

Public Consultation Document

DEFENCE REVIEW

2009



New Zealand Government



Foreword

Keeping New Zealanders safe is the most important role for the New Zealand Government. Maintaining peace at home and abroad, protecting our assets and maintaining constructive relationships with the international community are all vital to New Zealand.

Both the National and ACT Parties undertook during the 2008 election to conduct a review of our Defence Force. This public consultation document forms part of the Government's honouring of that promise.

New Zealanders can rightly feel proud of their New Zealand Defence Force and Ministry of Defence. Every day, the men and women of both agencies, civilian and uniformed, work tirelessly to promote the cause of peace. New Zealand's international reputation for commitment and professionalism belies its small size as a nation.

The Defence Review comprises two main activities. First, the Defence Assessment, of which this document forms a part, will be undertaken by the Secretary of Defence. His report, which is to be completed by early 2010, will form the basis of the second document, the Government's White Paper on Defence. The White Paper will be a statement of our direction and purpose for the New Zealand Defence Force out to 2035. It will address foreseeable risks in our region and further afield, current hardware and management challenges, as well as charting a course toward development of future Defence Force capabilities.

The last White Paper on Defence was produced over a decade ago and the world has changed substantially in that time. This Defence Review is, therefore, timely. We intend to undertake a fundamental assessment of the security environment in which we live, to consider the roles that our Defence Force is expected to fulfil now and in the future, and to examine how well it is currently meeting its obligations.

To support the Review, this public consultation programme will enable interested New Zealanders to have their say. We encourage you to express your views.

Hon Dr Wayne Mapp
Minister of Defence

Hon Heather Roy
Associate Minister of Defence

How you can Contribute

This public consultation process provides New Zealanders with the opportunity to give their views on the appropriate roles for their armed forces; the capabilities they think are most likely to be required to fulfil these; and the environments in which they will be most likely to carry them out.

You are encouraged to make your views known on these important issues. You can do so by submitting written comments either using the on-line submission form on the Ministry of Defence website at <http://www.defence.govt.nz>, or by uploading or emailing completed submission forms to review09@defence.govt.nz, faxing them to (04) 496 0859, or sending them to:

Defence Review 2009
Ministry of Defence
PO Box 12703
WELLINGTON 6144

A copy of the submission form is also enclosed in this document. You also have the option of making an oral submission at a series of public meetings to be held around the country in early September. If you wish to do so, please indicate this when completing your written submission, being sure to include either phone or email contact details

Further information about Defence Review 2009 can be found on the Ministry of Defence website at <http://www.defence.govt.nz>. Questions about the consultation process can be sent by email to review09@defence.govt.nz or by phoning (04) 496 0993.

In order to ensure suggestions and perspectives submitted through the consultation process can be adequately considered in the formulation of the final report, a deadline of 24 August 2009 has been established for receipt of formal submissions. Following completion of the consultation process, a summary report will be published outlining key messages and themes emerging from public submissions.

The Ministry of Defence's processes are essentially public, and are subject to the Official Information Act 1982. Copies of submissions made to the Ministry of Defence will normally be made available on request and the Ministry may mention submissions in its reports. Any request for the withholding of information on the grounds of confidentiality or for any other reason will be determined in accordance with the Official Information Act.

Main Issues

To make Defence Review 2009 a success, the Government needs wide input on the major issues currently facing Defence. Many of these relate to New Zealand's four strategic environments: our land and maritime domain; the South Pacific and Australia; the Asia Pacific region; and the wider world. These issues can be summarised in the following ten questions which we invite you to focus on:

1. What should the role of the Defence Force be in responding to threats to New Zealand's security?
2. How should the Defence Force prioritise its effort across each of the strategic environments?
3. How should the Defence Force cooperate with other international security partners in each strategic environment?
4. How should the Defence Force operate with other New Zealand government agencies in each strategic environment?
5. What military capabilities does the Defence Force need to carry out its roles effectively, now and in the future?
6. When and how should military capabilities be used for non-military purposes to support the work of other (civilian) government agencies?
7. What is the best organisational structure for the Ministry of Defence and the New Zealand Defence Force?
8. How can the Defence Force best manage recruitment, retention, training, and the role of reserves to ensure that Defence Force personnel can carry out their roles effectively?
9. What is the best way of managing Defence business, especially in respect of procurement, real estate, infrastructure and finance?
10. What are the best financial management procedures to meet long-term defence funding requirements?



Introduction to the Defence Review

The last White Paper on Defence was published in 1997. Since then, the environment within which our Defence Force operates has changed considerably. The tempo of operations is greater than envisaged then. Resource pressures have also increased. This Review will form the blueprint for preparing the Defence Force for the challenges it faces now and in the future.

New Zealand has a range of response options available when its interests are challenged. These include diplomatic, legal, economic as well as military responses. If New Zealand does not have a credible Defence Force, our options are limited.

The Defence Review will take a wide but pragmatic view of the defence capabilities that currently exist and what will be needed to ensure that New Zealanders continue to be safe in a challenging world.

The Defence Act 1990 requires the Secretary of Defence to conduct an assessment of defence requirements. In undertaking this work the Secretary, John McKinnon, will have the assistance of the Chief of Defence Force as well as an Advisory Panel.

Advisory Panel

The Advisory Panel acts independently of the main review. It will provide a continuous audit and an independent viewpoint. Panel members have been selected for their expertise in foreign policy, military affairs, and management practices. The members are:

- Simon Murdoch – former Secretary of Foreign Affairs and Trade;
- Martyn Dunne – former Commander Joint Forces New Zealand; and
- Robert McLeod – Managing Partner, Ernst & Young New Zealand.

Companion Studies

There will be three companion studies on specific subjects relating to the broader defence sphere. These will be led by the Associate Minister of Defence and will consider:

- Defence industry;
- The role of the Defence Force in the conduct of youth programmes; and
- The potential for Voluntary National Service across the Whole-of-Government.



Review Context

Defence capability and policy is an important component of New Zealand's foreign and security policies. While the Defence Force is constitutionally the sole provider of military forces, it is not the only contributor to national security.

A range of other government departments and agencies make contributions too. These include New Zealand Police, New Zealand Customs Service, New Zealand Immigration Service, the Ministry of Foreign Affairs and Trade, New Zealand Security Intelligence Service, the Government Communications Security Bureau and the Ministry of Fisheries.

These agencies all help to promote and maintain New Zealand's national security. While acknowledging the wider security context, the Review will focus on the contribution of the Defence Force and the Ministry of Defence towards New Zealand's security.

Our Situation

The Defence Review will examine our strategic environment. It will assess whether changes in that environment should alter the range of tasks that the Government might require the Defence Force to undertake. The future mix of capabilities the Defence Force should have will be considered. The Review will also examine how the Defence Force can most effectively use the resources available to it.

New Zealand is geographically isolated but we are interconnected with the wider global community. We are affected by many global events despite our distance from them. A prosperous and well-ordered world enables New Zealanders to thrive and to deliver our proper voice on the international stage.

New Zealand's participation in global affairs is based on fundamental values, including upholding basic freedoms and human rights. The New Zealand Defence Force contributes

to international security by building, keeping, or enforcing the peace. This is normally done through the United Nations or some other multilateral process, or at the request of host governments which might be grappling with domestic security concerns.

The global and regional security environment has altered in recent decades. The calls on our Defence Force to contribute to international peacekeeping or security initiatives have been greater than was expected ten years ago. A scan of the current international environment suggests this pattern is unlikely to change. It is possible, however, that the tasks the Defence Force undertakes in our immediate region might consume proportionately more resources than those further afield.

Using our Defence Force

Given the size of New Zealand's economy and the scale of our Defence Force, the range of choices over the possible deployment of our military capabilities will never be great. We will always have to assess the possible use of our limited military resources against a broad range of possible tasks.

It is likely that many, if not all, of our defence deployments will take place alongside defence forces of other nations. That means there is an external interest in our Defence Force structure and capabilities. We need to bear in mind how our capabilities fit in with our security partners.

It is also the case that Defence Force deployments are likely to be but one component of a broader New Zealand intervention, involving other agencies and assets. Defence decisions must therefore be compatible with a broader national security strategy.

Together, these elements place a premium on the quality of policy-making and decision-making. One of the measures of this Defence Review will be whether it provides the best possible information and advice to Ministers, including in relation to the views of citizens, to enable the Government to make sound policy choices.





Policy Background

The overall purpose of the Defence Force is set out in the Defence Act 1990 (the Act). The Act provides for armed forces to be raised and maintained for:

- the defence of New Zealand and the protection of its interests, whether in New Zealand or elsewhere;
- the contribution of forces under collective arrangements; and
- the contribution of forces to the United Nations or other organisations or states for operations in accordance with the principles of the United Nations Charter.

The Act also makes provision for the Defence Force to be used in New Zealand or elsewhere to perform any public service or to assist the civil power in time of emergency.

Since the last Defence White Paper in 1997, defence policy has been largely based on the 1999 report of the Parliament's Foreign Affairs, Defence and Trade Select Committee's *Inquiry into Defence Beyond 2000*. This report recommended a move from the concept of a 'balanced' force structure and called for greater prioritisation of defence objectives and tasks. It also called for a smaller but sharper range of capabilities more narrowly tailored to these objectives and tasks. The previous Government adopted this approach in its management of defence. Its policy was set out in the Defence Policy Framework (2000), the Government Defence Statement (2001), the Defence Long-Term Development Plan (2002 and regularly updated) and the Defence Sustainability Initiative (2005). These documents are available at www.defence.govt.nz.

The financial context must also be considered. New Zealand currently spends around 1 percent of its Gross Domestic Product on defence. This level of spending has been relatively constant for the last decade. Along with the rest of the state sector, the Defence Force must operate within tightened fiscal constraints and a sustainable funding path will need to be developed. This must take account of affordability, the long-term nature of defence planning and asset life. The inevitable peaks in defence spending that result from the introduction of new equipment must also be carefully managed.

The long-term impact of decisions made over the next few years means that the time-frame for this Review needs to extend until at least 2035.

Strategic Environment

Peace and security can only be founded on economic prosperity. As a trading nation, our security interests can, therefore, be grouped into domestic (New Zealand and our Exclusive Economic Zone), regional (the Asia-Pacific region) and the rest of the world.

Cooperation and Conflict

We need the right mix of capabilities and partnerships based, first and foremost, on our responsibilities close to home and on protecting our economic well-being. Cooperation with our regional partners is essential. No single country has the strategic interest and capability to provide security for our region.

Conflict is part of global society. Strong political, economic, social and technological trends reflect the security environment. There are challenges to the relevance of the nation state. These include the emergence of smaller non-state and economic entities that demonstrate loyalty to a cause rather than a nation.

Global phenomena such as the internet, other advances in technology, resource scarcities (including fresh water, minerals and energy), environmental issues and fears of global climate change all influence the international security environment. There has been an increase in asymmetric conflicts. The threat of lightly-armed insurgents opposing national armies is real. Increasingly, we see military forces working alongside multiple non-state agencies.

Defence Objectives

The key objectives of our defence and security policy are firstly that New Zealand is protected. Secondly, that our region is stable. Finally, that a rules-based international system exists. Protecting New Zealand means ensuring that we are safe from military attack; that we control our maritime environment; and that New Zealanders are safe within New Zealand.

A realistic assessment of New Zealand's security environment is that the country is not currently threatened by a direct military attack. More likely threats relate to New Zealand's maritime environment, where illegal fishing or resource extraction might occur. Our maritime approaches may also be used as an avenue for the unauthorised entry of people, goods, or disease into New Zealand. The armed forces are a core contributor to whole-of-government efforts to address these threats.





Defence Priorities

In the domestic environment the Defence Force supports a range of government agencies including Police, Customs, and the Ministry of Fisheries.

Many South Pacific states look to New Zealand for assistance with their economic and social development. We also assist in maritime surveillance, strengthening border protection, and building internal capability. Occasionally, New Zealand is asked to assist in dealing with internal security challenges. The Defence Force may be a tool that can be used in these situations. In the past, Defence Force personnel have often been deployed as part of a broader New Zealand intervention, involving diplomatic, police, development assistance and other agencies.

Australia is New Zealand's major security partner. The Closer Defence Relationship with Australia is but one strand in a very broad and deep trans-Tasman relationship. It brings both benefits and challenges to New Zealand. New Zealand's defence personnel and assets are valued by Australia for the skills they bring to combined efforts. In the future, New Zealand will be likely to continue to deploy military capability in association with Australia. That means we need to be interoperable with Australia and in appropriate cases provide complementary capabilities.

New Zealand has a significant stake in the stability of the Asia-Pacific region, but also in wider global peace and security. We have been a regular contributor to United Nations and other internationally mandated peacekeeping operations over many years. We make those contributions because of the benefit we derive from a stable world, and because of our sense of obligation as a good international citizen. The location and composition of those contributions is more a matter of choice, however we cannot do everything. This review is an opportunity for New Zealanders to say what is important to them.

In the period since the 1997 White Paper, the security situation confronting New Zealand has become more complex. We have played a role in seeking to restore peace to many locations. Military deployments have often lasted longer than anticipated. More recently, instability has crept closer to home. We may be able to make better use of the Reserves in easing the strain of deployments on our Regular Force.

The Role of the Defence Force

Securing a nation's territory and resources and protecting its citizens against external threat are generally considered the main tasks for any defence force.

It is, however, very difficult to predict what lies around the corner. This makes the task of writing defence policy very challenging. Our Defence Force must be prepared for a wide spectrum of conflict. However, a significant part of day-to-day operations such as maritime rescue and policing our Exclusive Economic Zone, while challenging to execute, are relatively predictable in nature. Current defence policy identifies three primary purposes for maintaining a Defence Force. These are:

- securing New Zealand against external threat;
- protecting our sovereign interests; and
- retaining a capability to take action to meet likely contingencies in our strategic areas of interest.

New Zealand's defence interests and responsibilities lie principally in the South Pacific but we also have broader security obligations, including through the Five Power Defence Arrangements in Southeast Asia and support for the United Nations and other international and regional organisations. We also have responsibilities in the Ross Dependency. New Zealand's livelihood as a trading nation is dependent on the maintenance of a stable and peaceful world. New Zealand has long sought to be a responsible international citizen and the Defence Force undoubtedly has a role to play in this regard.

Defence Capabilities

Current defence policy requires that capabilities are:

- able to function in and around New Zealand;
- appropriately equipped and trained for both combat and peacekeeping;
- capable of being deployed and sustained over long distances through a flexible and adaptable mix of air and sea-lift capabilities;
- able to operate alongside other forces (interoperability);
- equipped, trained and held at appropriate levels of readiness;
- capable of sustaining deployments for long periods, including through rotations of personnel and equipment;
- up to date in technology and doctrine, balancing operational effectiveness and interoperability with cost considerations, and employing a progressive approach to the introduction of new technology over time; and
- fiscally sustainable through maximum efficiency and sensible prioritisation of spending.

It is important not to confuse a defence capability with a specific piece of equipment. A capability is the ability to achieve an outcome specified by government policy and is based on force structure (personnel and equipment), modernisation and maintenance programmes, readiness and sustainability.



Overseas Deployments

Participation in peace support operations has become a major element of the Defence Force's role over the past two decades.

For much of the past decade the Defence Force has sustained significant concurrent contributions in Timor-Leste (since 1999), Solomon Islands (since 2003) and Afghanistan (since 2001), as well as a range of smaller niche contributions to other operations around the globe. The security context for peace support operations varies widely. Our troops can find themselves in a relatively benign, low-level civil conflict or a more intense combat environment.

Around 400 Defence Force personnel are deployed at any given time in a range of peace support and other operations around the world. New Zealand's participation in international peace support operations has made a visible contribution to global peace and security. Our participation has also provided opportunities for close practical cooperation with key defence partners.

Through their contributions to date, our Defence Force personnel have earned a reputation for their 'can do' attitude, versatility and ability to work with the local population. With the tempo of such operations globally likely to remain high, further contributions will be requested of New Zealand.



Defence Force Facts and Figures



New Zealand Defence Force (NZDF)

The New Zealand Defence Force is Three Services – One Force. The three Services – Navy, Army, Air Force – are charged with developing and sustaining the specific military capabilities, professional skills and internal culture necessary to meet the unique requirements of their operating environments.

To deliver the maximum joint effect the Services then co-ordinate, and integrate, their capabilities in a joint and collaborative setting.

This recognises that the New Zealand Defence Force achieves greater success when its single Service strengths are skilfully woven together in operations. As One Force, the New Zealand Defence Force achieves greater things than the sum of its component parts.

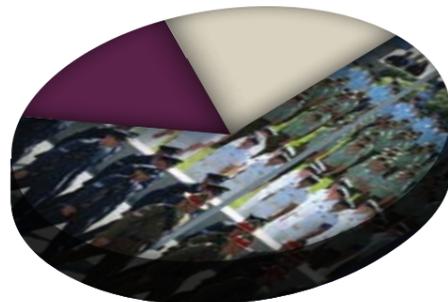
Total NZDF personnel (including Reservists) by Service and HQNZDF civilians **14,734**

	Navy	2,897	20%
	Army	7,499	51%
	Air Force	3,235	22%
	HQNZDF (Civilians)	1,103	7%



Total NZDF personnel by employment status **14,734**

	Regular Force	9,745	66%
	Reserve Force	2,303	16%
	Civilian	2,686	18%



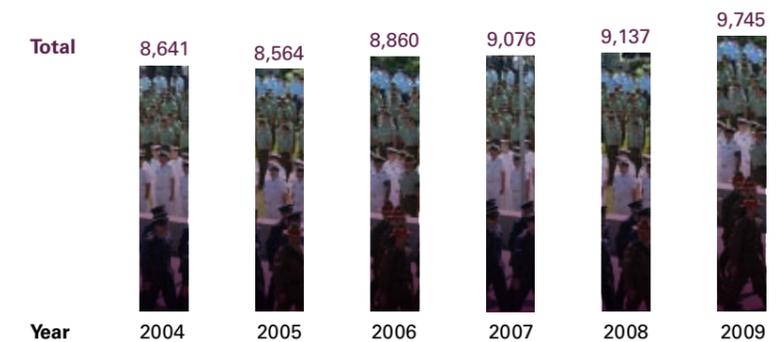
NZDF gender breakdown



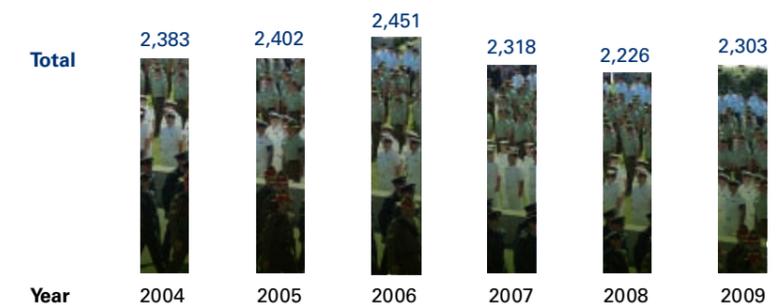
NZDF median age by Service

	Navy	26.6 years		Air Force	31.0 years
	Army	26.5 years		NZDF Regular Force	27.6 years

NZDF Regular Force strength by year



NZDF Reserve Force strength by year



Royal New Zealand Navy Facts and Figures

Total Navy personnel by employment status **2,897**

	Regular Force	2,148	74%
	Reserve Force	331	12%
	Civilian	418	14%



Navy gender breakdown



Force Elements

Naval Combat Force

- HMNZSTE KAHA
- HMNZSTE MANA

Naval Support Force

- HMNZS ENDEAVOUR
- HMNZS CANTERBURY

Mine Countermeasures (MCM) and MCM Diving Forces

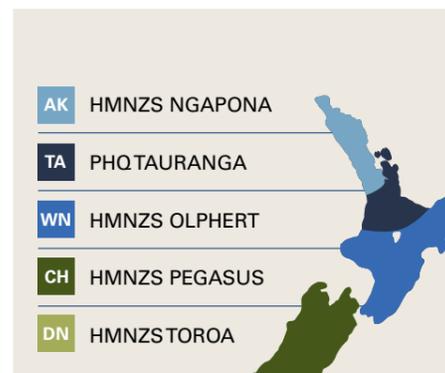
- HMNZS MANAWANUI
- HMNZS KAHU
- Operational Diving Team

Naval Patrol Forces

- HMNZS ROTOITI
- HMNZS HAWEA
- HMNZS PUKAKI
- HMNZSTAUPO
- Two off-shore patrol vessels (under acquisition)

Military Hydrography

- HMNZS RESOLUTION



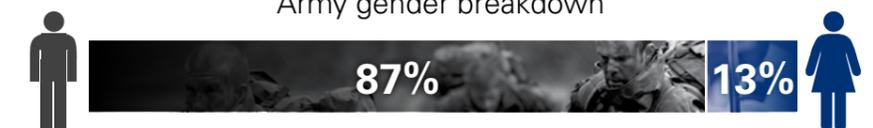
New Zealand Army Facts and Figures

Total Army personnel by employment status **7,499**

	Regular Force	4,988	67%
	Reserve Force	1,772	24%
	Civilian	739	9%



Army gender breakdown



Force Elements

Land Combat Forces

- Two Infantry Battalions (Motorised and Non-Motorised)

Land Combat Support Forces

- Artillery
- Engineer
- Communications
- Military Police
- Command, Control and Intelligence
- Manoeuvre Elements

Land Combat Service Support Forces

- Transport
- Medical
- Supply
- Repair
- Movements

Special Operations Forces

- Special Operations
- Counter-Terrorist Operations
- Chemical, Biological, Radiological, Explosive, and Improvised Explosive Device Disposal

Army Reserve Unit locations

AK	3 Auckland Northland Battalion Group
TA	6 Hauraki Battalion Group
WN	5 Wellington West Coast Taranaki Battalion Group
WN	7 Wellington Hawke's Bay Battalion Group
CH	2 Canterbury Nelson Marlborough West Coast Battalion Group
DN	4 Otago Southland Battalion Group



Royal New Zealand Air Force Facts and Figures

Total Air Force personnel by employment status **3,235**

	Regular Force	2,609	81%
	Reserve Force	200	6%
	Civilian	426	13%



Air Force gender breakdown



Force Elements

Naval Helicopter Forces

- Five SH-2G Super Seasprite

Maritime Patrol Forces

- Six P-3K Orion

Fixed Wing Transport Forces

- Five C-130H Hercules
- Two Boeing 757-200

Rotary Wing Transport Forces

- Fourteen UH-1H Iroquois
- Six B47G-3B-2 Sioux
- Eight NH90 Medium Utility Helicopters (under acquisition)
- Five A109 Training/Light Utility Helicopters (under acquisition)

Training Aircraft

- Five Beech King Air B200 (leased)
- Thirteen CT-4E Airtrainers (leased)

RNZAF Active Reserve

Unlike the Royal New Zealand Navy and the New Zealand Army, the Royal New Zealand Air Force Active Reserve do not have a formed unit. The RNZAF Active Reserve (RAR) scheme is another way the Air Force is overcoming personnel shortfalls within trades and specialisations.



Deployments

Antarctica Defence Force personnel deploy to Harewood and Scott Base during the summer season in support of New Zealand's Antarctic Programme. Air Force C-130 Hercules provide flights.

Afghanistan The Defence Force currently deploys a contingent of around 150 personnel as part of a Provincial Reconstruction Team (PRT), leadership training support to the Afghan National Army, military advice, and operations and medical support. Twice a year, an Air Force C-130 Hercules and 35 personnel deploy to the Middle East to support troop rotations.

Timor-Leste The Defence Force is involved in the United Nations Mission in Timor-Leste (UNMIT). An infantry company of approximately 140 people is deployed as part of the International Stabilisation Force.

Solomon Islands Since 2003 the Defence Force has provided security and support to the Participating Police Force with a current platoon of 43 personnel. The platoon conducts local and provincial presence patrols as part of the military component of the Regional Assistance Mission in Solomon Islands.

Sinai Peninsula The Defence Force provides a 26 person contingent to the Multinational Force and Observers (MFO) to undertake driver tasking, courses and training along with monitoring the operation of the Egyptian Border Guard Force.

Israel, Syria, and Lebanon The Defence Force provides observers to the United Nations Truce and Supervisory Organisation (UNTSO).

Sudan The Defence Force provides Military Observers and Staff Officer assistance to the UN Mission in Sudan (UNMIS).

Iraq A Military Adviser has been attached to the United Nations Assistance Mission in Iraq (UNAMI) since 2005.

Republic of Korea New Zealand Staff Officers support operations, watch-keeping and corridor control to the United Nations Command Military Armistice Commission (UNCMAC).

United States Since 2003, a Defence Force national planning and operational support element has been based at US Central Command in Florida.

Camps and Bases

1 Whenuapai Air Force Base

Home to: No 5 Squadron (6x P-3K Orion aircraft); No 6 Squadron (5x SH-2G Seasprite helicopters); No 40 Squadron (2x Boeing 757; 5x C-130 Hercules); Expeditionary Support Squadron

2 Devonport Naval Base

Home to: Naval Support Command; RNZN Naval College; Joint Geospatial Facility; HMNZ Dockyard; Naval Combat Forces (2x frigates: HMNZS TE KAHA, HMNZS TE MANA); Naval Support Forces (1 x amphibious sealift HMNZS CANTERBURY; 1x fleet replenishment vessel HMNZS ENDEAVOUR); Mine Countermeasures (MCM) and Diving Forces (1x MCM support vessel HMNZS MANAWANUI); Hydrographic Force (1x hydrographic data vessel HMNZS RESOLUTION); Naval Patrol Forces (HMNZS ROTOITI, HMNZS HAWEA, HMNZS PUKAKI, HMNZS TAUPO).

3 Papakura Military Camp

Home to: 1 NZ SAS Group; Auckland Regional Support Group

4 Waiouru Military Camp

Home to: Headquarters New Zealand Army Land Training and Doctrine Group (LTDG); Land Operations Training Centre; Tactical School; School of Artillery; Logistics Operations School; Combat School; School of Signals; School of Military Intelligence; Joint Services Catering School; The Army Depot; Officer Cadet School; NZ Army Simulation Centre; Army Marae

5 Ohakea Air Force Base

Home to: No 3 Squadron (14x UH-1H Iroquois helicopters; 5x Bell 47G Sioux helicopters); Flying Training Wing (14x Airtrainer; 5x Beech King Air)

6 Linton Military Camp

Home to: HQ 2nd Land Force Group; 1st Royal New Zealand Infantry Regiment; 16th Field Regiment (artillery and air defence); 2nd Engineer Regiment; 1st New Zealand Signals Regiment; 2nd Logistics Battalion; 2nd Health Services Battalion; 2nd Military Police Platoon; Linton Regional Support Centre; Linton Administration; School of Military Engineering

7 Trentham Military Camp

Home to: Headquarters Joint Forces New Zealand; HQ Military Studies Institute; Trentham Regional Support Battalion; 1st NZ Explosive Ordnance Disposal Squadron; 1st NZ Military Police Company; Trade Training School; 1st NZ Military Intelligence Company; Logistics Executive

8 Wellington

Headquarters New Zealand Defence Force. Home to: Joint Logistics and Support Organisation; Personnel Branch; Planning Branch; Strategic Commitments and Intelligence Branch; Development Branch; Communications and Information Systems Branch; Legal; Naval Staff; Air Staff; Army General Staff; Finance Branch; Recruiting; Ministry of Defence; Veterans Affairs; Office of Chief of Defence Force; Defence Library; Security; Logistics; Defence Transformation Programme.

9 Woodbourne Air Force Base

Home to: Ground Training Wing

10 Burnham Military Camp

Home to: HQ 3rd Land Force Group; Queen Alexandra's Mounted Rifles (Armoured Reconnaissance); 2nd/1st Battalion (infantry); 3rd Field Troop (2nd Engineer Regiment); 3rd Signals Squadron; 3rd Logistics Battalion; 2nd Health Services Battalion; 3rd Military Police Platoon; Burnham Regional Support Centre; Burnham Administration Centre; NZ Army Band; Joint Services Health School; Army Adventure Training Centre

11 Tekapo Military Training Area



Submission Form



Please send your submission to: **Defence Review 2009, Ministry of Defence, PO Box 12703, WELLINGTON, 6144**

If sending electronically, save and send as an attachment to: review09@defence.govt.nz
 Submissions can also be made online at www.defence.govt.nz/defence-review.html
 For further information please contact the Ministry of Defence: Tel. (04) 496 0993; Fax (04) 496 0859

Deadline for submissions: To ensure views expressed through the consultation process can be considered in the Review, a deadline of 24 August 2009 has been established for receipt of formal submissions.

Contact details * = Mandatory

*Name:	
Group (if applicable):	
Mailing address:	
Contact telephone number:	
Email address:	

Main issues

To make Defence Review 2009 a success, the Government needs wide input on the major issues currently facing Defence. Many of these relate to New Zealand's four strategic environments: our land and maritime domain; the South Pacific and Australia; the Asia Pacific region; and the wider world. These issues can be summarised in the following ten questions which we invite you to focus on:

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8. How can the Defence Force best manage recruitment, retention, training, and the role of reserves to ensure that Defence Force personnel can carry out their roles effectively?
9. What is the best way of managing Defence business, especially in respect of procurement, real estate, infrastructure and finance?
10. What are the best financial management procedures to meet long-term defence funding requirements?

In addition to the above questions, New Zealanders are also invited to comment on any other defence-related issues they regard as significant. Please feel free to attach additional pages as required.

Present your submission at a public meeting

If you would like to present your views on Defence at a public meeting, please mark 'yes' below. You will be notified following the deadline for submissions inviting you to make a short presentation at one of a series of public meetings to be held in various locations throughout the country in early September. Please remember to provide your telephone number and/or email address at the top of this form to enable us to contact you.

I would like to present my submission at a public meeting and have included my contact details.

Yes No

The Ministry of Defence's processes are essentially public, and are subject to the Official Information Act 1982. Copies of submissions made to the Ministry of Defence will normally be made available on request and the Ministry may mention submissions in its reports. Any request for the withholding of information on the grounds of confidentiality or for any other reason will be determined in accordance with the Official Information Act.





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