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MANATŪ KAUPAPA WAONGA
NEW ZEALAND MINISTRY OF DEFENCE

16 November 2026

RESPONSE TO YOUR REQUEST FOR OFFICIAL INFORMATION

Thank you for your email of 19 October 2026, in which you asked a number of questions, pursuant to the Official Information Act 1982 (the Act), relating to Defence Capability Plan (DCP) delivery progress and investment readiness. Your questions are addressed below.

1. *The quarterly DCP implementation reports to Ministers for 2026, including the June quarter, the latest Integrated Investment Plan (or relevant extracts), and any portfolio-level reporting provided to Treasury through its Quarterly Investment Reporting system. Please also include the April 2026 assessment of defence-system progress against strategic policy settings, and any later equivalent assessment (as per MOD's recent annual report p44).*

Two documents were considered within scope of this element of your request, and are enclosed:

- *DCP Quarterly Report March 2026.*
- *DCP Quarterly Report June 2026.*

Please note that some information is withheld, in accordance with the following grounds of the Act:

- section 6(a), as making the information available would be likely to prejudice the security or defence of New Zealand or the international relations of the Government of New Zealand; and
- section 9(2)(f)(iv), to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials.

The Integrated Investment Plans are withheld in full, in accordance with the following grounds of the act:

- section 6(a), as making the information available would be likely to prejudice the security or defence of New Zealand or the international relations of the Government of New Zealand;

3. *The latest portfolio-level risk register or relevant risk and exception reports provided to the Capability Governance Board or Capability Management Group, particularly concerning delayed approvals, resourcing and delivery schedules.*

Two documents were identified as in scope of this element of your request:

- *Capability Portfolio Risk Profile Dashboard*, 25 August 2026; and
- *Monthly Capability Report to Capability Governance Board*, 29 September 2026.

Both documents are withheld in full in accordance with the following grounds of the Act:

- section 6(a), as making the information available would be likely to prejudice the security or defence of New Zealand or the international relations of the Government of New Zealand; and
- section 9(2)(f)(iv), to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials.

Please include existing exception reports or assessments explaining the six projects identified on p55 of MOD's recent annual report as having missed governance milestones, including revised dates and any delivery consequences.

The Ministry does not produce exception reports or assessments. Therefore, your request for these documents in relation to the six projects is declined, pursuant to section 18(e) of the Act, as the information requested does not exist.

The Ministry's delivery phase for projects includes the following governance milestones:

- Agree a preferred supplier.
- Gain approval to commit (enter a contract).
- Verify deliverables.
- Interim Operational Release (IOR) – at this point a capability enters service.
- Operational Release (OR) – final delivery milestone.

Of the six projects noted in the 2025/2026 Annual Report, four relate to the Network Enabled Army (NEA) programme. Three Command, Control, Communications and Computers projects were delayed in achieving OR due to a range of factors. OR is forecast for 2027.

The fourth NEA project is the Electronic Warfare project, which experienced a delay in receipt of some equipment. Due to the sensitive nature of the equipment being delivered under this project, further details are withheld in accordance with section 6(a) and section 6(b)(i) of the Act.

The 81mm Mortar Capability project has experienced delays due to technical issues identified within components of the mortar system during testing activities. This required additional assessment, and assurance activities before the project could progress to subsequent milestones. Work to address these issues and achieve the remaining project milestones is ongoing, with milestone timing having been subsequently revised. While IOR and OR were delayed, these are forecast to be completed in early 2027.

The final project to be delayed is the Operational and Regulatory Aviation Compliance Sustainment project. An estimated contract signing date for this project was delayed. While the project is not currently reporting any changes in forecasts for IOR or OR, a review of the project plan is underway to ascertain whether this will cause any delays.

5. *Substantive briefings or reports to the Minister or MOD senior leadership from March to October 2026 concerning these delivery-capacity issues, investment delays or significant spending variances.*

All relevant documents are addressed in the response above.

Where information is withheld under section 9(2) of the Act, the public interest is not considered to outweigh the need to protect that information at this time.

Under section 28(3) of the Act you have the right to request the Ombudsman to investigate and review this response.

Yours sincerely

Richard Schmidt
Deputy Secretary Policy and Planning

Enclosed:

- *DCP Quarterly Report March 2026.*
- *DCP Quarterly Report June 2026.*

TE OPE KĀTUA O AOTEAROA
DEFENCE FORCE

MANATŪ KAUPAPA WAONGA
NEW ZEALAND MINISTRY OF DEFENCE

NZDF ref: 2026-084

MoD ref: 48-2026

Minister of Defence | For information by | Routine

BRIEFING: DCP QUARTERLY REPORT MARCH 2026

PURPOSE To provide quarterly reporting on the Defence Capability Plan implementation.

Recommended referrals

Members of the Cabinet Expenditure and Regulatory Review (EXP) Committee	For information by	Routine

Agency contact

NAME	POSITION, ORGANISATION	PHONE
Sophie Vickers	Director Development Branch, MoD	s9(2)(a)
COL James Kaio	Director Capability Portfolio Planning, NZDF	

Agency consultation

The following agencies were involved: The Treasury and the Department of the Prime Minister and Cabinet (Policy Advisory Group) were provided a copy of the enclosed report. Feedback from The Treasury has been incorporated.

Released under the Official Information Act 1982

DCP QUARTERLY REPORT MARCH 2026

DCP Update and Reporting Schedule

- The **Defence Capability Plan** (DCP) was approved in April 2025. It is **formally reviewed by Cabinet every two years**. Work is currently underway on the 2027 refresh.
- An updated **Integrated Investment Plan (IIP)** is provided to Ministers **twice a year** to show a **summary of the detailed investments** underpinning the DCP.
- Updates to the IIP are made pre-Budget – based on an internal prioritisation process to support Defence's annual budget bid, and post-Budget – reflecting Cabinet's budget decisions.
- The most recent update, reflecting Defence's Budget 2026 bid, is enclosed.
- A **quarterly report** is provided to Ministers every three months to provide detail on **progress in implementation of the plan**. The enclosed quarterly report is intended to allow Ministers to:
  - Understand progress achieved across the previous quarter,
  - Signal the decisions Ministers will be asked to make in the upcoming quarter, and
  - Map how progress is tracking against the DCP as agreed, to enable Ministers to understand and test the overall direction of travel.
- This report is intended to supplement Quarterly Investment Reporting (QIR) provided by The Treasury. For this reason, it focuses on planning information (included in the QIR once per year) and does not include detail on delivery of projects.
- As the DCP is indicative, the investment costs, timings and scope may change over time, reflecting progress in developing business cases and Cabinet decisions.

March 2026 Progress

- The March 2026 report highlights:
  - upcoming Cabinet and Joint Ministerial decisions needed to progress the DCP;
  - current spend and planned commitments, based on Defence's Budget 2026 bid;
  - detail on the impact of Defence's Budget 2026 bid, s6(a), S9(2)(f)(iv) [redacted]
  - progress against the major investments between 2025-2028; and
  - s6(a) [redacted]
- Key points to note are:
  - There is a high tempo of Cabinet and Joint Ministerial decisions needed over the coming year to progress the DCP.

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DCP QUARTERLY REPORT MARCH 2026

- S9(2)(f)(iv) [redacted]

s9(2)(k) [redacted]

RICHARD SCHMIDT
Deputy Secretary Policy and Planning
Ministry of Defence

Date: 26/3/26

s9(2)(k) [redacted]

RADM MATHEW WILLIAMS
Vice Chief of Defence Force
New Zealand Defence Force

Date: 26/3/26

Recommendations

It is recommended that you:

1.	**Note** the enclosed Integrated Investment Plan update;	**Noted**
2.	**Note** the enclosed quarterly report on Defence Capability Plan implementation; and	**Noted**
3.	**Refer** the report to members of the Cabinet Expenditure and Regulatory Review (EXP) Committee for information.	**Yes / No**

HON JUDITH COLLINS KC
Minister of Defence
Date:

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2025 Defence Capability Plan (DCP) Quarterly Reporting Mar 26

Cabinet Schedule & Adapting to Changes

TE OPE KĀTUA O AOTEAROA DEFENCE FORCE

MANATŪ KAUPAPA WAONGA NEW ZEALAND MINISTRY OF DEFENCE

1. Focus

The focus of this report is Defence's performance against the DCP, the changes made to its underlying investment plan and the reasons for them. This report is based on Defence's Budget 2026 bid. The intention is to continuously improve this report, with the next report focusing on future risks to DCP implementation.

2. Cabinet Schedule

There is a high tempo of business case decisions required to deliver the DCP. To date no business case submissions are expecting to be delayed.

Upcoming Business Cases and Budget CAPEX Requirements

s6(a), S9(2)(f)(iv), s9(2)(g)(i)

S9(2)(f)(iv)

[redacted]

Programme (PBC), Single Stage (SSBC) or Detailed (DBC) Business Case

Approval to Deliver - Cabinet approval

Approval to Deliver – Joint Ministers approval

3. Capex Commitment, Spend and Burndown – DCP 25 vs Latest Planned

Commitments for FY25/26 are tracking to plan. Spending is modest because investment delivery has only just begun.

Changes to the investment plan have allowed Defence to stay within the DCP 25 indicative fiscal envelope for Budget 2026. S9(2)(f)(iv)

[redacted]

The changes made to the investment plan for Budget 2026 and the reasons for them are detailed on the next page.

s6(a), S9(2)(f)(iv)

[redacted]

Released under the Official Information Act 1982

s6(a), S9(2)(f)(iv)

Released under the Official Information Act 1982

2025 Defence Capability Plan (DCP) Quarterly Reporting Mar 26

DCP Progress

TE OPE KĀTUA O AOTEAROA DEFENCE FORCE

MANATŪ KAUPAPA WAONGA NEW ZEALAND MINISTRY OF DEFENCE

5. Major Investments 2025–2028

Pre-project work or business cases are now underway for all major investments in the first four years of the plan.

MAJOR INVESTMENTS SEEKING BUDGET 2025 COMMITMENTS:

Bolded investments have been agreed and committed through Budget 2025.

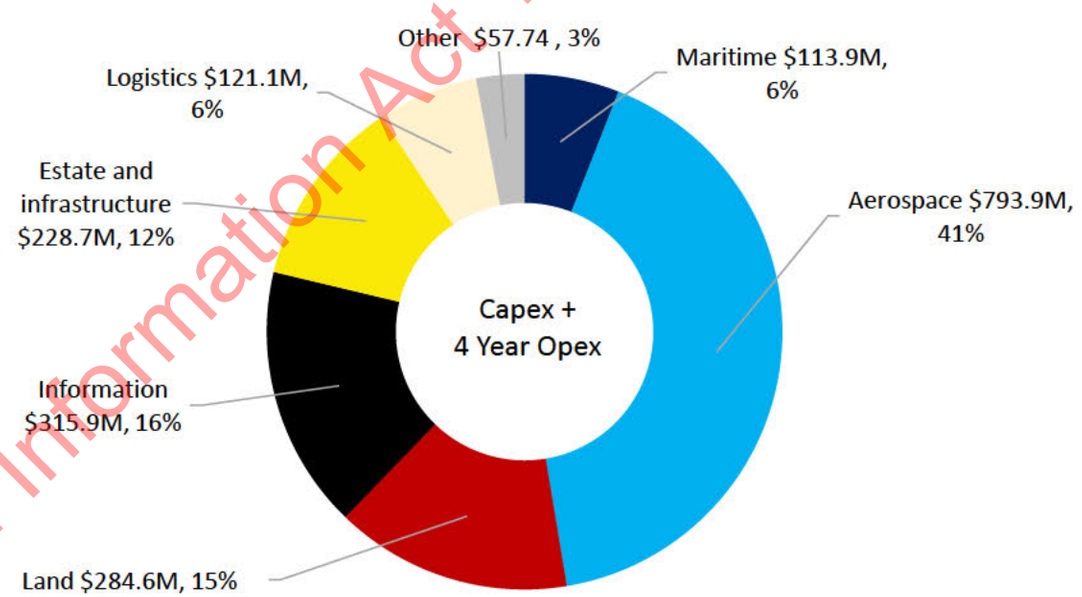
- **Enhancing cyber security capabilities**
- **Enterprise resource planning**
- **Replacing the Boeing 757 fleet**
- **Consolidated Logistics Project Infrastructure**
- **Network Enabled Army**
- **Future Devonport naval base design**
- **Implementing a workforce strategy**
- **Defence estate regeneration**
- Javelin anti-tank missile upgrade
- Counter Uncrewed Aerial Systems
- Information management
- Defence housing programme
- Vehicles for the NZDF

PLANNED MAJOR INVESTMENTS SEEKING BUDGET 2026 COMMITMENTS:

- Frigate sustainment (life extension) programme
- Persistent surveillance (uncrewed vessels)
- Replacing the maritime helicopters
- Updating classified digital systems
- Technology Accelerator

s6(a), S9(2)(f)(iv)

DCP Year One - Projects by Domain



s6(a), S9(2)(f)(iv), s9(2)(g)(i)

Released under the Official Information Act 1982

s6(a), S9(2)(f)(iv)

Released under the Official Information Act 1982

TE OPE KĀTUA O AOTEAROA
DEFENCE FORCE

MANATŪ KAUPAPA WAONGA
NEW ZEALAND MINISTRY OF DEFENCE

NZDF ref: 2026-196 MoD ref: 98-2026

Minister of Defence For information by Routine

BRIEFING: DCP QUARTERLY REPORT JUNE 2026

PURPOSE To provide quarterly reporting on Defence Capability Plan implementation.

Recommended referrals

Members of the Cabinet Expenditure and Regulatory Review (EXP) Committee	For information by	Routine

Agency contact

NAME	POSITION, ORGANISATION	PHONE
Sophie Vickers	Director, Development Branch, Ministry of Defence	s9(2)(a)
COL James Kaio	Director Capability Portfolio Planning, NZDF	

Agency consultation

The following agencies were involved: The Treasury and the Department of the Prime Minister and Cabinet (Policy Advisory Group) were provided a copy of the enclosed report.

Released under the Official Information Act 1982

DCP Update and Reporting Schedule

- This paper provides a quarterly report on Defence Capability Plan 2025 (DCP) implementation and an updated Integrated Investment Plan for Ministers' information.

Quarterly report

- The quarterly report is provided to update Cabinet on progress in implementing the DCP, risks to implementation, and to provide an indication of decisions Ministers will be asked to make in the remainder of this year through consideration of individual business cases. It supplements assessment of Defence's performance provided to Cabinet in Quarterly Investment Reporting (QIR).
- Key points to note are:
  - Performance remains strong overall. Cabinet has considered a high tempo of business cases aligned to the DCP four-year focus, and Defence is delivering approved investments within project budgets, with no material schedule slippage. Benefits realisation continues to exceed targets.
  - As the DCP and the related force structure is indicative, the investment costs, timings and scope may change over time, reflecting progress in developing business cases, Cabinet decisions, and the results of the two-yearly DCP review process

s6(a), S9(2)(f)(iv) [redacted]

Integrated Investment Plan update

- An updated Integrated Investment Plan (IIP) showing a summary of the detailed investments underpinning the DCP is attached. This update (v8.0) reflects the Budget 26 outcomes. S9(2)(f)(iv) [redacted]

s9(2)(k) [redacted]

M WILLIAMS
Rear Admiral
Vice Chief of Defence Force

Date: 30/7/26

s9(2)(k) [redacted]

RICHARD SCHMIDT
Deputy Secretary, Defence Policy and Planning

Date: 29/7/26

Released under the Official Information Act 1982

Recommendations

It is recommended that you:

1.	**Note** the enclosed quarterly report on Defence Capability Plan implementation;	**Noted**
2.	**Refer** the quarterly report to members of the Cabinet Expenditure and Regulatory Review (EXP) Committee for information; and	**Yes / No**
3.	**Note** the enclosed Integrated Investment Plan update.	**Noted**

HON CHRIS PENK
Minister of Defence

Date:

Annexes:

- Annex A – June 2026 Quarterly Report on DCP Implementation
- Annex B – Updated Integrated Investment Plan (v8.0)

Released under the Official Information Act 1982

2025 Defence Capability Plan (DCP) Quarterly Reporting Jun 26

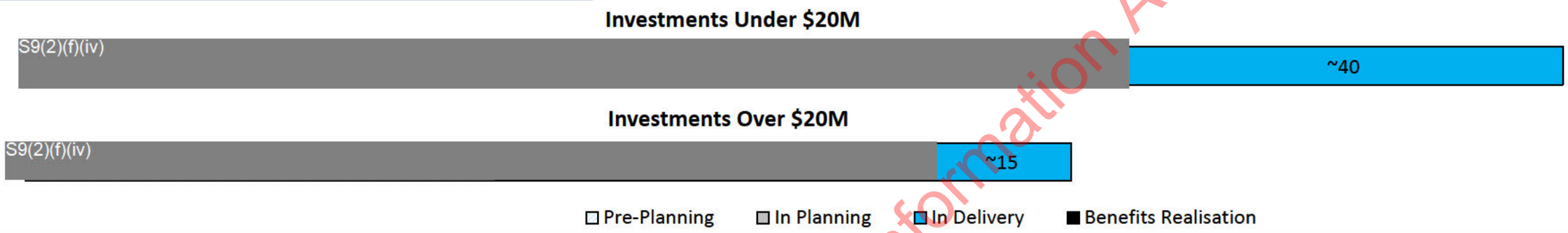
Cabinet Schedule & Adapting to Changes

TE OPE KĀTUA O AOTEAROA DEFENCE FORCE

MANATŪ KAUPAPA WAONGA NEW ZEALAND MINISTRY OF DEFENCE

Focus The focus of this report is Defence's performance against the DCP, changes made to its underlying investment plan and the reasons for them.

1. Overall number of investments within DCP by current stage



2. Upcoming business cases

Upcoming Business Cases and Budget CAPEX Requirements

s6(a), s9(2)(g)(i), S9(2)(f)(iv)

Non-Commitment Business Case - Cabinet	Commitment Business Case - Cabinet	Commitment Business Case - Joint Ministers	**Cabinet Committee Date**

- s9(2)(g)(i)

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2025 Defence Capability Plan (DCP) Quarterly Reporting Jun 26

Delivery on Inflight Projects

TE OPE KĀTUA O AOTEAROA DEFENCE FORCE

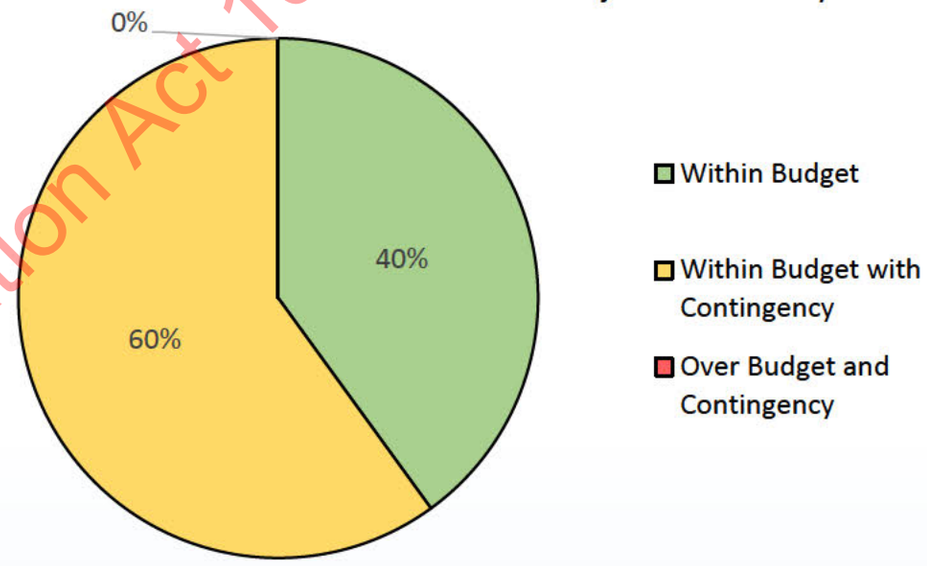
MANATŪ KAUPAPA WAONGA NEW ZEALAND MINISTRY OF DEFENCE

3. Delivery financial performance - Capex Commitment, Spend & Burndown – DCP 25 vs Latest Planned

- Delivery investments are tracking within budget incorporating approved contingency levels.
- Cost performance remains stable across the portfolio with no systemic overruns emerging.
- s6(a), s9(2)(g)(i) S9(2)(f)(iv)

s6(a), S9(2)(f)(iv), s9(2)(g)(i)

Financial RAYG Status of Defence Led Projects in Delivery



- Actual spending is modest because investment delivery lags definition.
- Changes to the investment plan have allowed Defence to stay within the DCP25 indicatively agreed fiscal envelope for B26.
- S9(2)(f)(iv)

4. Benefit performance

- Benefit realisation performance is currently above the 80% target.
- Performance is forecast to remain above target levels.
- Current performance is driven primarily by earlier investments, as DCP25 investments are yet to enter the benefits phase.
- While performance is positive, the evidence base is maturing. Performance may become more variable as newer investments transition into delivery and realisation.



Released under the Official Information Act 1982

s6(a), S9(2)(f)(iv), s9(2)(g)(i)

Released under the Official Information Act 1982

2025 Defence Capability Plan (DCP) Quarterly Reporting Jun 26

DCP Progress

TE OPE KĀTUA O AOTEAROA DEFENCE FORCE

MANATŪ KAUPAPA WAONGA NEW ZEALAND MINISTRY OF DEFENCE

7. Major Investments 2025–2028

MAJOR BUDGET 2025 INVESTMENTS THAT HAVE COMMITTED:

- Enhancing cyber security capabilities
- Enterprise resource planning
- Replacing the Boeing 757 fleet
- Consolidated Logistics Project Infrastructure
- Network Enabled Army
- Future Devonport naval base design
- Implementing a workforce strategy
- Defence estate regeneration
- Javelin anti-tank missile upgrade

MAJOR BUDGET 2025 INVESTMENTS THAT HAVE YET TO COMMIT:

- Counter Uncrewed Aerial Systems
- Information management
- Defence housing programme
- Vehicles for the NZDF

MAJOR BUDGET 2026 INVESTMENTS SEEKING COMMITMENTS OVER THE COMING FINANCIAL YEAR:

- Frigate sustainment (life extension) programme
- Persistent surveillance (uncrewed vessels)
- Replacing the maritime helicopters
- Updating classified digital systems
- Technology Accelerator

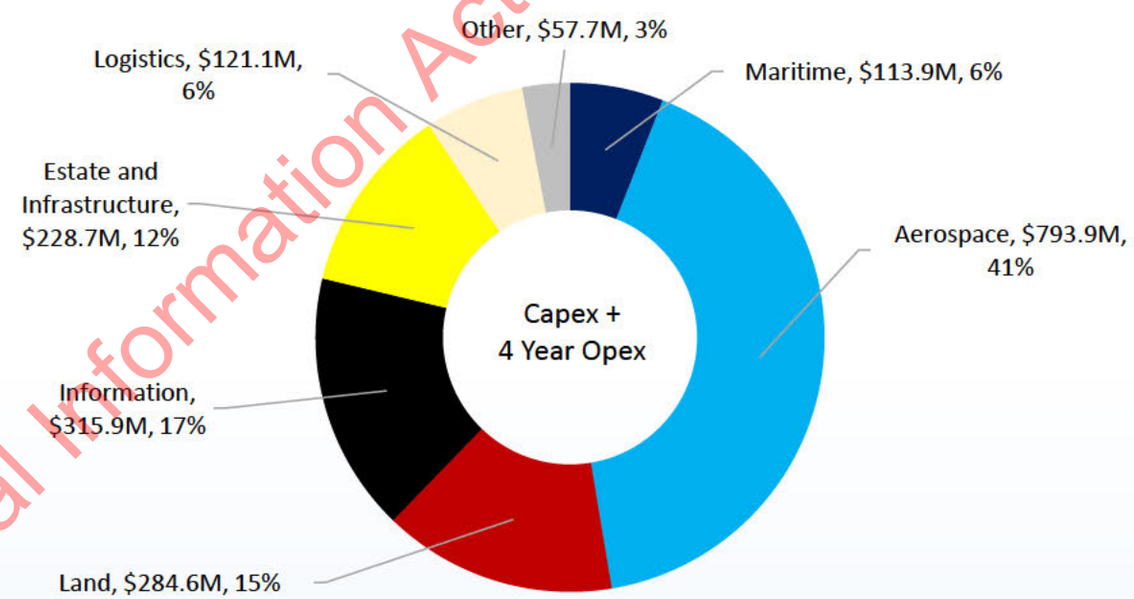
s6(a), S9(2)(f)(iv)

s6(a), S9(2)(f)(iv)

s6(a), S9(2)(f)(iv)

Pre-project work or business cases are underway for all major investments in the first four years of the plan.

DCP Year One (FY25/26) - Projects by Domain



s6(a), S9(2)(f)(iv), s9(2)(g)(i)

Released under the Official Information Act 1982

s6(a), S9(2)(f)(iv), s9(2)(g)(i)

Released under the Official Information Act 1982