for the NZDF, and
 - to arrange for assessments and audits of the Defence system.
44. The Ministry is staffed by skilled professionals who bring a unique civilian perspective to the work of Defence. We employ people from across the public and private sectors, mainly in the areas of project management, policy, corporate and finance. Over half of our staff are project management professionals who lead multi-million dollar projects to acquire military capability for the NZDF.
45. The Ministry's work is generally developed in partnership with the NZDF and consulted with the Ministry of Foreign Affairs and Trade, the central agencies, and other agencies in the national security sector. The Ministry frequently engages with stakeholders such as academia, defence industry, and defence partners in other countries.
46. The Ministry and the NZDF work with the Ministry of Foreign Affairs and Trade to provide advice on when and why the Government should mandate the NZDF to deploy personnel. The Ministry's advice presents options for deployment that often bring together strategic and operational considerations to support the best possible security outcomes.
47. In order to give decision-makers a clear picture of New Zealand's evolving strategic environment, the Ministry regularly assesses major strategic trends as well as conducting more in-depth assessments on emerging and evolving issues that could affect New Zealand's Defence policy, capability and national security interests. These assessments inform the articulation of Defence policy settings.
48. In order to give effect to the Government's policy settings, the Ministry develops long-term plans that indicate future capability investment to procure equipment for use by the Defence Force. In doing so, the Ministry carefully balances policy objectives, capability and affordability. This planning determines the capabilities that the NZDF will need to deliver on the Government's expectations for decades to come.
49. These investments are subject to the approval of individual business cases with options for investment by Cabinet, the availability of funding through the budget process, and in taking into account other Government priorities.

50. In order to effectively manage the projects already underway and future planned investments, Defence's capability portfolio management helps develop a range of options for Government around the structure, scope and sequencing of investments. This long-term planning highlights interdependencies between capabilities, the impact of the timing of investments on the NZDF, and other constraints on the delivery of investments such as Government budgetary priorities.
51. Once Cabinet has approved a capability investment, the Ministry is responsible for the successful delivery of that project from procurement to introduction into service. This is done in partnership with the NZDF.
52. Given the nature of the Ministry's work, it is essential that it operates in an open, transparent and high-integrity environment. The Ministry's audits and assessments of the NZDF support continuous improvement. As the Minister of Defence, you may direct that the Ministry carry out a specific audit or assessment. Topics proposed as part of the work programme align with areas of strategic risk for Defence.

THE MINISTRY IN THE PACIFIC

As outlined in the *Advancing Pacific Partnerships Defence Assessment 2019*, the Ministry of Defence's engagement and activities with partners in the Pacific is guided by the 2018 *Boe Declaration on Regional Security*, which is a compass for Defence efforts to strengthen regional security cooperation. Alongside the Ministry of Foreign Affairs and Trade and other security agencies, the Ministry has an important role to play in the implementation of the Boe Declaration, including in the Forum Officials' Committee on Regional Security. The Ministry also supports our Pacific partners by:

- working to advance United Nations Women, Peace and Security initiatives
- advancing climate change and security initiatives through the South Pacific Defence Ministers' Meeting, and
- supporting defence policy development in countries including Papua New Guinea and Fiji.

THE VALUE OF THE NEW ZEALAND DEFENCE FORCE

53. The NZDF is charged with promoting a safe, secure and resilient New Zealand, including on borders and approaches. The NZDF also makes a valuable contribution to the maintenance of the international rules-based order, and to building and strengthening New Zealand's network of international relationships through its involvement in military partnerships, coalitions and combined military operations. The NZDF must be combat-capable, flexible and ready to operate alongside its partner nations. A combat capable force is one that has a range of military capabilities that can be deployed anywhere in the world and is ready to operate successfully in a range of high-threat environments.
54. The NZDF's unique combination of highly trained personnel and specialist equipment provides the Government with options that cannot be delivered by any other government agency. In recent years, the Government's expectations of the NZDF and therefore the breadth of tasks it carries out have grown. In addition to supporting deployed operations overseas as well as resource and border protection tasks in and around New Zealand and the broader region, the NZDF is increasingly tasked by the Government with a range of non-operational activities. This increased activity utilises specialist military capabilities and personnel to support other Government agencies to respond to emergency incidents or to provide public services to New Zealanders.

The NZDF is a significant contributor to the all-of-Government response to the COVID-19 pandemic. During Alert Level 4, the NZDF deployed 718 personnel as part of Operation Protect. Operation Protect is one of the NZDF's largest military operations since the deployment to Timor-Leste in 1999.

The number of NZDF personnel supporting all-of-Government efforts increased from August. In total, there are over 1,230 personnel supporting, or preparing to support, efforts including border security and planning, providing logistic support expertise and helping to run managed isolation and quarantine facilities. In the longer term this will have a direct impact on the NZDF's operational preparedness and ability to sustain and support ongoing operations.

OPERATION PROTECT

NZDF support to the all-of-Government response to the COVID-19 pandemic – snapshot as of November 2020

ROLES AND TASKS OVER THE DURATION OF OPERATION PROTECT



- 80 planners and specialists in a range of All of Government response centres
- Liaison officers in Emergency Coordination Centres around the country
- NZDF planning team assists Government efforts to repatriate 23,000 foreigners and New Zealanders returning home
- HMNZS *Canterbury* retrieves Department of Conservation staff from Raoul Island, in the Kermadec Islands
- Environment team advises supermarket and industry on supply chain safety
- Command/management teams provided to multiple Managed Isolation and Quarantine facilities in Auckland, Wellington and Christchurch
- 1 x Seasprite SH-2G(I) helicopter supports Auckland Emergency Management with numbers on vessels visiting Great Barrier Island
- 1 x P-3K2 Orion – aerial surveillance for NZ Police of recreational craft in the waters around Auckland over Anzac Day weekend
- Maintenance support to Whanganui PPE manufacturer
- Packaging and distribution of care packages in Manawatu
- Delivery of machinery for PPE production from Whanganui to Upper Hutt
- Army reserves assist with moving Dunedin Hospital equipment
- Ambulances stored at Kensington Army Hall, Dunedin
- Mortuary Affairs contingency planning
- Burnham Military Camp personnel assisted with proving new thermal imaging technology
- Advice and assistance with PPE supply chain planning and management
- Response planning for cruise ship contingencies.

OPERATION PACIFIC RELIEF

TROPICAL CYCLONE HAROLD



P-3K2 ORION

Aerial surveillance to assist the Governments of Vanuatu, Fiji and Tonga understand the extent of the damage and determine how to respond following Tropical Cyclone Harold

- 4 x flights



HEADQUARTERS JOINT FORCES NEW ZEALAND

Operational command, direction of capabilities, liaison with Ministry of Foreign Affairs and Trade on delivery of relief supplies

1154

TOTAL NZDF PERSONNEL COMMITMENT*

916 on tasks at any one time



■ NZDF personnel assist iwi organisation Te Tihi o Ruahine with the packing and delivery of care packages for families during Operation Protect.

SUPPORT TO CENTRAL AGENCIES

28

Personnel assigned

OPERATIONAL COMMAND CENTRE

1 NZDF personnel provided planning and specialist logistics support

MINISTRY OF BUSINESS, INNOVATION AND EMPLOYMENT

19 NZDF personnel provided general planning and supply chain planning support

NZ POLICE

7 NZDF personnel provided operations, intelligence and quarantine/isolation planning support

MINISTRY OF HEALTH

1 NZDF personnel provided planning support



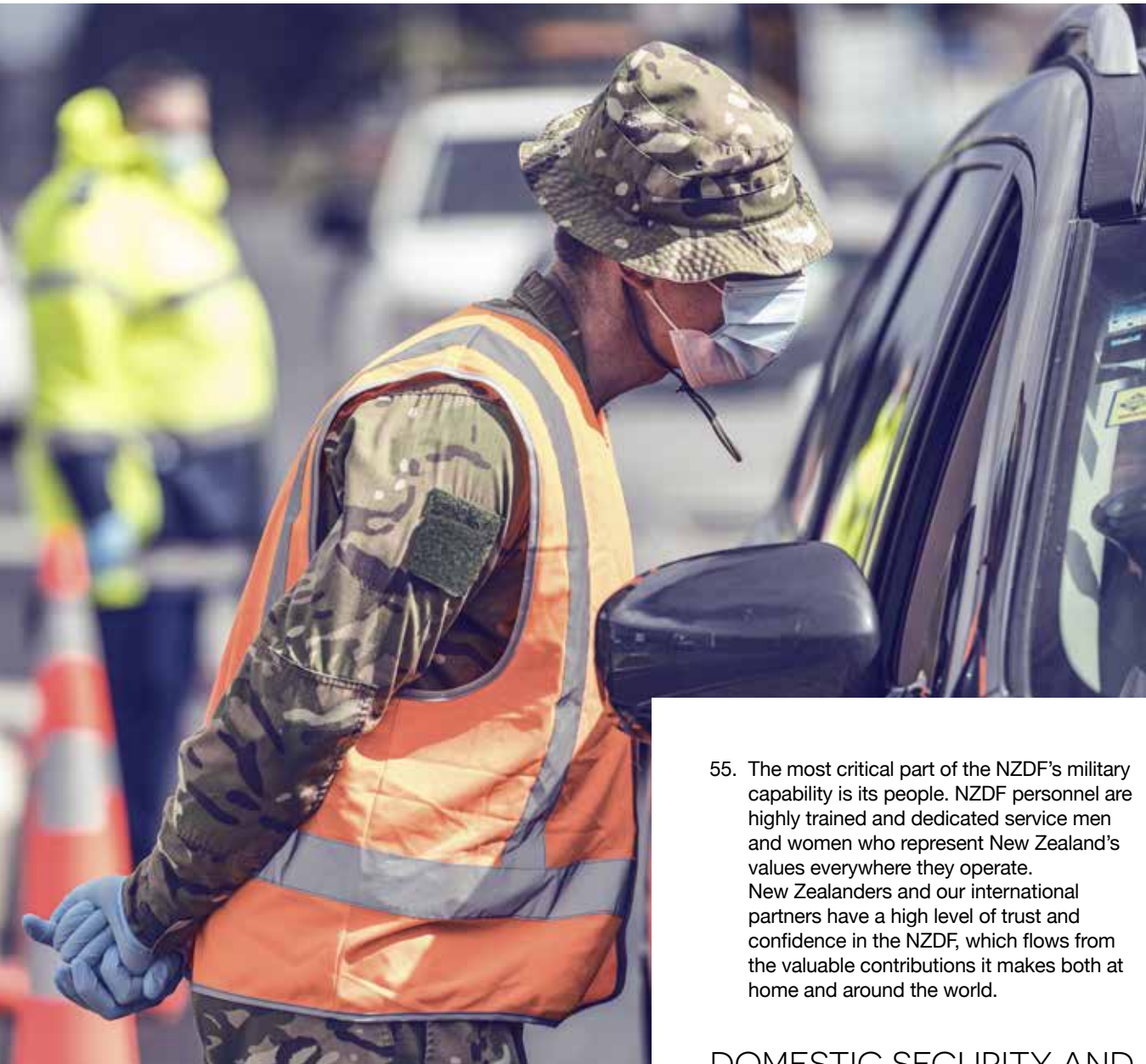
RNZAF MISSION SUPPORT

230 Squadron provided imagery analysis and reporting

C130H(NZ) HERCULES

Delivering vital aid for relief efforts following Tropical Cyclone Harold (Includes tarpaulins, tools, generators, water containers, hygiene products, and a commercial helicopter)

- 2 x flights to Fiji
- 4 x flights to Vanuatu



■ Above: NZDF personnel assists the New Zealand Police at road checkpoints in Auckland to prevent the spread of COVID-19. 2020.

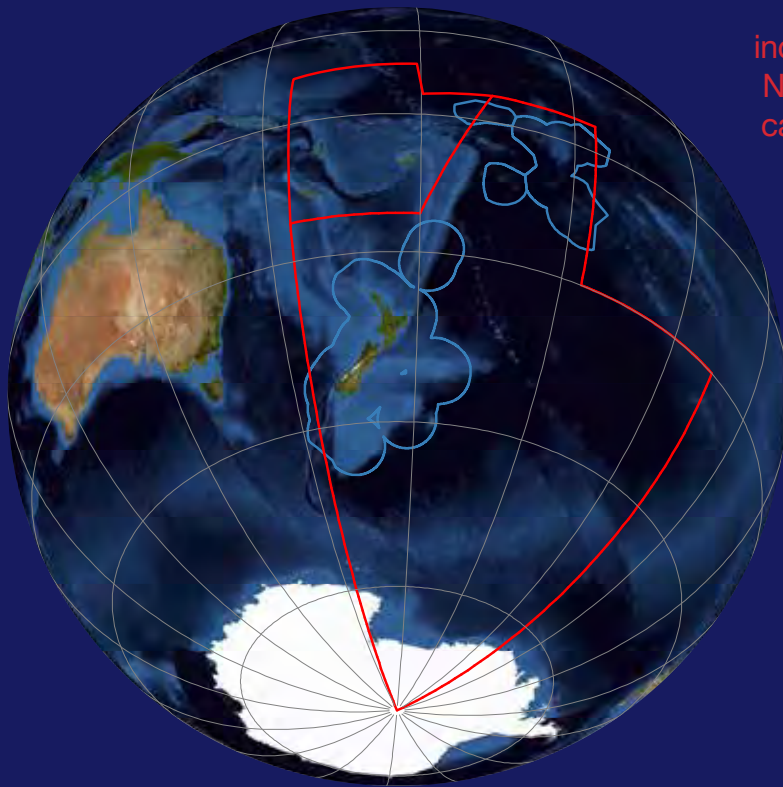
55. The most critical part of the NZDF's military capability is its people. NZDF personnel are highly trained and dedicated service men and women who represent New Zealand's values everywhere they operate. New Zealanders and our international partners have a high level of trust and confidence in the NZDF, which flows from the valuable contributions it makes both at home and around the world.

DOMESTIC SECURITY AND COMMITMENTS

56. The NZDF protects New Zealand's sovereignty and provides security and other services to New Zealanders. It is structured, equipped, and trained to respond to a range of contingencies.
57. Protecting New Zealand's security interests across our expansive maritime area – extending from our shores and territorial waters to our Exclusive Economic Zone and considerable Search and Rescue Zone, to approaches and sea lines of communication – presents the NZDF with unique operating challenges. It is critical that the NZDF is equipped with the capabilities it needs to effectively monitor and respond to a range of activities in New Zealand's maritime domain.



New Zealand's Search and Rescue region, including areas where New Zealand is often called upon to assist.

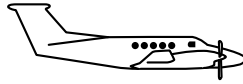


58. The availability of specialist military capabilities and resources also allows the Government to draw on the NZDF to support civil authorities, whether in response to security incidents or to provide a public service. This usually occurs in the instance that a situation is beyond the capacity of civil authorities to deal with alone. The NZDF participates in central and local government planning and multi-agency training exercises to support all-of-Government preparedness.

The NZDF sent a number of personnel from all three services and deployed assets including HMNZS Wellington and most types of Air Force aircraft to assist in the emergency response following the eruption on Whakaari/White Island in December 2019. Following the evacuation of the Island, the NZDF worked under the direction of the New Zealand Police to carry out a high-risk operation to recover bodies from the volcano.

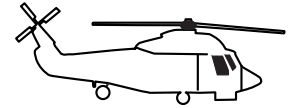
- 59. The Government can also require the NZDF to assist civil authorities in non-emergency situations, such as to provide assistance for ceremonial activities for state events or significant military anniversaries.
- 60. The NZDF supports agencies such as the Ministry for Primary Industries and the Department of Conservation in resource and border protection and monitoring; provides fire-fighting support to Fire and Emergency New Zealand; and supports the National Emergency Management Agency in responding to either regional or national disasters. Additionally, the NZDF maintains forces ready to provide support to the New Zealand Police should they need to respond to a terrorist incident, and has an explosive ordnance disposal capability on hand.
- 61. The NZDF is involved in communities throughout the country. A particular focus is on helping young New Zealanders to gain the skills and confidence they need for a better future. The NZDF provides support to the Ministry of Education to deliver its Service Academy Programme, which is aimed at 15-17 year old students in 30 schools who are at risk of disengaging or who are disengaged from school.
- 62. The NZDF also provides ongoing support to the Ministry of Social Development by delivering the Limited Service Volunteer Programme (LSV). These programmes aim to increase the number of young people entering employment or training by helping them gain qualifications, grow their motivation and learn key life skills.

WHAKAARI/WHITE ISLAND DISASTER 2019



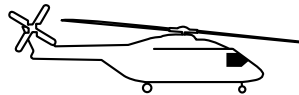
KA350 KING AIR

Transported civil defence staff to Whakatāne.
Transported a Deployable Joint Interagency Task Force to Whakatāne to join the Joint Command and Reconnaissance team.
Transported the Prime Minister.



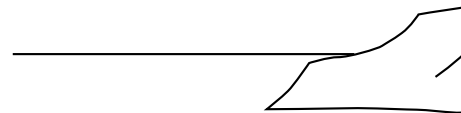
SH-2G(I) SEASPRITES

1 Seasprite based on HMNZS Wellington, conducting intelligence, surveillance and reconnaissance and transfers.
2 Seasprites shore based conducting intelligence, surveillance and reconnaissance, and transfers.



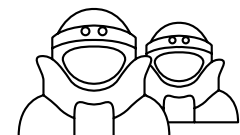
NH90

2 NH90s shore based conducting intelligence, surveillance and reconnaissance.
Transferring five survivors on the day of the eruption.
Transferring six deceased people from White Island to HMNZS Wellington, and on to Auckland.
1 refueling truck and 2 personnel aviation refueling team based in Whakatāne.
4 Force Protection personnel for aircraft security.
Launched within three hours of eruption.



HMNZS WELLINGTON

Deployed to White Island within five hours of eruption and on station within 11 hours, providing support.
Families of two missing deceased observe one-minute silence on ship.
Platform for island-based activities.
Security for Whakaari/White Island area.



EOD SQUADRON

EOD specialists and their specialist hazardous material equipment deployed to Whakatāne.
EOD team recovered six deceased people from Whakaari/White Island.
24 personnel deployed.



C-130 (NZ) HERCULES

Transported New Zealand Police Dive Team and EOD SQN from Auckland and Wellington to Whakatāne.

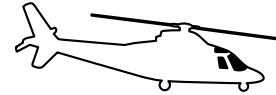


P-3K2 ORION

P-3K2 conducting patrols in support of New Zealand Customs was diverted to provide intelligence, surveillance and reconnaissance on the day of the eruption.

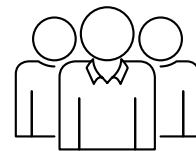
Carried out search at sea for missing two deceased, based on Rescue Coordination Centre New Zealand modelling.

Re-tasked within one hour of eruption and overhead within three hours of eruption.



A109

Transported Deployable Joint Interagency Task Force personnel to Whakatāne to join the Joint Command and Reconnaissance team.

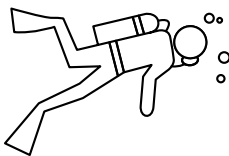


HEADQUARTERS JOINT FORCES NEW ZEALAND

Planning and coordinating element for committing people and assets in support of recovery operation.

Provision of liaison officers to Police National Headquarters and the National Crisis Management Centre.

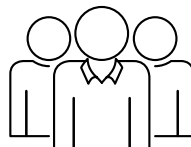
Continuous operation for first 72 hours after eruption.



HMNZS MATATAUA

HMNZS *Matataua* search team deployed to support underwater search.

3 personnel and autonomous underwater vehicle transferred to HMNZS *Wellington* and 9 divers and their diving equipment and recompression chamber deployed.

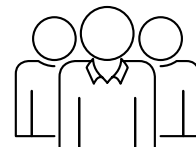


COMMAND AND CONTROL TEAM

Personnel from Deployable Joint Interagency Task Force have performed command and control functions in support of the recovery efforts.

Liaison officers established in headquarters, and maritime, land, special operations and air domains.

6 personnel deployed.



MORTUARY AND DISASTER VICTIM ID TEAM

Mortuary affairs and disaster victim identification support provided to civil authorities in Whakatāne and Auckland.

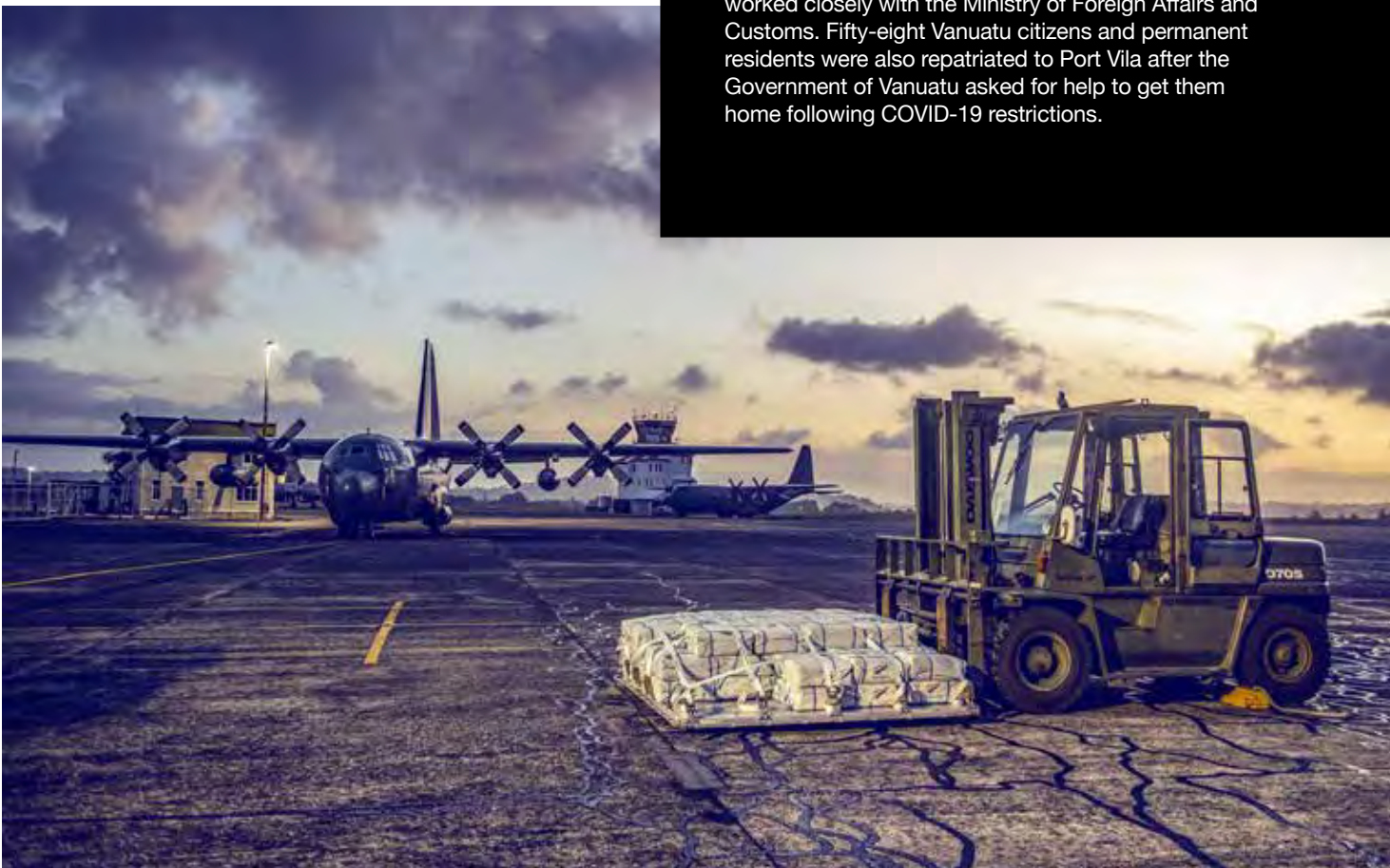
17 personnel deployed.

THE NZDF IN THE PACIFIC

63. Defence maintains strong relationships across the Pacific and in particular, with those countries who the NZDF works with closely in capacity building efforts as part of the Mutual Assistance Programme. These cooperative security and capacity building measures include visits to, and exercises and activities with, Pacific partner countries to support the professional development of their defence and security forces.
64. The NZDF provides air surveillance and naval patrols throughout the wider Pacific region to:
- support Pacific Island Countries to maintain security of their respective Exclusive Economic Zones
 - support Forum Fisheries Agency member states to meet their objectives, and
 - carry out regional engagement activities.
65. The NZDF works with the Ministry of Foreign Affairs and Trade to deliver aid supplies and repatriate New Zealanders following extreme weather or other emergency events in the Pacific.

Tropical Cyclone Harold hit in April, when COVID-19 pandemic numbers were increasing and Alert Level 4 was in place in New Zealand. The category five cyclone destroyed crops, infrastructure and thousands of homes. Working under challenging circumstances alongside the Ministry of Foreign Affairs and Trade, a Royal New Zealand Air Force C-130H Hercules flew multiple trips to Vanuatu and Fiji with aid such as shelter kits, agricultural tools, generators and personal hygiene supplies. A P-3K2 Orion conducted five surveillance flights to report on damage. A total of 79 tonnes of freight was transported to Fiji and Vanuatu during the immediate response period.

Base Auckland was the port of first arrival for people being repatriated to New Zealand, which the NZDF worked closely with the Ministry of Foreign Affairs and Customs. Fifty-eight Vanuatu citizens and permanent residents were also repatriated to Port Vila after the Government of Vanuatu asked for help to get them home following COVID-19 restrictions.



ANTARCTICA AND THE SOUTHERN OCEAN

66. The NZDF provides significant support to New Zealand's efforts in Antarctica and the Southern Ocean. This includes conducting air surveillance patrols in the Southern Ocean in order to carry out resource protection activities, providing strategic airlift and logistics support to Antarctica New Zealand to carry out New Zealand's Antarctic programme, and providing support to the United States and Italy via the Antarctic Joint Logistics Pool. The NZDF's largest deployment outside of New Zealand is currently to Antarctica, with normally up to 220 personnel deployed during the months October to February. The NZDF also provides support to agencies such as the Department of Conservation with resupply operations to the Sub-Antarctic Islands and the Kermadec Islands.

CONTRIBUTING TO INTERNATIONAL SECURITY

67. The NZDF works both independently and with other government agencies and security partners on a range of operations that contribute to global peace and security, the maintenance of the international rules-based order, and to a network of strong international relationships. The NZDF has a strong reputation as a valued and credible defence partner.
68. The NZDF provides the Government with deployment options, including combat capable forces. NZDF personnel are deployed as part of major United Nations peace support operations, maritime security activities, training missions, logistics activities and into headquarters positions around the world. Each deployment is mandated by Cabinet, usually for up to two years.

HOW THE DEFENCE AGENCIES WORK TOGETHER / HE PĒHEA TE MAHI TAHI A TE KĀHUI KAUPAPA WAONGA

69. The Defence agencies work together to provide a civilian and military perspective to Ministers on a range of defence matters including defence capability, international engagements and defence deployments. This close collaboration is supported by both agencies being co-located at Defence House in Wellington.
70. In close collaboration with the NZDF, the Ministry will work with you to assess and refine the Government's priorities and policy settings for Defence.
71. Defence's priorities and the roles of the NZDF are updated to give effect to government intentions and enable the NZDF to have the necessary capabilities to carry out its roles.

DEFENCE ASSESSMENT 2021

72. Since the publication of the *Strategic Defence Policy Statement 2018*, there have been significant developments that impact New Zealand's strategic outlook. This places greater pressure on Defence to balance resourcing, policy and capabilities to ensure the NZDF is sized and equipped to deliver on the Government's defence priorities.
73. As a result, the Secretary of Defence directed the Ministry to work on a defence assessment. This assessment will provide a comprehensive review of New Zealand's strategic environment and the implications for defence policy settings and NZDF roles and tasks to provide a basis for future analysis and decisions on force structure. The Ministry is working closely with the NZDF and consulting other government agencies and international partners as appropriate.
74. The Defence Assessment is expected to be provided to you in May 2021. The Secretary of Defence will provide updates to you at key points in the process.

■ Left: Members of the Air Movements team RNZAF Base Whenuapai load up the C-130 Hercules with aid on a Humanitarian Assistance Disaster Relief flight to Vanuatu following Cyclone Harold on 8 April 2020.

PROPOSAL FOR A DEFENCE WHITE PAPER 2022

75. If agreed by Cabinet, the Defence Assessment 2021 will feed directly into the development of a Defence White Paper.
76. The White Paper development process would provide the Government with the opportunity to fully investigate shifts in the strategic environment and to consult with the public on their expectations for the NZDF in light of the challenges and opportunities that New Zealand is likely to or may encounter over the coming decades.
77. The White Paper process provides a means to assess and evaluate the indicative total cost of Defence to deliver on the Government's policy settings. It also provides high-level options to Ministers on indicative future operating and capital cost commitments in order to determine future service levels that will be needed to support policy objectives.
78. Following extensive consultation and careful costing considerations to ensure that Defence delivers value for money, the White Paper would articulate the Government's defence policy objectives and how the NZDF will need to be structured and equipped to deliver on those objectives.
79. Ministry officials will meet with you to discuss the Defence policy review cycle and the proposal to deliver a Defence White Paper or equivalent policy document in 2022.

RESPONDING TO THE EFFECTS OF CLIMATE CHANGE

Climate change will be one of the greatest security challenges in the coming decades – the risk of concurrent and more extreme weather events is increasing. The links between climate change and conflict are indirect but demonstrable. When the effects of climate change intersect with a complex array of environmental and social issues, these can be significant contributors to both low-level and more violent conflict.

In support of the wider New Zealand Government work programme on climate change, Defence has taken a proactive approach to promoting global recognition of climate change as a security risk and to integrate climate change into Defence activities and decision-making processes. Since 2018, Defence has recognised climate change as a major driver of military operations and capability decisions going forward.

The impacts of climate change will require more humanitarian assistance and disaster relief, stability operations, and search and rescue missions. The NZDF may be faced with more frequent and concurrent operational commitments that will stretch resources and may reduce readiness for other requirements.

Defence has made a commitment to make sustainable changes to our operations as part of our commitment to identifying, addressing and minimising the impacts of climate change to our communities and international partners.

MARITIME SECURITY STRATEGY

New Zealand's maritime security sector is comprised of a number of government agencies and stakeholders with maritime domain risk management and support responsibilities. The Ministry and the NZDF, together with other agencies in the national security sector, participate in the Maritime Security Oversight Committee (MSOC), which has governance, policy, intelligence and operational coordination functions. MSOC has developed a Maritime Security Strategy (the Strategy) (endorsed by Cabinet in November 2019), to provide cross-government policy guidance for the sector. We will brief you on our membership of the MSOC and its proposal to publish the Strategy, as well as options for resourcing its future implementation.

DELIVERING CAPABILITY

80. Close collaboration is particularly important in respect of major defence capability projects that are jointly managed and governed under the end-to-end Capability Management System (CMS).
81. While the Secretary of Defence and the Chief of Defence Force have separate accountabilities for different phases of the capability life cycle, the design of the CMS reflects that these accountabilities are part of a dynamic process that necessitates integrated ways of working and shared accountability for the success of the system as a whole.
82. The Secretary leads and is responsible for the strategic policy, capability development, and procurement phases of the capability life cycle, and the Chief of Defence Force leads and is accountable for the introduction into service, in-service and disposal phases. A Capability Governance Board, which the Secretary and Chief of Defence Force co-chair, exercises these responsibilities collaboratively.
83. Specialist professionals are a critical part of delivering capabilities within the CMS. Significant capability projects are defined, developed and delivered by Integrated Project Teams (IPTs) led by the Ministry and comprising personnel from both agencies. This approach integrates both project management professionals with subject matter experts from the Ministry and the NZDF, who provide specialist military advice. IPTs enable a collaborative way of working and drive end-to-end thinking at the project level and across the capability portfolio. The NZDF also manage approximately 200 capability projects that are of a smaller scale.

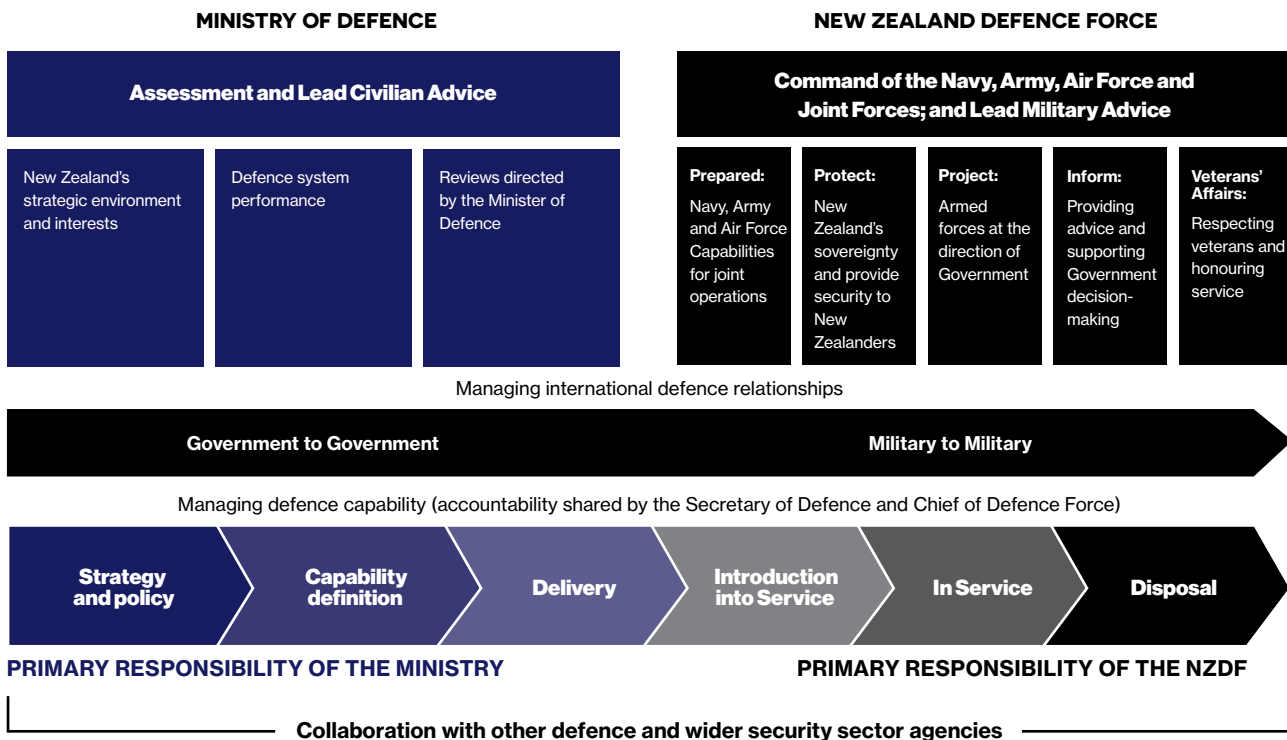


Figure 1: Respective roles of the Ministry of Defence and the New Zealand Defence Force.

DEFENCE DEPLOYMENTS

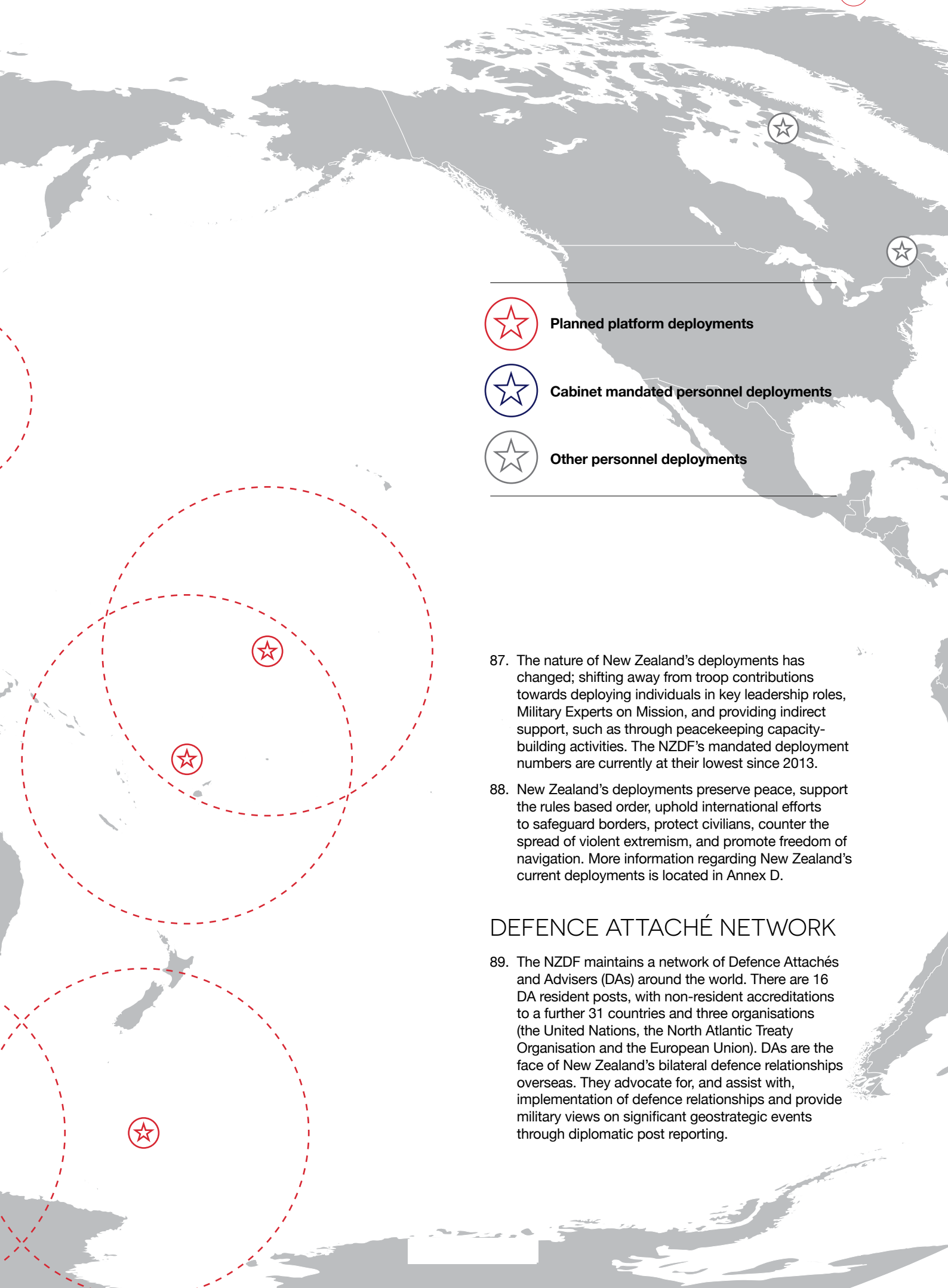
s6(a)



DEPLOYMENTS

- 84. The Defence agencies work together in partnership with the Ministry of Foreign Affairs and Trade to provide joint advice to Government on existing or proposed deployments. Defence also engages closely with likeminded countries and other government agencies on deployment advice and activities.
- 85. Whether New Zealand will deploy NZDF personnel and assets, and under what conditions and level of commitment, is decided by the Government of the day. The advice to Government on deployments is all-encompassing and combines both a civilian and military perspective to support the best possible security outcomes. It considers a wide range of issues, from the overall political and security environment to the more specific question of how the NZDF could best contribute to a particular mission. A central concern is always the safety and security of personnel deployed overseas.
- 86. While the majority of personnel deployed offshore are contributions to coalition activities, New Zealand has a long history of involvement in peace support missions, having contributed troops and personnel to United Nations (UN) peacekeeping operations since they began in 1954. We have been involved in more than 40 peace operations in more than 25 countries over the past 65 years, either under UN auspices or as part of coalitions. New Zealand's personnel are valued for their training, professionalism, practicality and integrity.





Planned platform deployments



Cabinet mandated personnel deployments



Other personnel deployments

- 87. The nature of New Zealand's deployments has changed; shifting away from troop contributions towards deploying individuals in key leadership roles, Military Experts on Mission, and providing indirect support, such as through peacekeeping capacity-building activities. The NZDF's mandated deployment numbers are currently at their lowest since 2013.
- 88. New Zealand's deployments preserve peace, support the rules based order, uphold international efforts to safeguard borders, protect civilians, counter the spread of violent extremism, and promote freedom of navigation. More information regarding New Zealand's current deployments is located in Annex D.

DEFENCE ATTACHÉ NETWORK

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

DEFENCE RELATIONSHIPS / NGĀ HONONGA O TE KĀHUI KAUPAPA WAONGA

90. New Zealand's security is enhanced by strong defence relationships with our neighbours, in our region and beyond. Effective defence engagement also supports New Zealand's broader foreign and economic policy objectives. Defence relationships ensure we can work with trusted partners in responding to security challenges, and also access information, equipment, and training opportunities. It is important therefore that New Zealand be active in our engagement with partners, including contributing to international security efforts and undertaking operational deployments.
91. Defence has an International Defence Engagement Strategy (IDES) that is revised annually. The IDES is a high level strategic document setting out objectives for defence engagement with international partners. Aligning our activities under this approach ensures that our relationships are appropriately prioritised and that our engagement supports broader defence, security and foreign policy objectives. The IDES sets out three enduring objectives for Defence engagement:
- shape the strategic environment to meet New Zealand's interests
 - enhance New Zealand's reputation and profile as a valued and responsible international partner, and
 - contribute to regional and global peace, security, and stability in order to support an international environment which promotes New Zealand's prosperity.
92. Perhaps more so than ever before, it is important that we maintain strong defence relationships with our partners. The relationships you establish with your defence counterparts will help to set the tone for New Zealand's defence relations. [REDACTED] s6(a), s9(2)(g)(i)

THE IMPACT OF THE COVID-19 PANDEMIC ON INTERNATIONAL DEFENCE ENGAGEMENT

93. Since the IDES was last updated in 2019, the COVID-19 pandemic has greatly affected the defence engagement environment. Many of the engagement tools that we use require in-person contact and have necessarily been cancelled or postponed. New Zealand and our defence partners have adapted with virtual engagements widely adopted to ensure continued engagement, both for bilateral and multilateral engagements.
94. The COVID-19 pandemic has also provided new opportunities to leverage, risks to consider and mitigate, and constraints to manage. The Ministry of Defence and NZDF have reviewed Defence engagement initiatives to ensure they are flexible, resilient and sustainable, and meet the evolving nature of each country's pandemic situation and response. Detailed planning on a country by country basis has been conducted to determine how engagement will proceed in the short term.

PROPOSED EARLY INTERNATIONAL ENGAGEMENT OPPORTUNITIES / NGĀ TAURA I TE AO HEI WHIRIWHI PEA MĀU

95. We recommend that you make contact with your international counterparts early in your term. This proposed programme includes meetings where Ministerial attendance has been customary in recent years or where, as Minister, you are the appropriate representative of the New Zealand Government. The programme will be determined at your discretion, and finalised between Defence and your office. Meetings could be either physical or virtual depending on the COVID-19 pandemic situation.
96. [REDACTED] s6(a), s9(2)(g)(i) You are also invited to attend the Association of Southeast Asian Nations (ASEAN) Defence Ministers' Meeting-Plus, which will potentially provide the opportunity to meet with a significant number of key counterparts. Detailed advice on upcoming engagements, including priority calls with key defence partners, will be provided to you separately.

MEETING WITH AUSTRALIAN DEFENCE MINISTER, THE SENATOR HON LINDA REYNOLDS

s6(a)

Meetings with your Australian counterpart set the strategic direction, level of effort, and tone for the defence relationship with our formal Ally and main partner, Australia. You have a formal Australian New Zealand Defence Ministers Meeting (ANZDMM) annually but also tend to meet with your counterpart in the margins of multilateral meetings. Overall, this is an opportunity to reinforce our ally relationship, and flag issues of concern. The last ANZDMM meeting was held in March 2019, as the March 2020 meeting was cancelled due to the COVID-19 pandemic.

s6(a), s9(2)(g)(i)

MEETINGS WITH PACIFIC MINISTERS OF DEFENCE

To be determined, as travel restrictions allow

New Zealand has cultivated a close relationship with Pacific defence counterparts, underpinned by an extensive support programme and people to people ties. Establishing relationships with Ministers of Defence in Fiji, Tonga and Papua New Guinea, will be essential to maintaining these close relationships.

FIVE EYES DEFENCE MINISTERS MEETING

s6(a)

2020 has seen increased engagement among the Five Eyes Defence Ministers through virtual meetings, both bilaterally and as a group.

s6(a)

This will pose challenges for New Zealand given the complexity of any Ministerial travel in the COVID-19 environment.

MANAMA DIALOGUE

4-6 Dec 2020

The Manama Dialogue is the annual International Institute for Strategic Studies (IISS) Middle East security summit.

As with the Shangri-La Dialogue (see below), the format includes set-piece plenary sessions on issues of regional significance, and provides many bilateral meeting opportunities with regional leaders, with whom New Zealand has otherwise limited opportunities for engagement.

While the Dialogue is still scheduled to occur in Bahrain in an in-person format, other options are being developed to take into consideration the limitations of COVID-19 (including virtual and 'hybrid' arrangements). You may wish to consider some form of participation should the Dialogue proceed in virtual format.

ASSOCIATION OF SOUTH EAST ASIAN NATIONS (ASEAN) DEFENCE MINISTERS' MEETING-PLUS (ADMM-PLUS)

10-11 Dec 2020

The ADMM-Plus is a defence-led security organisation comprising 18 nations and New Zealand's principal forum for multilateral defence engagement in Asia. In addition to the 10 ASEAN nations, Australia, China, India, Japan, Republic of Korea, Russia and the United States all attend the dialogue at the Ministerial-level. Viet Nam will host the 10th anniversary meeting and celebrations this December. Although planning is underway for a physical meeting, it is likely to be virtual. (Throughout 2020 Viet Nam has hosted all other engagements since February on virtual platforms.)

SHANGRI-LA DIALOGUE (SLD)

June 2021

The SLD is an annual Track One inter-governmental security forum hosted by the International Institute for Strategic Studies (IISS). Considered Asia's premier defence summit, the SLD attracts Defence Ministers, industry leaders and academics from across the world discussing the most pressing global security challenges through a series of Plenary discussions and Simultaneous Special Sessions. In the margins of the dialogue Ministers take the opportunity to conduct bilateral meetings with counterparts. The 19th SLD scheduled for June 2020 was, for the first time, cancelled due to COVID-19. The 2021 SLD will therefore mark the 20th anniversary of the talks.



Structure of NZDF outputs

PREPARE

PROTECT, PROJECT
AND INFORM

VETERANS' AFFAIRS

1

Navy Capabilities
Prepared for Joint
Operations

4

Operations to Protect
New Zealand and
New Zealanders

7

Supporting our
Veterans

2

Army Capabilities
Prepared for Joint
Operations

5

Operations Contributing
to New Zealand's Security,
Stability and Interests

3

Air Force Capabilities
Prepared for Joint
Operations

6

Advice to the
Government



INVESTMENT IN DEFENCE / TE HAUMITANGA KI NGĀ KAUPAPA WAONGA

INVESTING IN DEFENCE CAPABILITY

97. The Government makes a significant investment in Defence, both through the cost of operating the NZDF and the investment it makes over time in purchasing, upgrading and maintaining defence systems and equipment. Many military capabilities, platforms and infrastructure invested in today will still be in use 25 years from now.
98. Defence is a capital intensive portfolio with \$6 billion of approved capital expenditure currently under management to deliver on Defence projects, with projected annual capital expenditure to be over \$1 billion per annum.
99. The substantial level of investment in Defence requires an ongoing focus on the value for money that government achieves from its investments. Defence advice enables the Government to take capability decisions based on clear, transparent trade-offs that are articulated in our key strategy and planning documents.
100. Defence has developed a robust whole-of-life costing model that allows decisions to be made based on the total capital and operating cost. This means that investment decisions on future capability takes into account ongoing sustainment and operating costs required to support the capability once it is introduced into service. At the same time, capital investments are targeted to address the increased operating costs of ageing platforms and degraded infrastructure.

VOTE DEFENCE AND VOTE DEFENCE FORCE

101. You are the Responsible Minister for both Vote Defence and Vote Defence Force, which fund the Ministry and the NZDF's operations and expenditure respectively.
102. Vote Defence is administered by the Ministry of Defence, and contains appropriations for:
 - managing procurement and purchase of major items of defence capabilities for the NZDF
 - the provision of policy advice
 - reviews, audits and assessments
 - the purchase of assets for use by the Ministry, and
 - procuring defence capabilities for the NZDF through the non-departmental capital expenditure appropriation.
103. The Ministry's departmental operating budget for 2020/21 is \$23.2 million, the majority of which is spent on personnel.
104. Vote Defence Force is administered by the NZDF and contains appropriations that are detailed in seven output classes.
105. The NZDF appropriation for the 2020/21 financial year represents a planned expenditure of \$3.093 billion in operating funds, which equates to approximately 1.0 per cent of New Zealand's current gross domestic product.

EARLY DECISIONS AND SIGNIFICANT MATTERS / NGĀ WHAKATAU, ME NGĀ TAKE NUI KEI TE AROAORO

106. In addition to your key priorities, below are significant matters and decisions that will require consideration or action in your first 100 days as Minister of Defence.

CONTRIBUTING TO THE ALL-OF-GOVERNMENT RESPONSE TO COVID-19

107. Since early this year, the NZDF has supported the all-of-Government response to the COVID-19 pandemic through Operation Protect. In total, there are approximately 1,230 personnel supporting, or preparing to support, tasks as part of Operation Protect. This is the NZDF's largest military contingent since Timor-Leste, with the NZDF providing significant support to the managed isolation and quarantine facilities and border security. Any ongoing commitment to supporting the all-of-Government response will require the NZDF to assess the impact on resource allocation and levels of preparedness to fulfil all of its seven output classes.

DEFENCE BASELINE REVIEW REPORT – IMPLEMENTATION OF RECOMMENDATIONS

108. The Baseline Review of Defence was initiated by The Treasury in 2019 after it identified a lack of visibility over the cause of cost pressures, particularly within the NZDF. The Baseline Review Report identified four key trends driving cost pressures within the NZDF, which resulted in a series of recommendations and findings.

109. Budget 2020 provided a significant baseline funding uplift, however cost pressures still remain to be addressed and the NZDF is taking action to rebalance and reprioritise resources.

110. The NZDF Rebalancing Programme is the mechanism by which the NZDF is implementing the Baseline Review recommendations and findings, Budget 2020 funding implications, and providing decision parameters to Cabinet while balancing the associated risks and impacts across the system. This programme is comprised of 13 working groups under a governance structure which allows the dependencies, risks and impacts to the system to be assessed.

111. s9(2)(f)(iv)

OPERATION BURNHAM – IMPLEMENTATION OF THE INQUIRY'S RECOMMENDATIONS

112. The *Report of the Government Inquiry into Operation Burnham and related matters* (the Report) was publicly released on 31 July 2020, and found that the actions of the New Zealand Special Air Service on the ground during Operation Burnham were lawful and professional.

113. However, the Inquiry found that there were significant shortcomings in the way the NZDF subsequently dealt with allegations of civilian casualties, resulting in a series of incorrect statements in briefings to Ministers and public statements between 2010 and 2017. The Inquiry also found that New Zealand's detention policy was inappropriate and did not reflect New Zealand's values. As a result, the Inquiry made four recommendations.

114. Subsequently, the Cabinet External Relations and Security Committee (ERS) directed the NZDF and the Ministry to evaluate recommendation 3 (that a Defence Force Order be promulgated setting out how allegations of civilian casualties should be dealt with, both in-theatre and at NZDF Headquarters); to determine the most appropriate way of meetings its purpose; and to put the necessary order/s or policies in place.

115. ERS also invited the Minister of Defence, in consultation with the Prime Minister, Deputy Prime Minister, Attorney-General, and Minister of State Services, to (in accordance with recommendation 1 of the Report) appoint an expert review group to consider the NZDF's organisational structure, record-keeping and retrieval processes. The membership of, and advisors to the Expert Review Group (ERG) were approved by Cabinet on 5 October 2020. The ERG had its first formal meeting on 23 October.

116. You will shortly receive a briefing on the work that has progressed in respect of these two workstreams. Note you are required to report back to ERS by mid-December with a progress update from the Expert Review Group and the mechanism that has been put in place for the handling of civilian casualties.

117. The Ministry of Foreign Affairs and Trade is the lead on implementing recommendation 4 to develop and promulgate effective detention policies, and Crown Law is the lead on implementing recommendation 2 to establish an independent Inspector-General of Defence.

AFGHANISTAN DEPLOYMENT CABINET PAPER

118. New Zealand's commitment to the NATO Resolute Support Mission (RSM) in Afghanistan is reducing in line with the gradual drawdown of coalition forces to the mission. Currently, New Zealand's contribution comprises three mentors to the Afghan National Army Officer Academy, and three personnel to RSM Headquarters: one Colonel in planning and two Gender Advisors supporting Women, Peace and Security efforts.
119. The mandate for New Zealand's deployment to Afghanistan expires on 31 December 2020.

s9(2)(f)(iv)

OPERATION GALLANT PHOENIX DEPLOYMENT CABINET PAPER

120. Operation Gallant Phoenix (OGP) is an intelligence fusion facility in Amman, Jordan.
121. The mandate for New Zealand's interagency deployment to the multinational information sharing and intelligence mission Operation Gallant Phoenix in Jordan expires on 31 December 2020.
- 122.

s6(a), s6(b)(i)

s6(a), s9(2)(g)(i)

s6(a), s9(2)(g)(i)

FIVE EYES DEFENCE MINISTERS MEETING

123. The Five Eyes concept has traditionally centred on close intelligence collaboration between the United States, the United Kingdom, Australia, Canada and New Zealand, as well as on collaboration for interoperability among the Five Eyes militaries. In both these areas the Five Eyes arrangements are longstanding, well established, and deliver value for New Zealand. As the Five Eyes concept evolves, new Ministerial engagement mechanisms have been developed in several portfolios, including in Defence.

s9(2)(g)(i)

GOVERNMENT RESPONSE TO THE ROYAL COMMISSION OF INQUIRY INTO THE TERRORIST ATTACKS ON CHRISTCHURCH MOSQUES

124. The Royal Commission of Inquiry (RCOI) is examining what State sector agencies knew about the individual's activities before the attack; what they did with that information; what measures agencies could have taken to prevent the attack; and what measures agencies should take to prevent such attacks in the future.
125. The RCOI is scheduled to provide their report to the Governor-General on 26 November 2020. The Governor-General is required to provide the report to the Minister of Internal Affairs for presentation to the House of Representatives, and thereafter release it to the public as soon as practicable.
126. The RCOI Response Steering Group (RSG) (which includes policy, legal and communications functions and officials from 16 agencies including the Ministry of Defence and the NZDF) is responsible for considering the RCOI findings and recommendations and providing advice to Ministers.
127. The centralised Government response will feature opportunities to make a range of positive improvements. Taking a broad, system-wide view will better enable the resolution of issues that will be raised in the RCOI report. It is possible that Ministers may need to urgently respond to questions following the public release of the report. Officials will work to anticipate and prepare communications to support you with this process.

■ *Right: Personnel from the NZDF's Navy (front), Army (right) and Air Force (left). 2019.*

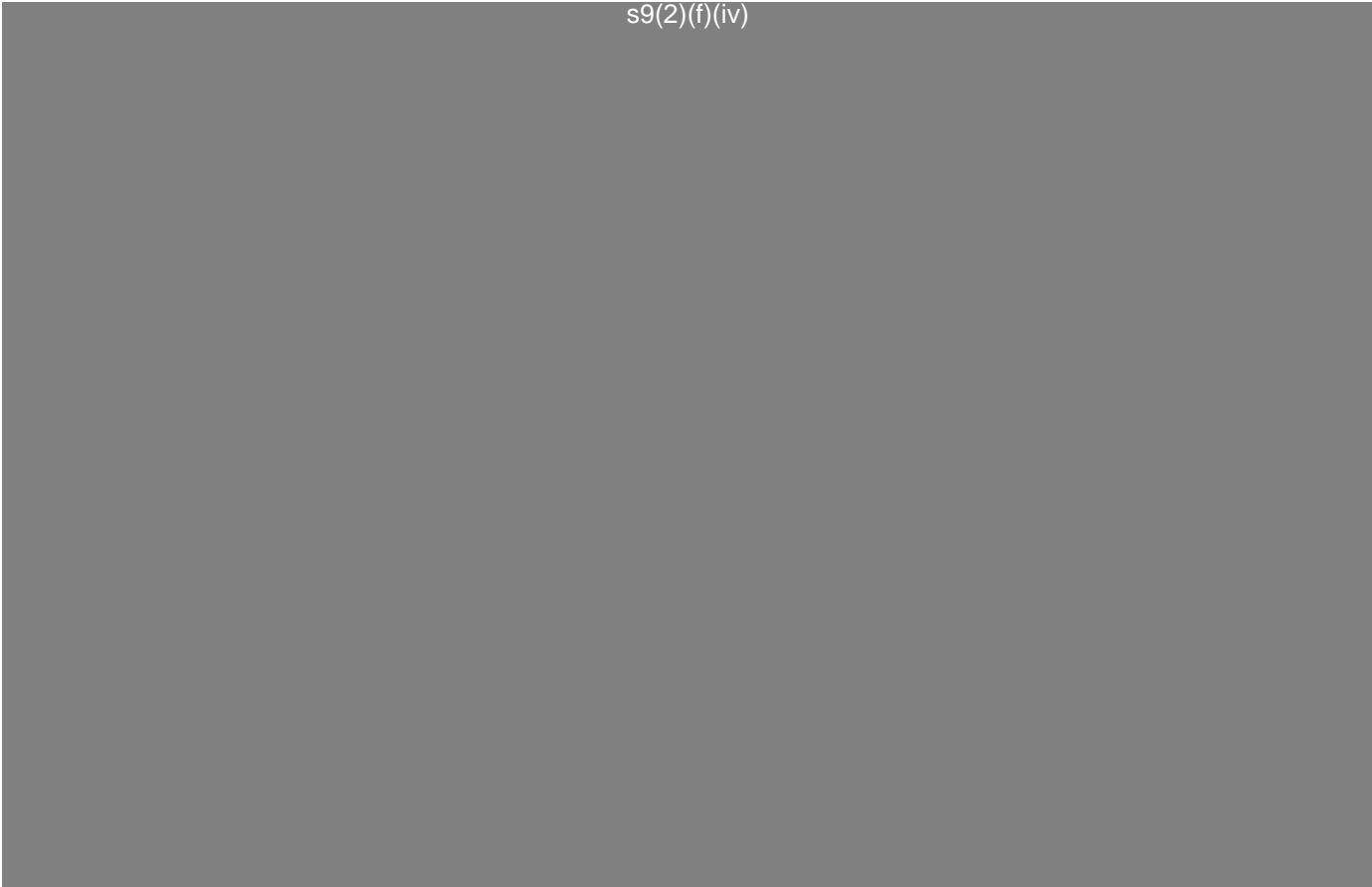
DEFENCE ASSESSMENT 2021

128. As part of the ongoing defence assessment cycle, the Secretary of Defence has initiated an assessment that is expected to be provided to you in May 2021. The Defence Assessment 2021 will feed directly a Defence White Paper process, should you agree to take a proposal to commission a White Paper to Cabinet.

s9(2)(f)(iv)

A rectangular grey box redacting content, with the text 's9(2)(f)(iv)' centered at the top.

s9(2)(f)(iv)

A large rectangular grey box redacting the majority of the page content, with the text 's9(2)(f)(iv)' centered at the top.



ANNEX A

OVERVIEW OF THE
NEW ZEALAND DEFENCE FORCE /
HE TIROHANGA WHĀNUI KITE OPE
KĀTUA O AOTEAROA

OUR PURPOSE / TĀ MĀTOU KAUPAPA

130. The NZDF is a modern, professional military that is ready and able to protect New Zealand and its interests at home and abroad across diverse geographical and operating environments. The Defence Force's contributions to peace and security provides the national security our country needs to prosper as a nation, and allows us to go freely about our daily lives.
131. The key role of the NZDF is to have military capability – people, equipment, and information – available for use when the Government needs it. The preparation and availability of a credible and effective armed force, capable of serving the Government's defence and national security policy objectives, is the NZDF's highest priority.
132. Although we must be – and are – prepared for combat, our technical skills, professional training, and high-end military equipment lend versatility to a range of security and humanitarian tasks.
133. New Zealand has a proud history of contributing to international efforts to resolve conflict. The NZDF is a credible coalition partner committed to peace and security, and regularly works alongside international partners on operations and exercises throughout the world where interoperability is key requirement.
134. We work in partnership with many other government agencies to conduct activities within New Zealand, the Pacific and the Southern Ocean to protect New Zealand's resources, enforce protected areas, build experience and capacity, and provide lifesaving aid when required.
135. We have strong partnerships with our Pacific partners and make a valuable contribution to Pacific regional security through capacity building, engagements, and humanitarian and disaster relief activities.
136. The NZDF is a large and complex organisation that also includes Veterans' Affairs (VA). As an operational unit within the NZDF, VA upholds New Zealand's responsibility to honour the service of veterans. VA does this through service delivery to the veteran community and the provision of policy advice to the Government. The Minister for Veterans is responsible for the appropriations for VA within Vote Defence Force.
137. The NZDF is a key part of New Zealand's broader security system, and works alongside other government agencies to protect and advance New Zealand's security interests. The NZDF is part of the External Sector, which is administered by four departments – the NZDF, the Ministry of Defence, the Ministry of Foreign Affairs and Trade, and the New Zealand Customs Service. These departments are collectively responsible for managing most of New Zealand's official relationships with the rest of the world and protecting its security beyond the border.

OUR PEOPLE / Ō MĀTOU ĀHEINGA

138. NZDF people serve voluntarily on behalf of New Zealand and New Zealanders. Members of the Armed Forces are not employees under the State Sector Act 1988 – they serve under the Defence Act 1990 and are not subject to New Zealand employment legislation. This creates special obligations on the NZDF and the Government to consider the unique interests of military personnel.
139. The Navy, Army and Air Force make up the Regular Force as the primary component of the NZDF. The most critical component of the Service capabilities are the full and part-time uniformed personnel, including the specialists needed to support deployed operations.
140. These personnel are an extremely diverse and capable group of people – from Privates to Generals, Ordinary Seamen to Rear Admirals, Aircraftsman to Air Marshals, technicians to chefs, intelligence specialists to medics, and divers to drivers. They are trained in command, planning, leadership, operations, logistics support, and participate in and support operational deployments, training and recruitment, both in New Zealand and in overseas posts.
141. The NZDF has a total strength of approximately 15,500 personnel, comprising approximately 9,447 Regular Force, 2,606 Reservists, and 3,179 civilian staff members.
142. The Defence Act 1990 gives the Chief of Defence Force the authority to direct those who have volunteered to serve in the defence and protection of New Zealand's interests into harm's way. In return, the Chief of Defence Force has a responsibility to care for and fairly reward and compensate uniformed personnel for their courage, comradeship, commitment and integrity. Through Veterans' Affairs, the Chief of Defence Force delivers an ongoing duty to provide support and advocacy to New Zealand's veteran community.
143. The Chief of Defence Force has two roles: the professional head of the Armed Forces and the Chief Executive of the NZDF who is the principal military adviser to Ministers. The Chief of Defence Force is responsible to the Minister of Defence, under the Defence Act 1990, for carrying out the functions of the NZDF, its general conduct, and the efficient, effective and economical management of its activities and resources.
144. To carry out these roles, the Chief of Defence Force draws on the operationally focused advice provided by the Chiefs of Service, the Commander Joint Forces New Zealand and senior members of civil staff.
145. Service Chiefs are the Professional Heads of Service and responsible for delivery of their Service activities to ensure their Force Elements are trained, equipped and prepared for operational employment. The activities prepare soldiers, sailors, and airwomen and airmen to operate in uncertain environments that can deteriorate without warning. While there is commonality in the way each Service operates, they are optimised to meet specific environmental imperatives.
146. The Commander Joint Forces delivers integrated joint force capabilities through additional training activities and pre-deployment validation and assessment. The Service Chiefs and the Commander Joint Forces are the primary advisors to the Chief of Defence Force on matters relating to their respective environmental domains.
147. While the Service Chiefs are responsible for generating and sustaining NZDF military capabilities, the Commander Joint Forces New Zealand is responsible to the Chief of Defence Force for employing these capabilities on operations and major exercises.

THE ROYAL NEW ZEALAND NAVY – TE TAUA MOANA O AOTEAROA

148. With our geographical isolation and dependence on maritime trade, New Zealand is a maritime nation. The Navy's people and ships are able to respond to a range of situations and undertake tasks such as maritime combat operations, search and rescue, underwater recovery, trade protection, defence engagement, peacekeeping, and disaster relief. The Navy's readiness to deploy provides the Government with an important tool to respond quickly to emergency situations around New Zealand's 15,000 kilometre coastline, the Southern Ocean and into the Asia-Pacific region.



THE NEW ZEALAND ARMY – NGĀTI TŪMATAUENGA

149. The Army is a modern, agile, light combat force that is regarded as world-class among our military partners and national and international stakeholders.
150. Through comprehensive preparation and contingency training, the Army generates combat ready, multipurpose land forces that protect and defend New Zealanders and our national security and interests.
151. The Army's operationally prepared land forces provide effective combat capabilities for a wide range of tasks. By working alongside national, regional and international partners, allies and friends, the Army supports peace, stability and prosperity wherever Government directs them.



THE ROYAL NEW ZEALAND AIR FORCE – TE TAUAARANGI O AOTEAROA

152. The Air Force is a group of highly trained and adaptable professionals who are able to work with and deploy complex airborne and ground-based technologies. The Air Force is driven by the need to train and maintain aircrews at the directed state of readiness and provide air capabilities that are sufficient to sustain both domestic requirements and deployed operations.
153. The Air Force is well-equipped to protect New Zealand's interests and respond quickly to situations both at home and overseas, working closely with the Army and the Navy, as well as other government and non-government agencies.



RESERVE FORCES

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

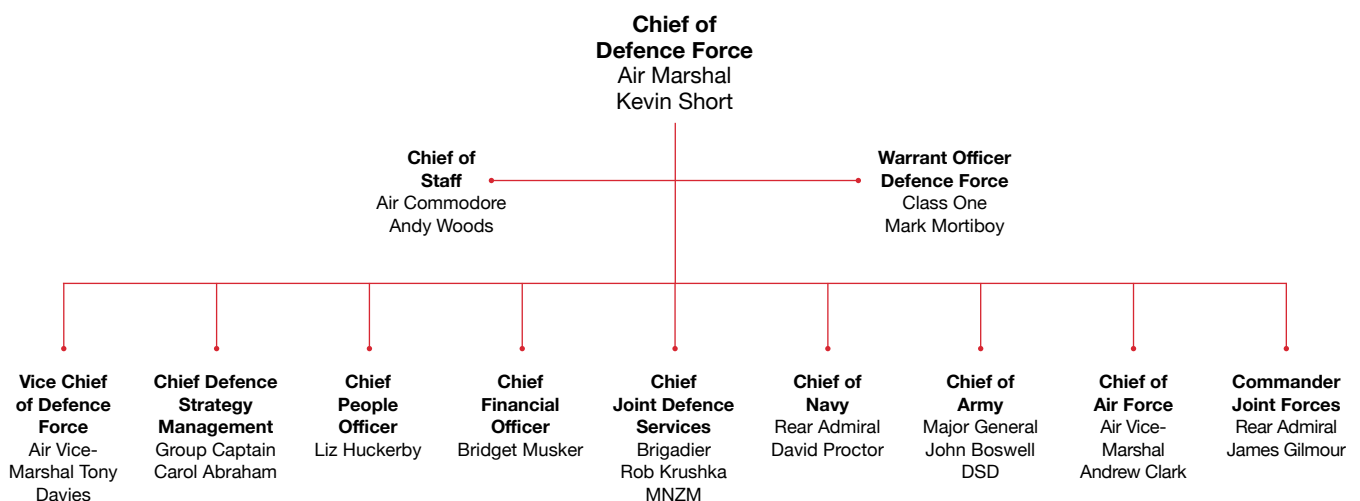
NZDF CIVILIAN PERSONNEL

155. NZDF civilian employees fill a wide range of non-military specialist and corporate roles including Legal Services, Logistics, Estate and Infrastructure, Defence Intelligence and the Communication and Information Services Branch. The wide variety of work they do supports and sustains an integrated and combat-ready defence force, and ensures the effectiveness of operations. Many civilian personnel are ex-Regular Force or Reservists.



OUR DIRECTION / TĀ MĀTOU ARONGA

- 156. The NZDF continues to build on an already strong reputation as a trusted, professional, valued force that is reflective of New Zealand society.
- 157. New Zealanders need us to be a highly effective military force in the face of a rapidly changing world. While the core task of the NZDF is to be combat-ready to carry out military operations at any given time, there is also a large focus on its capability building and humanitarian roles. This requires a range of integrated capabilities.
- 158. The policy direction for the NZDF is signalled in a number of ways, including in principal policy documents (such as white papers and capability plans) that describe the Government's expectations for the NZDF. This direction is the primary vehicle for facilitating planning with the NZDF.
- 159. To deliver on New Zealanders' expectations and updates in the Government's defence policy, the NZDF implemented Strategy25 and subsequently Plan25, to harness the collective effort and diversity of skill and thought of its respective Services (Navy, Army, Air Force) to build an Integrated Defence Force built on the values of courage, comradeship, commitment and integrity by 2025. Being able to operate as a networked combat force will ensure the NZDF delivers a comprehensive approach to security through joint, interagency, and multinational operations and activities.
- 160. The four focus areas are on people (having the right people with the right skills and experience), information (using information as a key enabler), capabilities (new military equipment and modern infrastructure), and relationships (making New Zealand more secure and furthering its interests by working more effectively with partners).
- 161. By 2025, the Defence Force will demonstrate this lift in its joint operational capability through being able to field a Networked Combat Force.
- 162. Towards this aim, the NZDF is working to become a better connected, coordinated and agile military organisation that thinks and acts as One Force, and works with partners to achieve better security outcomes for New Zealanders. In order to maximise the NZDF's potential, successive governments have invested in equipment and platforms that will give service people the tools they need to integrate and align their activities to carry out this uplift.



GOVERNING THE NZDF / NGĀ MANA HAUTŪ O TE OPE KĀTUA

163. The NZDF delivers defence outputs and outcomes for New Zealanders in partnership with the Ministry of Defence and in accordance with the Defence Act 1990, the Veterans' Support Act 2014, and other regulations.
164. The command structure of the NZDF is a chain that emanates from the Crown, down through the Chief of Defence Force, then branches out to the three Services; the Royal New Zealand Navy, the New Zealand Army and the Royal New Zealand Air Force, as well as Joint Forces New Zealand, the New Zealand Defence Force Headquarters, and enabling functions.

NZDF ADVISORY BOARD

165. The governance of the NZDF is supported by the NZDF Advisory Board, which provides advice directly to the Chief of Defence Force. Chaired by an independent external member, the Board includes the Chief of Defence Force, the Vice Chief of Defence Force, the three Service Chiefs, the Warrant Officer of the Defence Force, the Secretary of Defence, and a number of independent external members. The role of the Board is to set the long-term strategy for the NZDF and to monitor the organisation's strategic risks and performance, ensuring that accountabilities are clear and strategic initiatives are integrated across the organisation.

NZDF Governance System

NZDF BOARD

NZDF Board provides strategic advice that ensures the long-term success of the NZDF.

Chaired by: Dame Paula Rebstock

RISK AND ASSURANCE COMMITTEE

The Committee provides advice to the Board, and the Chief of Defence Force, on risk and assurance across the NZDF.

EXECUTIVE COMMITTEE

This Committee sets the pan-NZDF priorities and monitor overall performance, delegating this oversight to the Organisation and Outputs Committees where appropriate.

Chaired by: Chief of Defence Force

EXECUTIVE HEALTH AND SAFETY COMMITTEE

This Committee provides assurance that health, safety and wellbeing matters are being managed.

ESTATE INVESTMENT
COMMITTEE

ICT GOVERNANCE
COMMITTEE

ORGANISATION
COMMITTEE

OUTPUTS
COMMITTEE

GOVERNANCE ARRANGEMENTS WITH THE MINISTRY OF DEFENCE

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

MAINTAINING PUBLIC TRUST AND CONFIDENCE

167. The NZDF is mindful of the need for transparency to maintain public trust and confidence, while also meeting its security obligations including ensuring we keep our personnel safe.

168. There are currently two Worksafe prosecutions involving the NZDF that are before the courts. In the case of the death of Able Diver Zachary Yarwood a plea of guilt has been entered by the Navy with sentencing yet to occur. Charges have also been filed in relation to the death of New Zealand Special Air Service Trooper Lance Corporal Nicholas Kahotea in a training exercise.

169. There are also from time to time cases that will be considered through the Military Justice System that are likely to be of public interest. The investigation under the Armed Forces Discipline Act 1971 of the soldier at Linton Army Camp for acts related to accessing a computer system for a dishonest purpose and unauthorised disclosure of information remains with the Director of Military Prosecutions for a decision on whether charges will be laid in the Court Martial. There has been considerable interest in this case as media have reported that the soldier has links to far right groups. A further appeal case before the Supreme Court following the conviction of former Air Force member, Robert Roper, involving a complex legal question on the scope of the New Zealand's Accident Compensation scheme could potentially impact many other cases being taken against the Crown.



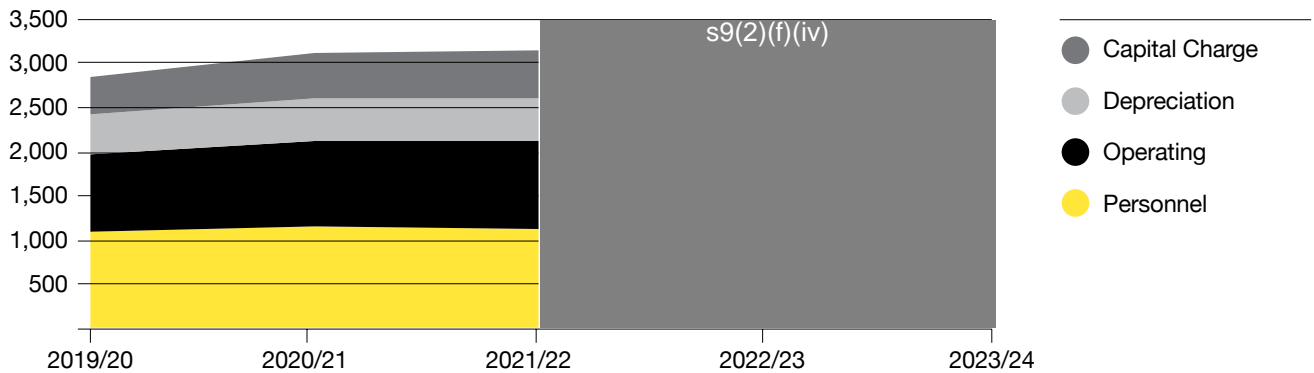
■ Above: Navy Combined Graduation Parade of Junior Officer Common Training Course and Basic Common Training Course. 2020.

FUNDING THE NZDF / TE HAUMI KI TE OPE KĀTUA

170. The Defence Baseline Review 2019 provided funding at Budget 2020 for the next four years to deliver on the *Strategic Defence Policy Statement 2018*.

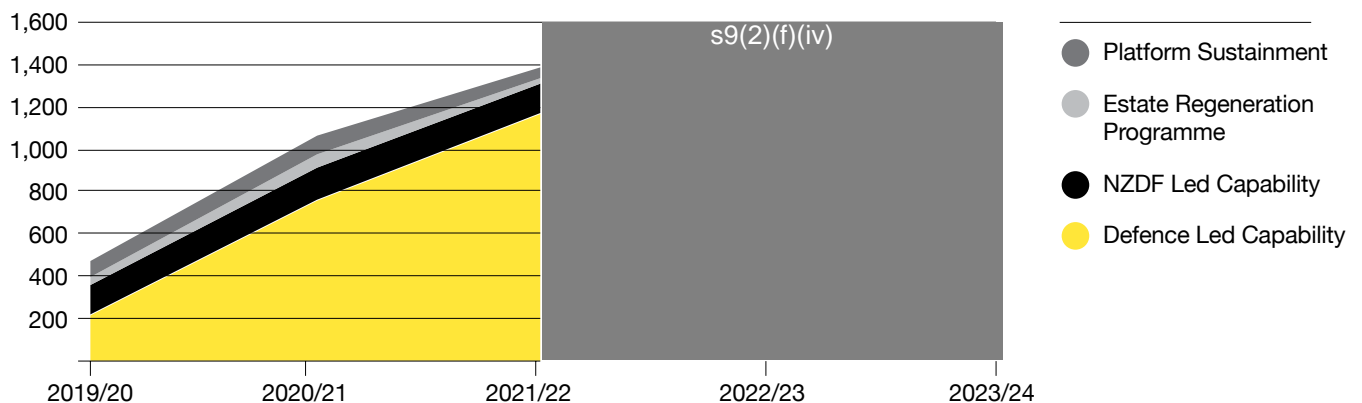
Total Departmental Expenditure

NZDF Operating Baseline at PREFU 2020 (\$M)



Total Capital Expenditure

NZDF Capital Appropriation (\$M) (as at pre-election fiscal update 2020)



171. The *Defence Capability Plan 2019* guides NZDF capital expenditure. The capital appropriate reflects approved projects, plus planned projects able to be funded from within depreciation reserves.

SUSTAINABLE FINANCIAL MANAGEMENT

172. Defence is committed to continuously improving its enterprise-wide financial practices including enhancing the fidelity of costing information in capital and activity costing.
173. Defence has implemented a Whole of Life Costing (WOLC) framework in order to better inform capability investment decisions. WOLC provides a deeper understanding of an asset's life cycle costing as it looks beyond the acquisition costs to identify all other expenses over the life of the capability asset. External review indicates that Defence's WOLC framework is a leader in the New Zealand public sector.
174. The NZDF has developed a cost model that more accurately represents the complexities of the workforce. The model supports the WOLC framework, as it provides greater insight to the personnel costs associated with the operation of a capability across its complete life cycle.
175. Defence's portfolio management practices promote a sustainable approach to balancing capability, policy and funding (both capital and operating). The long-term portfolio view provides Defence with the tools to identify potential areas of cost pressure early and develop monitoring and mitigation strategies should those pressures materialise.
176. This understanding will enable Defence to respond to the Government's fiscal settings for future Budgets in response to the COVID-19 pandemic.

STATUTORY AND NON-STATUTORY APPOINTMENTS / NGĀ KOPOUNGA Ā-TURE, TURE-KORE HOKI

DEFENCE EMPLOYER SUPPORT COUNCIL

177. You are responsible for appointing the members of the Territorial Employer Support Council (the Council). The Council was established under the Defence Act 1990 in order to promote service in the Territorial Forces and to advise the Minister on related matters. Ministerial approval was given in 2016 for the Council to operate and be referred to as the Defence Employer Support Council (DESC).
178. The DESC consists of a Chair (currently Bevan Killick), an NZDF representative (currently Chief of Army John Boswell) and up to eight appointed members. The DESC is independent of the NZDF and the Ministry of Defence and holds a minimum of two meetings each year. It is actively working on the development of short and long-term strategies for its operation.
179. The focus of the DESC is to:
- engage with the employers of Reserve Force members and New Zealand Cadet Force officers
 - open doors to civilian employment opportunities for members of the:
 - Limited Service Volunteer programme
 - New Zealand Cadet Forces (NZCF), and
 - Regular Five Eyes Force members who are transitioning from the NZDF
 - foster relationships with employers to identify potential NZDF opportunities where members with unique skills are needed by the NZDF, and
 - other functions as determined by the Minister (the DESC Terms of Reference are defined by the Minister of Defence).

VIET NAM VETERANS AND THEIR FAMILIES TRUST

180. You and the Minister for Veterans' Affairs are jointly responsible for appointing the Chair of the Viet Nam Veterans and their Families Trust. The Returned Services Association and the New Zealand Viet Nam Veterans Association each appoint two trustees to the Trust. These trustees are people who served in Viet Nam or who are a family member of someone who has served. The Trust is administered by the Department of Internal Affairs.
181. The Trust was established to support New Zealand Viet Nam veterans or their family members, whether living in New Zealand or overseas, with expenses such as house repairs, installing home heating, or travel for getting to hospital appointments. The Trustees consider how grants will benefit the lives of veterans and their families.

OUR COMMITMENT TO YOUTH DEVELOPMENT / TŌ TĀTOU PAIHERENGA KI TE WHAKAWHANAKE TAIOHI

182. The NZDF is committed to building leadership, self-reliance, and resilience in young New Zealanders. It does this by supporting youth development programmes in the community that seek to develop young people and make a difference in their lives.
183. The New Zealand Defence Force has arrangements with the Ministry of Social Development and the Ministry of Education to deliver a range of youth and social intervention programmes. NZDF personnel supervise the youth development activities and are drawn from Reserve, Regular Force and Civilian personnel.

LIMITED SERVICE VOLUNTEER PROGRAMME

184. The Limited Services Volunteer (LSV) programme is an intensive residential six-week training course to help young people aged between 18 and 24 who are at risk of long-term unemployment. Sponsored and substantially funded by the Ministry of Social Development and supported by the New Zealand Police, the programme utilises the expertise of NZDF personnel to years to gain confidence, fitness, and new skills to find a pathway into employment or education.
185. As part of Budget 2018, the Government allocated \$26 million over four years to expand the LSV programme and double the number of place from 800 to 1,600. In 2019, a new Youth Development Facility was opened at Whenuapai Air Base that hosts 640 young people who take part in the LSV programme each year.

YOUTH LIFE SKILLS PROGRAMME

186. The Youth Life Skills programme supports the Ministry of Education to deliver Service Academies within 30 secondary schools throughout New Zealand. The Service Academy Programme is aimed at 15 to 17 year old students who are at risk of disengaging or who have disengaged from school. The military-based programme helps students gain qualifications in preparation for the workforce, further education, or training. The NZDF typically provides leadership development and outdoors adventure-based training opportunities for Service Academies.

NEW ZEALAND CADET FORCES

187. The New Zealand Cadet Forces (NZCF) is the second largest youth organisation in New Zealand. The NZCF is a disciplined, uniformed organisation which provides military-based leadership, personal development and operational training to persons aged between 13 and 18 years old. Through its three branches, the NZCF provides personnel with a three-year training curriculum, while a number of unit, area and national courses provide further experience and qualifications in specific training areas. Cadets learn a variety of skills, both practical and personal, which have positive flow-on effects in other areas of their lives, from school to future employment.



ANNEX B

OVERVIEW OF THE
MINISTRY OF DEFENCE /
HE TIROHANGA WHĀNUI
KI TE MANATŪ KAUPAPA
WAONGA



■ Left: Ministry of Defence employees, 2020.

THE MINISTRY OF DEFENCE / MANATŪ KAUPAPA WAONGA

188. The Ministry of Defence is a civilian agency based in Defence House in Wellington. Our numbers have grown from around 60 staff employed in 2015 to about 160 staff in 2020. We believe our size is an advantage because each person can see the results of their efforts in what we collectively deliver.

189. As the Government's civilian advisor on defence, the Ministry:

- provides analysis and advice on New Zealand's defence and national security interests and challenges, across both the short and long terms
- advises the Government on how the Defence Force can meet current challenges (such as potential deployments) and possible future challenges
- plans for, advises, and purchases major defence capabilities and systems for use by the NZDF as a defence capability
- builds and maintains strong defence relationships internationally, and
- advises on Defence's performance and effectiveness as a system.

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

VOTE DEFENCE

191. The Ministry delivers its work through three departmental appropriations, and operates a Crown capital appropriation on behalf of the Minister of Defence for its work procuring major military capabilities.

192. As part of Budget 2020, the Ministry received additional operating funding of \$7.6 million over four years to address costs and enable the recruitment of additional personnel to:

- improve the portfolio efficiency and risk management for major capability projects, and
- meet additional policy demands in a changing strategic climate and support increased international defence engagement.

DEPARTMENTAL APPROPRIATION

193. The Ministry's departmental operating budget for 2020/21 is \$23.2 million.

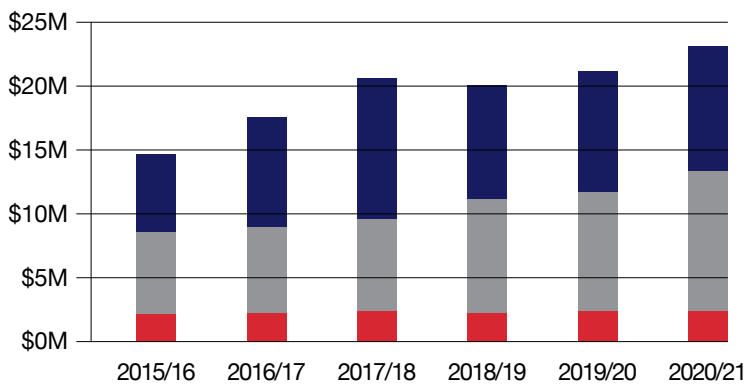


Figure 2: The Ministry's departmental expenditure.

- \$9.8m Management of Defence Capabilities
- \$11.0m Policy Advice and Related Outputs
- \$2.4m Audit and Assessment

**DEPARTMENTAL OPERATING
BUDGET FOR 2020/21**

\$23.2M

The majority of the Ministry's departmental expenditure is spent on personnel:

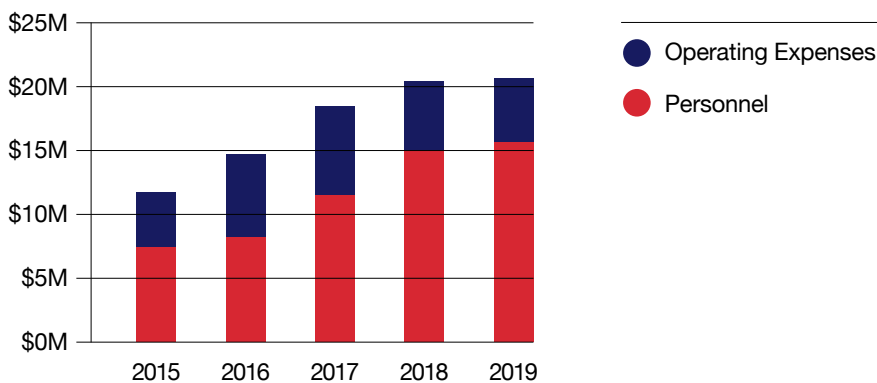


Figure 3: The Ministry's departmental expenditure by category in 2018/19 and over five years.

CROWN CAPITAL APPROPRIATION

194. Crown funding for the delivery of defence capabilities is allocated after Cabinet approval of business cases for specific projects. The Ministry has been appropriated \$715 million for major capability projects during the 2020/21 year. The value of capital projects under active management is approximately \$6 billion.

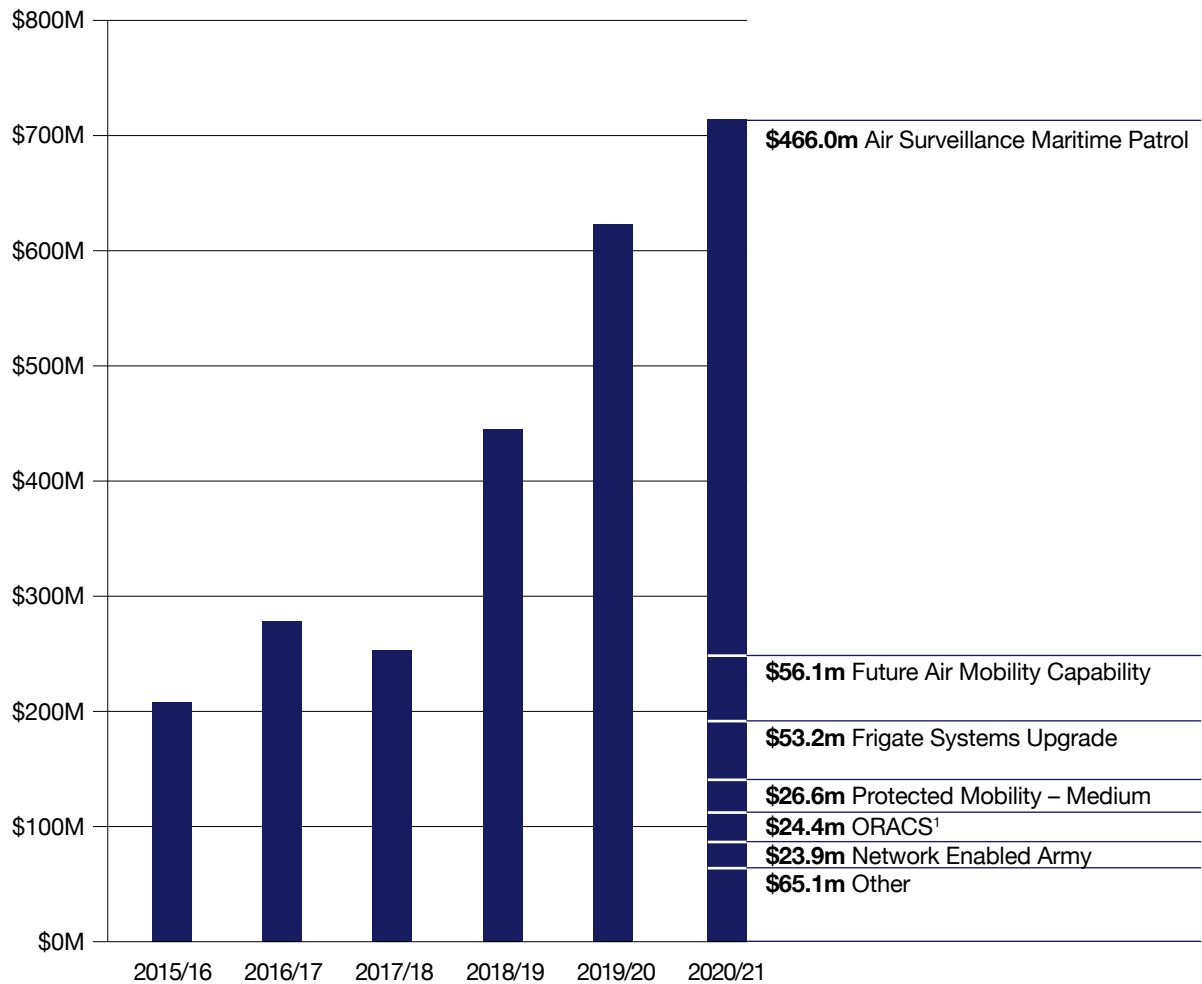
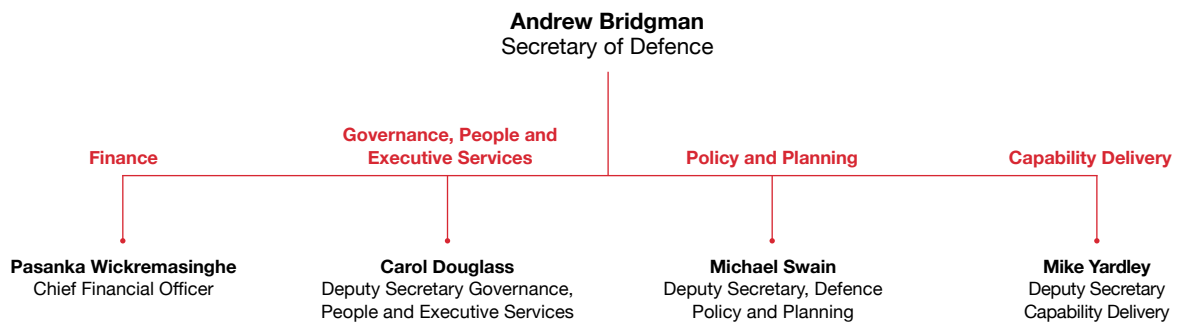


Figure 4: The Ministry's non-departmental expenditure on delivering Defence capabilities.

¹ Operational and Regulatory Aviation Compliance Sustainment



HOW THE MINISTRY IS ORGANISED / TE HANGANGA KAIMAHI A TE MANATŪ KAUPAPA WAONGA

195. The Ministry is organised around its civilian advice and capability delivery roles.

POLICY AND PLANNING

196. The Ministry's Policy and Planning Division works in close partnership with the NZDF, and with other agencies, to deliver the defence planning cycle.

197. Policy Branch assesses our strategic environment, and advises you on defence policy settings to shape and respond to it; Development Branch then defines capability and force structure to deliver on these settings; and International Branch advises you on applying defence capability, through defence deployments and engagement.

CAPABILITY DELIVERY

198. The Ministry's Capability Delivery Division has primary responsibility to lead the multi-disciplinary Integrated Project Teams (IPTs) that define, develop and deliver military capability for the NZDF which meets the Government's Defence policy objectives. IPTs incorporate personnel from both the Ministry and the NZDF.

199. Areas of particular responsibility for the Capability Delivery Division include source selection, contract negotiation and management, and project management. Additionally, the division is responsible for liaising with defence industry.

200. The Capability Delivery Division is responsible for the delivery of over 20 major military capability projects across the land, air, maritime, and information domains, totalling \$6 billion in capital spend.

FINANCE

201. The Ministry's Finance Division provides financial services and advice to ensure prudent fiscal management and efficiency of Ministry operations. This includes:

- financial planning and monitoring
- preparation of the annual financial reports, and
- budget bids.

202. Finance provides financial management and support to the project teams purchasing major capital military equipment, and manages the cash position and foreign currency funds to minimise the foreign exchange risk.

GOVERNANCE, PEOPLE AND EXECUTIVE SERVICES

203. The Ministry's Governance, People and Executive Services Division undertakes a range of activities to ensure the Ministry is effective and accountable as the Government's civilian advisor on Defence matters, and is a well-run, sustainable and resilient organisation. There are five branches: Governance and Assurance; Ministerial and Executive Services; Human Resources; Defence Audit and Assessment; and Office Management. The Division supports Ministry staff to work effectively and in strong partnership with the NZDF and other security sector agencies.


The image shows a modern glass-walled building at dusk. The building's interior lights are on, and the glass reflects the sky. In the foreground, there is a stone wall with the words "DEFENCE HOUSE" in large, raised letters. To the right, there are concrete steps leading up to the building. The sky is a deep blue, and there are some palm trees in the background. A white horizontal bar is at the top center, and another is at the bottom center.

ANNEX C

CABINET FORWARD
PROGRAMME TO
EARLY 2021

DEFENCE HOUSE

s9(2)(f)(iv)



s9(2)(f)(iv)





ANNEX D

NEW ZEALAND'S
SECURITY ENVIRONMENT
AND DEPLOYMENTS
/ TE ĀHUATANGA
WHAKAMARUMARUTANGA
O AOTEAROA

■ *Left: Soldiers and equipment are offloaded from one of HMNZS Canterbury's landing craft during the amphibious training Exercise Joint Waka near Whangaparaoa Peninsular.*

204. New Zealand continues to navigate an increasingly complex and dynamic international security environment. The rapid onset and global spread of the COVID-19 pandemic has resulted in further strain on the international rules-based order, which is the foundation of our security.
205. Without strong and centralised international leadership, especially in the early stage of the pandemic, many countries have dealt with the crisis alone, with varying degrees of success.
206. The pandemic is intensifying existing geopolitical trends and exacerbating a range of security challenges. Although the full impact and implications for global security will only become clear over time, the spread of COVID-19 has tested the robustness of democratic governance, and increased social inequalities.
207. The pandemic has reinforced that New Zealand's security outlook is shaped most powerfully by a combination of forces increasing pressure on the international rules-based order. These include:
- states pursuing greater influence in ways that challenge international norms with increased strategic competition s6(a)
 - competition will increasingly occur within a new grey zone paradigm where actors undertake activities methodically and incrementally to gain advantage or influence in areas of interest to them
 - challenges to open societies that threaten those states' willingness to champion the rules-based order, and
 - complex disruptors – including an array of impacts from climate change, technologies changing the nature of conflict, extremist ideologies, national and regional tensions, and transnational organised crime – that disproportionately affect open societies and small or weak states.
208. Pacific Island countries, in particular, are confronting the effects of the combination of complex disruptors, and are at the front line of the intensifying impacts of climate change. The region is likely to require more humanitarian assistance and disaster relief, s6(a) and search and rescue missions in the next decade.
209. The region is also at the centre of renewed geostrategic competition. s6(a)
Working in partnership with our Pacific neighbours to enhance security and resilience will remain of paramount importance.
210. Further afield, supporting stability in the Asia-Pacific, from countering violent extremism in Southeast Asia to the de-nuclearisation of North Korea remain important to uphold regional security.
211. As challenges to the international rules-based order intensify it will remain in New Zealand's vital interest to act in support of this order. While we will conduct some missions on our own, most NZDF deployments will be undertaken alongside other government agencies and our international partners, including our ally Australia.
212. Our partnerships, including with our Pacific and Five Eyes partners, are vital to enabling the realisation of our interests, the promotion of our values and the safeguarding of our sovereignty in a complex and changing world.
213. A secure, stable and prosperous Pacific region is in New Zealand's national security interests. Strengthening relationships between New Zealand and Pacific partners across a range of government agencies, has been a central focus of New Zealand's foreign and defence policy. Defence articulated its approach to the Pacific region in the assessment *Advancing Pacific Partnerships*, launched in 2019. Defence seeks to leverage its extensive people to people connections and our position as one of the most networked states in the region (as a member of the most security groupings) to cement New Zealand's reputation as a trusted and reliable partner. We s6(a) call out behaviour that is contrary to the norms and values that enable New Zealanders' way of life.

REGIONAL SECURITY / TE WHAKAMARUMARUTANGA O TE ROHE WHĀNUI

THE PACIFIC SECURITY ENVIRONMENT

214. Capable defence organisations in the Pacific are also important to New Zealand's security. Through our Defence Partnership Programmes with Fiji, Tonga and Papua New Guinea (PNG), New Zealand invests in capability-building to lift the skill and professionalism of Pacific militaries. Regular exercises and maritime surveillance patrols are also opportunities to support Pacific efforts to secure their vast exclusive economic zones and build skills alongside Pacific personnel.
215. In 2019, the NZDF launched the Pacific Leadership Development Programme that will provide leadership mentoring and training to Fiji, PNG, Tonga and Vanuatu, and build a physical centre for training. This programme is delivered with discrete funding from the Ministry of Foreign Affairs and Trade and has a four-year life span. Our training efforts are coordinated closely with Australia and other key security partners.
216. There is a wide range of membership-based groups in the Pacific for discussing security issues. New Zealand is a member of many of these regional fora and uses its position in these fora to actively advocate for a shared regional response to security challenges that are in line with our values. It is important that these fora remain effective, both to us and our partners, so that they remain a valuable method of discussing and resolving challenging issues.
217. These settings provide New Zealand with regular opportunities to interact with key security leaders in the region. The South Pacific Defence Ministers' Meeting (members include Australia, New Zealand, Fiji, Tonga, PNG, France and Chile) (SPDMM) convenes annually to discuss regional approaches to security priorities at the highest level, and convey these priorities publicly through a shared communique.
218. Key areas of concern for members have included: better coordination of humanitarian assistance and disaster relief; maritime protection and coordination; developing women in Pacific defence forces; and the security implications of climate change. New Zealand has provided high-profile support to these efforts, including through co-hosting the Women, Peace and Security Summit in 2019 with Samoa, and agreeing to host the first official Climate Change and Security Working Group Meeting in 2020. The SPDMM has been consistently attended by the Minister of Defence. Ministers last met virtually on 7 July 2020

s6(a)

THE WIDER INDO-PACIFIC SECURITY ENVIRONMENT

KOREAN PENINSULA

219. The Democratic People's Republic of Korea (DPRK) is the most pressing security concern facing the Indo-Pacific region. Its nuclear and ballistic missiles (some of which are assessed as capable of reaching New Zealand) impact key New Zealand political, security and economic interests, and present a proliferation risk for nuclear weaponry and technology.
- s6(a)
220. Throughout 2018/19 there were several major political and diplomatic initiatives relating to the security situation on the Korean Peninsula. These included a range of Summit meetings, and the Comprehensive Military Agreement between the ROK and DPRK, which saw both countries commit to demilitarisation activities in the Demilitarised Zone (DMZ).
221. In 2020, these political and diplomatic initiatives have stalled. The DPRK also conducted a range of short-range ballistic missile tests in 2019/20.
- s6(a)
- The ROK has steadfastly pursued diplomacy as a means to enhance relations with the DPRK and to reduce tensions on the Peninsula since 2018, within the UNSC sanctions' regime. Ongoing alignment between the US and the ROK in their approach to the DPRK is highly important.
222. New Zealand supports security on the Korean Peninsula through the longstanding NZDF deployment to the UN Command (UNC) and its Military Armistice Commission (UNCMAC) in the ROK. There are currently six personnel deployed, and this increased to nine in August/September 2020, as a result of Cabinet's October 2019 decision to increase the size of the deployment.

223. NZDF deployments in support of UNSC sanctions against the DPRK also support the security situation on the Korean Peninsula. This involves periodic deployments of a P-3K2 maritime patrol aircraft to undertake maritime surveillance in North Asia which supports UNSC sanctions by detecting and deterring DPRK sanctions evasion activities at sea. These deployments are made in coordination with our [redacted] partners:

Australia, Japan, Canada, the ROK, the United States (US), the United Kingdom (UK) and France.

[redacted]

227. [redacted]

228. China is of central and strategic importance in the Indo-Pacific and globally, and New Zealand continues to build a resilient relationship with China. However, China's more confident assertion of its interests has at times raised tensions with neighbouring states and with the United States.

229. [redacted]

230. In the Indo-Pacific, China's influence in the region has grown as its trade relationships have flourished, and it has proposed bold investment initiatives. It has also determined not to accept an international tribunal ruling on the status of sovereignty claims in the South China Sea.

CHINA

224. China is deeply integrated into the international rules-based order. It has invested in its institutions and accrued significant benefits from free access to the commons and economic openness. China's increasing contributions to the international order have been visible across a variety of areas from peacekeeping to counter-piracy. New Zealand and others have encouraged China's increasing engagement on international issues, commensurate with its rising economic stature and in accordance with existing norms.

225. Yet as China has integrated into the international order, it has not consistently adopted the governance and values championed by the order's traditional leaders. Both domestically and in its mode of international engagement, China's approach to human rights and freedom of information in particular stand in contrast to prevailing norms in New Zealand [redacted]

226. China seeks to restore claimed historical levels of influence in its periphery as well as an enhanced global leadership role commensurate with its increasing influence. As a major power – with its economic prosperity, increased connectivity and desire to protect its growing interests further afield – some of China's actions in pursuit of its interests have challenged the existing order.

SOUTH CHINA SEA

231. The South China Sea is an increasingly contested space. China uses a broad set of levers in pursuit of its external interests, including in pursuit of its territorial claims. It also uses military, coast guard and fisheries to act in support of its maritime claims. Notably, China has created and extended multiple artificial island features in the Spratly and Paracel Islands upon which it has constructed bases. These posts now feature radar and communications arrays, airstrips and hangars, deep water harbours and weapons systems, which provide China with the ability to quickly deploy a range of additional capabilities in and around key international shipping lanes.

232. [REDACTED] s6(a)
[REDACTED]
[REDACTED] New Zealand’s position remains that we want a peaceful resolution of differences, in accordance with international law.

233. [REDACTED] s6(a)
[REDACTED]
[REDACTED]

SOUTH EAST ASIA

234. As well as formal bilateral defence relationships with seven of the 10 countries in South East Asia, Defence’s principal regional engagement is through the ASEAN Defence Ministers’ Meeting-Plus (ADMM-Plus); the members of which include the ten ASEAN countries plus New Zealand, Australia, the United States, China, Japan, South Korea, India and Russia. Viet Nam is the Chair for 2020, and despite disruption from the COVID-19 pandemic, has managed to either conduct virtual meetings or delay work programmes until 2021. However, Viet Nam is planning on holding a physical Ministers’ Meeting and 10th anniversary celebrations in December, although these events may shift to virtual means if COVID-19 is not contained. The ADMM-Plus has been attended by the Minister of Defence since it began, with the exception of 2017 as the meeting was very close to the General Election.

235. Also important to New Zealand is our participation in the Five Power Defence Arrangements (FPDA) with Singapore, Malaysia, Australia and the United Kingdom. Again, the 2020 programme of activities has been disrupted by COVID-19 with three exercises cancelled and other meetings held virtually. The challenge becomes more acute in 2021 when a range of activities are planned to mark the 50th Anniversary of the FPDA.

INTERNATIONAL SECURITY ISSUES / NGĀ TAKE WHAKAMARUMARUTANGA O TE AO

COUNTERING VIOLENT EXTREMISM AND NEW ZEALAND’S CONTRIBUTION

236. Since 2015, following a request from the Iraqi government, New Zealand has been contributing towards the international coalition to defeat ISIS. New Zealand’s most substantial contribution was to the joint Australia-New Zealand Building Partner Capacity mission at Taji, Iraq. The purpose of this mission was to assist with training the Iraqi Security Forces to prepare them for operations against ISIS. In April 2020 the mission successfully concluded. In March 2020 Cabinet agreed to retain nine NZDF staff officer positions (until June 2022) in Iraq, Kuwait and Qatar to continue to support the global coalition to defeat ISIS.

237. New Zealand is also involved in Operation Gallant Phoenix (OGP), [REDACTED] s6(a), s6(b)(i)
[REDACTED]
[REDACTED] The mandate for this deployment expires on 31 December 2020.

238. There is heightened concern over Islamist extremist group activities in South East Asia. The pursuit of a regional response is problematic given extremists’ differing motivations, ideologies, targets and modes of operation. Some extremist groups, especially in Indonesia and Malaysia, have links to international jihadist organisations. Others, such as those in the Philippines or Thailand, are driven by local grievances of a political or economic nature, and for whom Islam is primarily an identity marker in a struggle against the central authorities. There have been a number of successful and foiled attacks in South East Asia since the 2017 Marawi siege in the Philippines, including in Indonesia and Malaysia (primarily against places of worship).

² Association of Southeast Asian Nations (ASEAN)

239. s6(a), s9(2)(f)(iv)

MIDDLE EAST AND AFRICA

240. The Middle East and Africa region is a long-standing theatre of operations for New Zealand and our partners. Territorial instability, proliferation of violent extremist elements, threats to freedom of navigation, and regional power politics coalesce in the region but the impacts are global.
241. For decades, historical disputes over state borders have led to widespread instability. Global coalitions which safeguard sovereignty, maintain and monitor peace, and ensure compliance with international instruments have worked towards long-term stability, and facilitated cross-border cooperation. Threats to the global commons, particularly the congested shipping lanes of the Persian Gulf and the Horn of Africa, are tackled by international initiatives to safeguard critical maritime trade, and uphold freedom of navigation.
242. Endemic corruption, authoritarianism, ineffective governance structures, and high unemployment continue in certain countries through the region, and mass protests have demonstrated widespread disenchantment with stagnant economies and the growing rich-poor divide. In such an environment, extremist ideologies continue to thrive and spread, and international efforts to contain their proliferation and eradicate the threat to regional and global security remain critical.
243. Challenges to the international rules-based order in the Middle East and Africa have a disproportionate impact on international security, the global economy, and therefore New Zealand's own interests. Consequently, New Zealand currently supports these international stabilisation efforts through the deployment of personnel and platforms to an array of missions throughout the region.

244. s9(2)(f)(iv)

CURRENT DEPLOYMENTS / NGĀ KAIMAHI KEI TĀWĀHI I TĒNEI WĀ TONU

NZDF personnel are deployed on major peace support operations, maritime security, training missions and into headquarters positions around the world. Ninety-three personnel are deployed on the following missions:

AFGHANISTAN: OPERATION RUA II

Mandated Size: Up to 13 | Mandate Expiry: Dec 2020

New Zealand's commitment to the NATO Resolute Support Mission (RSM) is reducing in line with the gradual drawdown of coalition forces to the mission.

Currently New Zealand's contribution comprises three mentors to the Afghan National Army Officer Academy, and three personnel to RSM Headquarters: one Colonel in planning and two Gender Advisors supporting Women, Peace and Security efforts.

s9(2)(f)(iv)

BAHRAIN: OPERATION PUKEKO

Mandated Size: 2 | Mandate Expiry: June 2022

Providing command and specialist support to coalition maritime security operations at the Combined Maritime Forces Headquarters in Bahrain (two officers).

An additional two short-term positions into maritime security coalitions (Combined Maritime Forces and the United Kingdom Maritime Trade Operations) were deployed in 2020.

EGYPT: OPERATION FARAD

Mandated Size: 31 | Mandate Expiry: Sept 2022

Deployment to the Multinational Force and Observers (MFO), Sinai Peninsula, Egypt, supervising the peace treaty between Egypt and Israel (up to 28 personnel for the core contingent). New Zealand also has the Force Commander position (plus associated roles) until March 2022.

s6(a)

■ *Right: Leading Helicopter Loadmaster Steph Roberts watches HMNZS Wellington as the 6SQN SH-2G(II) Seasprite Helicopter flies nearby. 2019.*

IRAQ AND KUWAIT: OPERATION MOHUA

Mandated Size: 4 | Mandate Expiry: Jun 2022

Four personnel are deployed to the United States (US) – led Operation Inherent Resolve (OIR) in Iraq and Kuwait. This forms part of New Zealand’s contribution to the Defeat ISIS Coalition (D-ISIS).

GOLAN HEIGHTS AND LEBANON: OPERATION SCORIA

Mandated Size: 8 | Mandate Expiry: Sept 2022

Deployment to the United Nations Truce Supervision Organisation (UNTSO), monitoring the truce agreements between Israel and Syria, and Israel and Lebanon.

REPUBLIC OF KOREA: OPERATION MONITOR

Mandated Size: 9 | Mandate Expiry: Aug 2021

Contribution of six personnel to the United Nations Command Military Armistice Commission (UNCMAC), which monitors and supports the implementation of the armistice agreement signed at the end of the Korean War, and three personnel to the US-led United Nations Command Headquarters.

JORDAN: OPERATION [redacted] s6(a)

Mandated Size [redacted] s6(a) | Mandate Expiry: Dec 2020

Contribution of [redacted] s6(a) personnel to New Zealand’s multi-agency contribution to Operation Gallant Phoenix, a platform for collection, monitoring and sharing of material regarding potential and existing domestic and global threats.

[redacted] s6(a), s9(2)(f)(iv), s9(2)(g)(i)

SOUTH SUDAN: OPERATION SUDDEN

Mandated Size: 4 | Mandate Expiry: Jun 2022

Peace support deployment of four officers to the United Nations Mission in South Sudan (UNMISS) including the position of Military Assistant to the Special Representative to the Secretary-General, New Zealander David Shearer.

[redacted] s6(a), s9(2)(g)(i)

JAPAN: OPERATION WHIO

Mandated Size: [redacted] s6(a) | Mandate Expiry: Sep 2022

Maritime surveillance deployments in support of United Nations Security Council sanctions against North Korea.

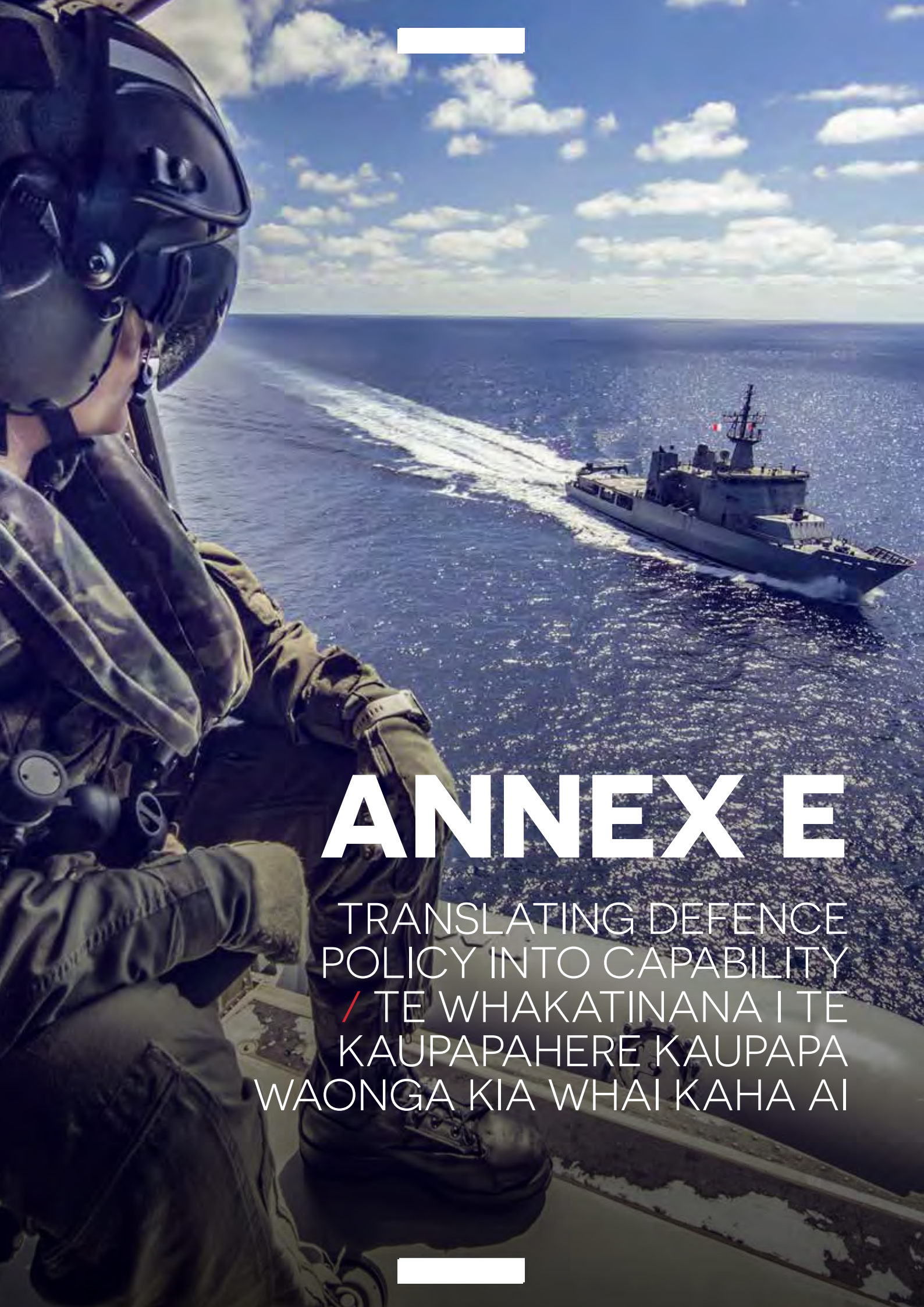
[redacted] s6(a)

[redacted] s6(a) NZDF P-3K2 maritime patrol aircraft deployments, involving up to [redacted] s6(a) personnel, [redacted] s6(a) [redacted] These are based in Japan, and support sanctions enforcement in international waters in North Asia.

QATAR: OPERATION KERERU

Mandated Size [redacted] s6(a) | Mandate Expiry: Jun 2022

[redacted] s6(a) NZDF personnel to the US Combined Air Operations Centre (CAOC) [redacted] s6(a) [redacted] in Qatar as a part of New Zealand’s contribution to the D-ISIS Coalition.



ANNEX E

TRANSLATING DEFENCE
POLICY INTO CAPABILITY
/ TE WHAKATINANA I TE
KAUPAPAHERE KAUPAPA
WAONGA KIA WHAI KAHA AI

245. The Government sets the strategic direction for how it expects Defence to respond to challenges in the strategic environment. This direction sets the roles and tasks the NZDF is expected to undertake, and guides choices and priorities in making capability purchases.
246. Based on the Government's direction, Defence develops long-term plans on how these intentions translate into defence effects and materiel.

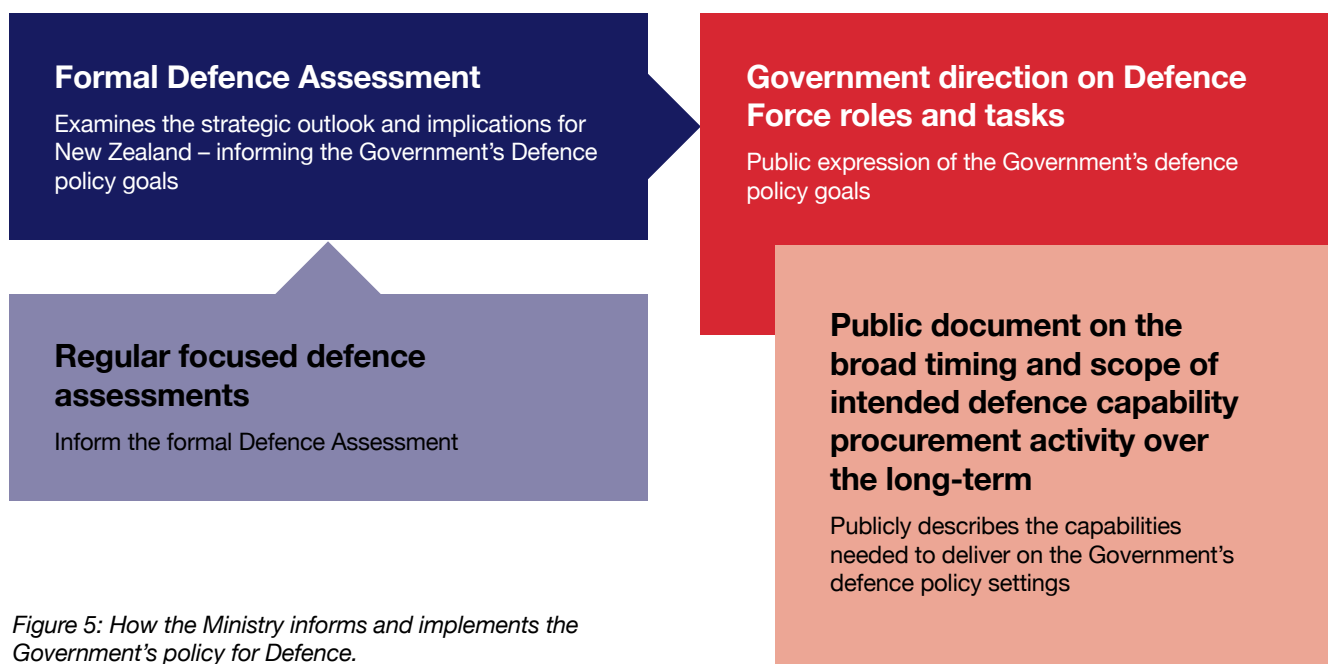


Figure 5: How the Ministry informs and implements the Government's policy for Defence.

DEFENCE CAPABILITY PLAN

247. The *Defence Capability Plan 2019* (the Plan) allows the Government to communicate its Defence capability priorities to the public, industry, and international partners. The Plan identifies and sequences capabilities for use by the Defence Force in order to give effect to the Government's policy intentions. It does this by setting out indicative planned investments in the NZDF out to 2030, while identifying further potential investments to be made after 2030. These indicative investments do not represent a final commitment by Government.
248. By providing visibility of planned Defence investments, the Plan allows the Government to more easily consider projected Defence capability commitments alongside other Government priorities. This is particularly useful when preparing annual Budgets and balancing the needs of other Government agencies.
249. Following robust scrutiny by Defence officials and other government agencies such as The Treasury, individual business cases justifying each significant investment are submitted to Cabinet for approval and consideration of available funding within Budget capital allowances, taking into account other Government investment priorities.
250. The Plan can be updated at the direction of Ministers. The plan is usually updated following a Defence White Paper process to capture the changes in investments signalled, but can be changed in between Defence White Paper reviews as occurred in 2019.

DEFENCE CAPITAL PLAN

251. The Defence Capital Plan outlines the funding requirements for implementing the Defence Capability Plan, and details specific capital spending by fiscal year out to 2030. It is reviewed on an annual basis to assess the affordability of planned investments. The Defence Capital Plan is an official document not for public release due to the commercially sensitive nature of the information.

THE DEFENCE CAPABILITY MANAGEMENT SYSTEM

252. Defence has a scalable and resilient Capability Management System (CMS) that is capable of delivering an expanding portfolio of complex projects. The CMS provides decision-makers with a strong level of confidence and assurance to support informed decision-making. The CMS was established in 2015 as part of an uplift to address structural, operations and information deficiencies within the previous system. Subsequent reviews by Sir Brian Roche in 2018 and 2019 concluded that the CMS has addressed and rectified these issues. A further review is expected before to be completed by June 2021.
253. As a tier one capital intensive agency, Defence is subject to regular assessments under the Investor Confidence Rating Index (ICR) assessment process. The ICR is designed to provide an incentive mechanism that rewards good investment management performance, encourage departments and the Central Agencies to address gaps in investment performance, and provide Ministers with an indicator of the confidence they can have in an agency's capacity and capability to realise a promised investment result.
254. In 2018, The Treasury raised the rating from B to A for major Defence capability management, highlighting Defence's robust asset management, project, programme and portfolio management, and long-term planning.
255. The next ICR assessment of Defence is planned for 2021. The ICR system is currently being reviewed with the outcome expected this year.

LONG TERM INVESTMENT PLAN

256. The development of a Long Term Investment Plan is a requirement for capital intensive agencies and one of the nine performance areas assessed under the Investor Confidence Rating Index. In the Long Term Investment Plan, Defence sets out the planned investments over the next ten years, and outlines the processes and systems to ensure investments and assets deliver value.



ANNEX F

NEW ZEALAND DEFENCE
INDUSTRY / TE RĀNGAI
KAUPAPA WAONGA O
AOTEAROA

■ *Left: NH90 Simulator at
RNZAF Base Ōhakea. 2020.*

257. Defence industry is a key partner and a fundamental input in the successful delivery and support of military capability.
258. In 2020/21, Defence is forecast to spend around \$1.6 billion in capital and operating expenditure on goods and services. Of the \$600 million in operating expenditure spent by the NZDF, around 80 per cent is spent in New Zealand. The partnership this creates with local industry is deep and wide-ranging. It includes the purchase of military equipment, long-term maintenance and support services, facilities management, personnel sustainment and the supply of professional services. In the twelve months to June 2020, the NZDF released over 140 tenders to market.
259. Given the scale and complexity of many of Defence's larger capital investments, prime contractors tend to be international suppliers. However, in line with the Government Procurement Rules and the broader outcome to increase New Zealand business access to Crown procurement, there will be opportunities for domestic suppliers to partner with prime contractors, particularly in the area of through-life support.
260. The impacts of the COVID-19 pandemic have placed some pressure on budgets and schedules, primarily due to ongoing New Zealand border restrictions reducing access to international specialists. However, Defence and industry partnerships have shown resilience and creativity in adapting to these restrictions and mitigating impacts. New Zealand's policy of purchasing proven capabilities that are in service with our defence partners has further helped to mitigate further supply chain impacts, as we are part of larger international supply chains that are critical to other governments. The full impact of the COVID-19 pandemic on global defence spending is unlikely to be seen for the next two years, due to the lag in impact on GDP and flow through to defence budgets.
261. The New Zealand Defence Industry Association supports engagement between industry and government to deliver improved commercial outcomes for Defence, other national security sector agencies and industry. Defence is refreshing how the opportunities generated by the Government's investment in Defence are presented to Industry.

NEW ZEALAND DEFENCE INDUSTRY ADVISORY COUNCIL

262. The New Zealand Defence Industry Advisory Council (the Advisory Council) is a non-statutory Ministerial advisory board comprising senior defence industry leaders. Chaired by Beca Group Ltd Chief Executive, Greg Lowe, its purpose is to provide you with national and international defence industry advice, encourage a strategic relationship between Defence and industry, and act as a conduit between Defence and industry on defence matters. The Ministry will provide you with a briefing about the Advisory Council early in your term.
263. The Council also facilitates the annual Minister of Defence Excellence Awards to Industry, which subject to your agreement, will be scheduled for early next year. Early on in your term you will also receive a submission detailing proposed arrangements for the event for your approval. Last year, the Awards were held in conjunction with the Defence Employer Support Council and hosted by the Minister of Defence at Parliament.
264. The Advisory Council works closely with the New Zealand Defence Industry Association. The latter represents the commercial interests of Defence industry and its individual members. It is Industry's main conduit into Defence and vice versa.
265. New Zealand Defence Estate (the Estate) comprises 81,000 hectares and over 4,700 buildings across nine camps and bases, two large training areas, and associated support facilities. A map showing the geographical spread of the NZDF camps, bases and main facilities is attached.

ANNEX G

DEFENCE ESTATE / NGĀ
PĀ O TE OPE KĀTUA O
AOTEAROA



■ *Left: Night skies outside No.3 Squadron Hangar at RNZAF Base Ohakea. 2020.*

266. The NZDF's Estate and infrastructure is a critical enabler and strategic asset. It provides the working, training and living environments required for generating and maintaining military skills and capabilities. In some cases, Defence Force infrastructure is akin to that of a small township including water treatment, wastewater, runways, wharves and roading to support military operations.
267. Much of the Estate is old and outdated, with a large proportion dating back to World War II. The vast majority of the Estate (78 percent) has less than 30 years remaining useful life with a replacement cost of over \$3.2 billion – a situation arrived at due to decades of underinvestment. As the Estate ages it becomes more expensive to maintain. This expense, coupled with increasing compliance requirements and changing social demands, drive the need for a step change approach. A fundamental reorientation of the Estate is needed to ensure it is positioned to deliver the Government and Defence's strategies and policies going forward.

REGENERATION UNDERWAY

268. In 2016, the NZDF implemented the Defence Estate Regeneration Programme to address critical underinvestment in the Estate. This investment programme is designed to achieve a fit for purpose and sustainable Estate that more effectively enables the delivery of Defence Force outputs. To date, \$282 million has been committed to invest as part of a planned \$2.1 billion capital investment out to 2030.
269. The initial investments have prioritised health, safety and compliance works alongside the provision of support to new capability projects (to the value of \$300 million) such as building new infrastructure to accommodate the future arrival of Boeing P-8A Poseidon maritime patrol aircraft at Ohakea Air Base.
270. Cabinet has agreed that funding allocated to the Estate Regeneration Programme, as set out in the Defence Capital Plan will not be reallocated within Vote Defence Force without Cabinet agreement. Significant capital injection in coming Budgets is required to achieve regeneration of the Estate, with only \$65 million of depreciated capital generated annually.

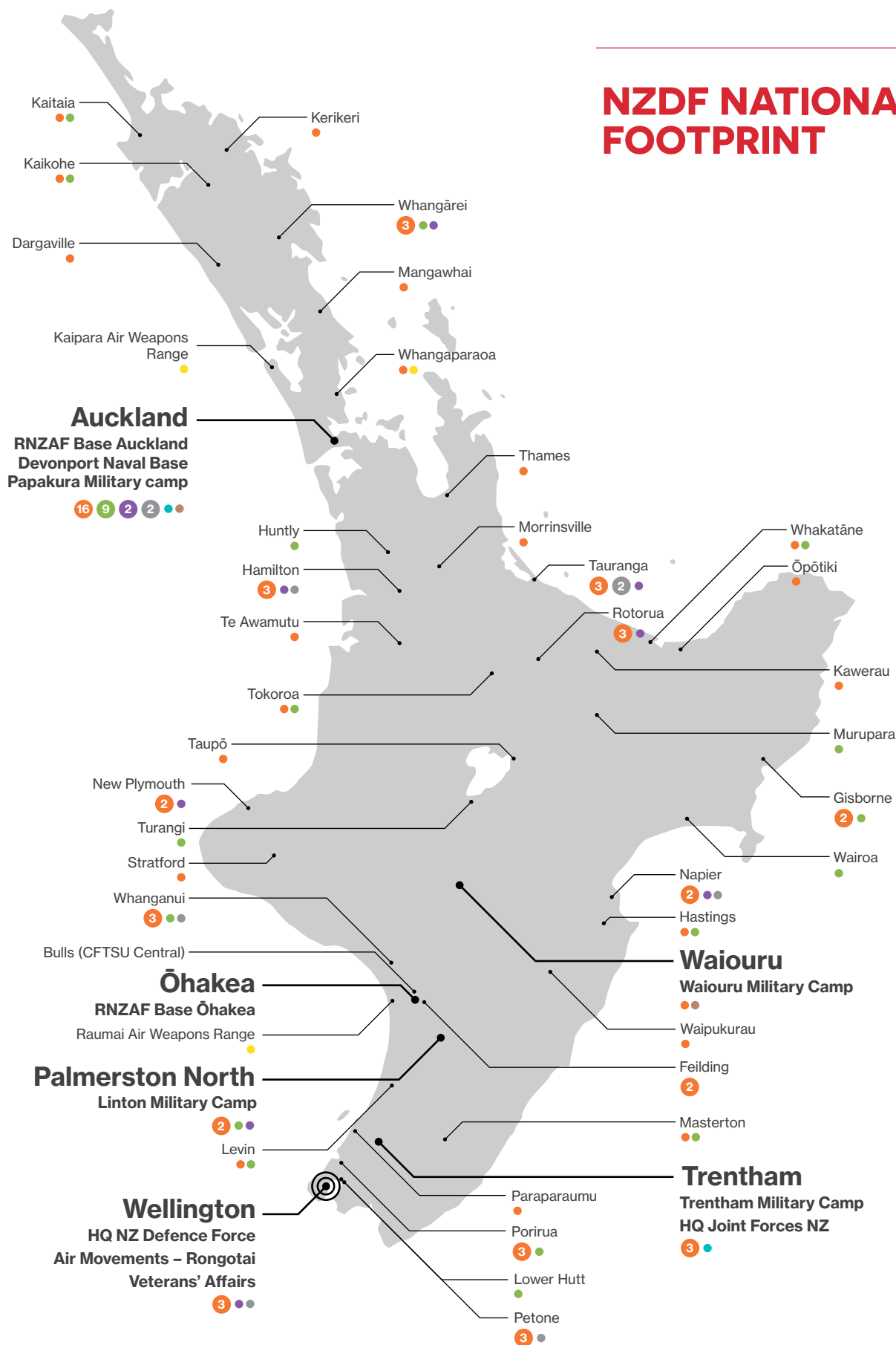
STRATEGIC PARTNERSHIP (ALLIANCE) PROJECT

271. The support the scale of investment associated with Estate Regeneration, it was identified that there was a need to increase the capability and capacity of the Defence Force's Defence and Infrastructure (DEI) Group which is responsible for the management and delivery of the Estate.
272. The strategy for delivery of Estate Regeneration has been developed through the establishment of a Strategic Partnership (Alliance) Project which aims to establish a professional services relationships between industry partners and the NZDF to provide additional estate management services capability and capacity to support delivery.

FIRST PRINCIPLES REVIEW

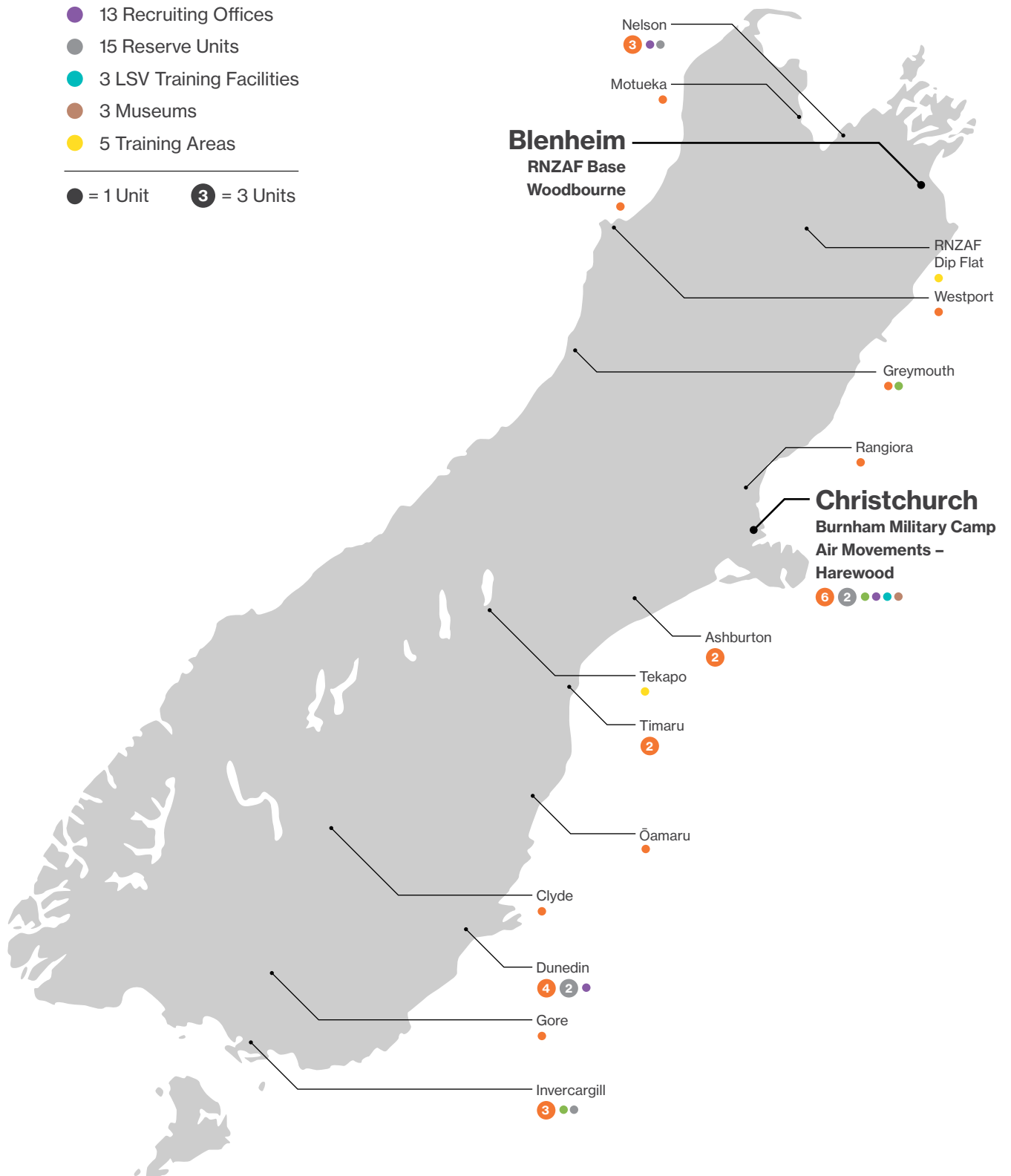
273. In April 2019, Cabinet directed a First Principles Estate Footprint Review (Review) to determine what the full picture of the Estate footprint is now, what it needs to look like 50 years from now, and at a high level, provide a road map to get there. The Review will look at the locations and requirements for all NZDF sites including camps and bases, headquarters, logistics, regional facilities and training functions that will be needed to best meet the NZDF's strategic capability requirements and identify options for an Estate that is fit for purpose, provides stability and direction for the NZDF, and enables delivery against Defence and Government strategies and priorities into the future.

NZDF NATIONAL FOOTPRINT



Areas of activity

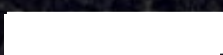
- 99 Cadet Units
 - 28 Service Academies
 - 13 Recruiting Offices
 - 15 Reserve Units
 - 3 LSV Training Facilities
 - 3 Museums
 - 5 Training Areas
-
- = 1 Unit **3** = 3 Units





ANNEX H

BIOGRAPHIES /
NGĀ HAURONGO



■ *Left: Trainee soldiers from Cassino Platoon, Depot Company are in Tekapo Military Training area qualifying on their 'open country' phase. 2020.*

CHIEF EXECUTIVES



Secretary of Defence
Andrew Bridgman

Andrew Bridgman became the Secretary of Defence and Chief Executive of the Ministry of Defence on 1 July 2019. Before becoming Secretary of Defence, Andrew was the Chief Executive and Secretary for Justice, commencing that role in August 2011. Andrew was previously the Deputy Chief Executive, Ministry of Health from 2007, and from August 2010 to January 2011 was the Acting Chief Executive and Director-General of Health. Prior to joining the Ministry of Health, Andrew was Deputy Secretary, Policy and Legal Group, Ministry of Justice. Andrew began his career in 1991 as a Senior Solicitor in the Ministry of Māori Development. He has a Bachelor of Laws from Victoria University of Wellington and worked as a Solicitor in Rudd Watt and Stone (now Minter Ellison). Andrew has led substantial change management programmes in large, complex departments and has been responsible for developing justice policy and advice to Ministers on matters relating to criminal justice and crime prevention, constitutional law, human rights and public and commercial law.



Chief of Defence Force
Air Marshal Kevin Short

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

Air Marshal Short has also filled a range of senior command and representational appointments. In 2002 he served as the NZDF Senior National Officer in the United States Central Command as part of Operation Enduring Freedom. In 2003 he took up the position of Officer Commanding No. 485 Wing, RNZAF Base Auckland, with responsibility for the RNZAF Operational Force Elements. In 2006 he served as Senior National Officer and Commander of the NZ Provincial Reconstruction Team (Rotation 9), Bamyán, Afghanistan. In June 2007 Air Marshal Short was appointed Assistant Chief Development in HQNZDF on promotion to the rank of Air Commodore, and in 2009 took up the appointment of Assistant Chief Strategic Commitments and Intelligence. In 2011 he was posted as Deputy Chief of Air Force and in 2013 assumed the appointment of Commander Joint Forces New Zealand in the rank of Air Vice-Marshal. Air Marshal Short was appointed as Vice Chief of the New Zealand Defence Force in 2014, and became Chief of Defence Force effective 1 July 2018.

MINISTRY OF DEFENCE LEADERSHIP TEAM



Deputy Secretary Capability Delivery **Mike Yardley**

Mike Yardley was appointed Deputy Secretary Capability Delivery in March 2016. Mike began his career in 1981 as a Navigator on No. 5 Squadron, and later became Commanding Officer of No. 5 Squadron. Mike has served as Chief of Air Force, Royal New Zealand Air Force, holding the rank of Air Vice-Marshal. He has also held many other senior roles within the NZDF including Air Component Commander Joint Forces New Zealand and Chief of Staff Headquarters NZDF. As Assistant Chief of Air Force – Capability he led the RNZAF Capability Directorate dealing with both major and minor capital programmes including introduction into service plans for the B757, P-3 Orion and C-130H upgrades. Mike was NZDF Project Manager for the P-3 Orion Systems Upgrade, spending four years working on the project in both New Zealand and the United States. In 2010 Mike was part of the team that designed and established the NZDF Capability Branch, and was Head of the Programme Management Office. Mike has a Master of Strategic Studies from the Air University, Alabama and a Diploma in Military Studies from Massey University. He has studied at the Royal College of Defence Studies and the Harvard Kennedy School of Government.



Deputy Secretary Policy and Planning **Michael Swain**

Michael Swain was appointed Deputy Secretary for Defence Policy and Planning in January 2020. Prior to joining the Ministry Mike was Chief of Protocol at the Ministry of Foreign Affairs and Trade. Mike was a career diplomat for 25 years, with postings to Beijing, New Delhi, Shanghai as Consul-General and Madrid as Ambassador. In Wellington he has served as Deputy Director for International Security and Disarmament, and in the New Zealand intelligence community. Mike was a Freyberg Scholar, and has a Master's degree in Strategic and Defence Studies from the Australian National University and an Honours degree in International Politics from Victoria University of Wellington.



Deputy Secretary Governance, People and Executive Services **Carol Douglass**

Carol Douglass was appointed Deputy Secretary, Governance, People and Executive Services in January 2018. Carol is responsible for a range of functions that ensure the Ministry is a well-run, sustainable and resilient organisation that works collaboratively with the NZDF. Carol has been at the Ministry of Defence since 2011, working as the Director responsible for governance arrangements and assurance in respect of capability management, and other areas of joint Defence business. Previously, Carol held a number of positions in Wellington and overseas with the Ministry of Foreign Affairs and Trade, which gave her strong knowledge of New Zealand's security interests and the role played by Defence.

NEW ZEALAND DEFENCE FORCE LEADERSHIP TEAM



Chief Financial Officer
Pasanka Wickremasinghe

Pasanka Wickremasinghe was appointed Chief Financial Officer in August 2017. Pasanka is responsible for providing financial services and advice to the Ministry to ensure prudent fiscal management and finance operations of the Ministry. Previously Pasanka worked at Chorus Ltd as a Manager, Capital Investment and Performance where as part of this role, Pasanka was responsible for the financial planning, forecasting and management of Chorus's capital programme. Pasanka has also worked in the United Kingdom, where he held a number of senior finance roles for NHS Lambeth, one of the largest healthcare service providers and commissioners of healthcare in the UK. Prior to that, Pasanka was a member of the Audit New Zealand team where he worked with a number of government agencies and provided specialist assurance services in the areas of governance, risk, contracts and project management. Pasanka holds degrees from Victoria University and is a Chartered Accountant.



Vice Chief of Defence Force
Air Vice-Marshal Tony Davies

Air Vice-Marshal Tony Davies became Vice Chief of Defence Force in 2018. He joined the RNZAF in 1984 as an Officer Cadet and trainee pilot. After gaining his wings Air Vice-Marshal Davies entered the Air Transport role and flew Andover and Hercules aircraft. In 1999 Air Vice-Marshal Davies was appointed as a Member of the New Zealand Order of Merit for his role in the 1998 mid-winter Antarctic rescue mission from McMurdo Station. In June 2000 Air Vice-Marshal Davies graduated from the USAF Air Command and Staff Course at Maxwell AFB, Alabama, before returning to New Zealand as the Assistant Director of Joint Operations and Plans at Defence Force Headquarters in Wellington.

In 2003 he was promoted to the rank of Wing Commander and appointed as Commanding Officer No. 40 Squadron in a position he held until 2007 when he took up the J35 position at Headquarters Joint Forces New Zealand. In 2008 Air Vice-Marshal Davies was promoted to Group Captain and posted to Air Staff as Assistant Chief Air Force Capability. He then took up his dual role as Officer Commanding 485 Wing and Senior Commander Auckland in 2009 before attending the Royal College of Defence Studies in London in 2013. Air Vice-Marshal Davies was promoted to Air Commodore in 2013 and has held a variety of command and Headquarters positions including Assistant Chief of Air Force Capability, Assistant Chief Strategic Commitments and Intelligence, and Air Component Commander at Headquarters Joint Forces New Zealand. Air Vice-Marshal Davies was promoted to his current rank in 2016 when he assumed the role of Chief of Air Force, and following this was appointed Vice Chief of Defence Force in 2018.



Chief of Navy
Rear Admiral David Proctor

Rear Admiral (RADM) David Proctor assumed the role of Chief of Navy in 2018 following numerous senior positions within the New Zealand Defence Force including Deputy Commander Joint Forces New Zealand and Acting Vice Chief of Defence Force from July to September 2018. RADM Proctor joined the Royal New Zealand Navy (RNZN) as a Midshipman in January 1987. He has held a number of senior logistics posts during his career, including operational logistics appointments at sea and overseas. His operational service includes a deployment to the Solomon Islands and Timor Leste. RADM Proctor's early shore-based appointments were primarily in the Human Resources arena but he also has staff experience in capability development and delivery. Most notable was his appointment as Deputy Assistant Chief of Capability and Director Capability Portfolio Planning from 2013 to 2014. Following on from his promotion to Commodore and appointment to Commander Logistics in 2015, RADM Proctor was appointed in 2017 to the position of Chief of Defence Strategy and Governance.



Chief of Army
Major General John Boswell DSD

Major General Boswell was appointed Chief of Army on 10 September 2018. Major General Boswell enlisted into the New Zealand Army in 1984 and graduated from the Officer Cadet School of New Zealand in 1985 into the Royal New Zealand Infantry Regiment in the rank of Second Lieutenant. Major General Boswell has undertaken a range of regimental, staff and training appointments including postings as the Chief Instructor of Combat School, Director Army Training, and as Military Assistant at the New Zealand High Commission in London. As a senior officer Major General Boswell has held a variety of appointments including Head of Strategy Management (Army), Acting Deputy Chief of Army, and the Chief Staff Officer – Joint Plans at Headquarters Joint Forces New Zealand.

In 2016 he was posted to Defence Headquarters as the Assistant Chief Strategic Commitments and Engagements and, in 2018 assumed the role of the Land Component Commander. Major General Boswell has deployed on operations with the United Nations in Angola, East Timor and to the Middle East. He deployed to Afghanistan in April 2010 as the Senior National Officer and Commanding Officer of the New Zealand Provincial Reconstruction Team. Major General Boswell was subsequently awarded the Distinguished Service Decoration (DSD) in recognition of his service in Afghanistan. Major General Boswell is a graduate of the Australian Command and Staff College and the National Defence College of India.



Chief of Air Force
Air Vice-Marshal Andrew Clark

Air Vice-Marshal Clark joined the Royal New Zealand Air Force in 1986 as a Navigator. During his flying career he has had four operational tours on P-3 Orion aircraft, as well as a tour as an instructor with the Royal Australian Air Force. His flying career has included command of an operational mission in the Middle East, and culminated with a tour as Commanding Officer of No. 5 Squadron. Throughout his career Air Vice-Marshal Clark has held a variety of operational and strategic level staff positions. In recent years these positions have included Assistant Chief of Air Force – Strategy Management, Director of Strategic Commitments, Director of Defence Intelligence, Deputy Chief of Air Force, Assistant Chief Capability and Air Component Commander. In addition, he has served as the New Zealand Defence Adviser to India. Air Vice-Marshal Clark completed Staff College in Australia. He has a Masters degree in Management (Defence Studies) from the University of Canberra and a Graduate Diploma in Defence Studies from the University of New South Wales. Air Vice-Marshal Clark was appointed Chief of Air Force in September 2018.



Commander Joint Forces New Zealand
Rear Admiral James Gilmour

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

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



Chief, Joint Defence Services
Brigadier Rob Krushka, MNZM

Brigadier Rob Krushka enlisted into the New Zealand Army in 1989. After graduating he went into the Royal New Zealand Corps of Transport, and over the next twelve years undertook a number of regimental appointments; including a tour of duty in Antarctica as a Detachment Commander and a deployment to East Timor as the Officer Commanding Combat Services Support Company. In 2004 Brigadier Krushka was posted to Headquarters Joint Operations Command, Sydney Australia as the Staff Officer Grade Two Logistics Operations and Plans. On returning to New Zealand he assumed the appointment of Assistant Military Secretary followed by a posting to Headquarters Joint Forces New Zealand. In 2007 Brigadier Krushka was appointed Commanding Officer, 2nd Logistics Battalion and then Chief of Staff, 2nd Land Force Group.

In 2011 Brigadier Krushka deployed to Iraq as a United Nations Military Advisor and on return to New Zealand he assumed the appointment of Military Secretary, Army General Staff. In 2014 he was appointed Logistic Commander (Land). He was promoted to Brigadier in March 2017 and appointed Commander Logistics, Defence Logistics Command. He assumed his current appointment as Acting Chief Joint Defence Services in 2019. Brigadier Krushka is a graduate of the New Zealand Defence Force Command and Staff College and the Dwight D. Eisenhower School for National Security and Resource Strategy. Brigadier Krushka holds a Post Graduate Diploma in Arts, a Master of Business Administration and a Master of Science in National Resource Strategy. In 2006 Brigadier Krushka was awarded an Australian Defence Force (ADF) Deputy Chief of Joint Operations Commendation for his role in ADF support to the 2004 Boxing Day Tsunami and in June 2006 he was appointed as a Member of the New Zealand Order of Merit.



Chief People Officer
Liz Huckerby

Liz Huckerby joined NZDF as Chief People Officer in 2018. Prior to this, Liz was based in New York for five years working as part of the United Nations Development Programme as the Chief of Integrated Talent Management. Liz has held senior management roles in New Zealand government agencies including at the State Services Commission and Inland Revenue Department, where she was Deputy Commissioner for Internal Services. Liz was also the HR Director for the New Zealand Transport Agency for four years and led the development and establishment of this agency following the merger of three smaller agencies. Liz brings experience from her time in the private sector as a senior manager at Deloitte. Originally from the UK, Liz has an undergraduate degree from London University, a post graduate Human Resources Diploma from Kingston Business School, a Post Graduate Certificate in Education from Surrey University, a Post Graduate Diploma in Health and Safety from Auckland University, and holds a Master's degree in Business Management from Massey University.



Chief Financial Officer
Bridget Musker

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



Chief Defence Strategy Management Group Captain Carol Abraham

Group Captain Carol Abraham joined the Royal New Zealand Air Force (RNZAF) in 1989. She has served as an air transport navigator on RNZAF HS74 Andover and C-130H Hercules, as a Military Observer with the United Nations Truce Supervisory Organisation in Syria and Lebanon, and as a Detachment Commander for Air Transport operations supporting NZDF in the Middle East. In August 2015, following study at the United States Air War College, Group Captain Abraham was posted to Canberra as the Air Advisor, New Zealand Defence Staff. In February 2017 she was promoted to Group Captain and posted as the Defence Advisor, in Canberra. After a spell as the Assistant Chief of Air Force Strategy Management Carol was promoted to Air Commodore and appointed as the Deputy Chief of Air Force. In February 2020 Group Captain Abraham was posted to Assistant Chief of Air Force Strategy Management, before being posted in June 2020 to Chief Defence Strategy Management. In 2003 she was awarded a Chief of Air Force Commendation for her work leading a project that established the Communications and Information Systems trade.



Warrant Officer Class One Mark Mortiboy Warrant Officer of Defence Force

Warrant Officer Class One Mark Mortiboy was born in Auckland and enlisted in the Army Regular Force in 1982 as a Rifleman. His career has seen him take up numerous operational and garrison postings and roles, and he has served overseas on a number of occasions. WO1 Mortiboy was appointed Sergeant Major of the Army in 2014. In 2008 WO1 Mortiboy was awarded the Distinguished Service Decoration (DSD) and the Meritorious Service Medal in 2013. WO1 Mortiboy became Warrant Officer of the Defence Force in June 2018.



Chief of Staff Air Commodore Andy Woods, MNZM

Air Commodore Andrew (Andy) Woods joined the Royal New Zealand Air Force (RNZAF) as an aeronautical engineer, graduating from the University of Canterbury with a Bachelor of Engineering, and undertaking specialist military aeronautical engineering training at the Royal Air Force College, Cranwell, in the United Kingdom. In his early career Air Commodore Woods held a number of engineering and maintenance officer command positions, qualified as a military parachutist, and was seconded for three years to the Royal Australian Air Force.

Between 2000 and 2010, Air Commodore Woods was the architect of the current RNZAF Logistics, Engineering, and Technical Airworthiness organisations and held the posts of Commander of the RNZAF Logistics Group, RNZAF Chief Engineer, and New Zealand Defence Force (NZDF) Technical Airworthiness Authority. Air Commodore Woods was heavily involved in the project engineering and certification of a range of major capability acquisition and upgrade projects including the P-3K Orion, and the NH90 and A109 helicopters. Air Commodore Woods was named a Member of the New Zealand Order of Merit (MNZM) in the 2006 New Year's Honours List. Most recently, Air Commodore Woods has held the positions of Deputy Chief of Air Force, and Chief of Defence Strategy and Governance. In September 2018, Air Commodore Woods was appointed Chief of Staff for Headquarters New Zealand Defence Force.

