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Air Surveillance  
Complementary Capability Workshop  
Tuesday 30 October 2018 1200 – 1430

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Agenda

Good afternoon everyone and welcome to this Complementary Capability workshop.

I am Neil Hygate, Director of the Air Domain in the Capability Delivery Division of the Ministry of Defence and host for this afternoon's proceedings.

Thank you for participating in what I hope will be a valuable exchange of information on this capability project.

It is a complex project both in its scope and the environment in which it is being delivered.

As we will explore, the project is a high priority for Government and is not your typical Defence project – in fact it is anything but typical and your input today and throughout the project will be valuable.

The dance card for this afternoon is shown here.

We will start with a brief outline of the participants (noting we have obviously thrown the best party in town, we will not go through the full list but will ensure all participants' contact details are made available on the Defence Industry Portal).

Then I will run through a brief chronology of the project's origins, the environment in which it is being pursued and the intent of this first engagement dialogue.

The Government Agencies who are the ultimate users of the Complementary Capability will then provide outlines of the challenges they face in delivering their services to New Zealand and where surveillance capabilities are involved in meeting those challenges.

We will then have Industry provide some Case Study presentations on solutions implemented elsewhere to meet similar surveillance challenges.

To wrap up this (admittedly all too brief) workshop we will capture key points, explain how the information will be made available to all participants and outline the sequence and timelines for the next stages of the project.

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**Introductions and Participants**

So, to introduce a number of players here today:

We have from the Defence Force and Ministry members of our Integrated Project Team for the Complementary Capability project:

- s9(2)(a)
- [REDACTED]
- [REDACTED]
- [REDACTED]

Along with the project team we have a number of representatives from their customers – the Agencies which will utilise the surveillance capabilities:

- NZ Customs
- Ministry of Primary Industries
- National Maritime Coordination Centre
- NZ Search and Rescue

And an impressive attendance from Industry. As I noted earlier, too many to list here but we will ensure the contact details are available to all participants.

The presenters of the Case Studies we will hear from today are:

- Mosfell (AUS)
- Nova Systems (NZ)
- Cobham Aviation Services (AUS)
- Airtask Group (UK)
- Textron Systems (AUS)

Today is the start of a dialogue ...

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**Outline: Origins and Environment**

The origins of the Complementary Capability project lie in the Future Air Surveillance Capability which was a major element of the previous Government's Defence Capability Plan of 2016.

The government elected in 2017 commenced a number of reviews of Defence and the capability investment priorities to ensure they align with the Government's policy and priorities.

The air surveillance capability requirement was confirmed, along with the priority for investment in the capability in the Strategic Defence Policy Statement 2018.

Importantly, the Government's Strategic Defence Policy Statement has confirmed the continuation of the levels of investment in Defence capability from the Defence White Paper 2016.

As you are all likely to be aware, the government determined the Maritime Patrol component of the air surveillance capability with investment in P-8A Poseidon in July 2018.

The maritime patrol component investment has addressed the high end, military capability which the Government needs to provide it options for policy delivery.

At the same time as deciding the maritime patrol capability, the Government announced that it was working to decide an investment in the Complementary Capability, to complete the future air surveillance capability, [REDACTED] s9(2)(f)(iv)

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**Outline: Government Policy**

[REDACTED] s9(2)(f)(iv)

We have also been set a challenge to deliver a capability which satisfies a broad charter under the Government's policy as articulated in the Defence Strategic Policy Statement and the Community, Nation, World construct and the associated high priority on support to our Pacific neighbours.

The Government is seeking a Complementary Capability which contributes to the Community (environmental wellbeing and resilience) and Nation (safe and resilient, including on its borders and approaches – secure air, sea and electronic lines of communication and secure access to space bases systems).

In the context of priority support to the Pacific neighbours as well as Nation, the Complementary Capability is also required to contribute to management of the impacts of climate change.

The direction from Government is that the Complementary Capability will be shaped to “share the P-8A burden for low end, civilian tasks” – albeit low end does not mean low sophistication.

Government has announced that “small aircraft, remotely piloted aircraft systems or satellites” will be considered for the capability to perform the low end, civilian tasks more cost effectively than can the P-8A.

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**Outline: Government Policy**

s9(2)(f)(iv)

Released under the Official Information Act 1982

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**Outline: Project Status**

The Complementary Capability project has been initiated under the Defence Capability Management System as a “Defence Led” project – the new terminology for what was previously termed a Major project.

Under the Capability Management System the project will be delivered by an Integrated Project Team which brings together Ministry and Defence Force personnel, several of whom are here today and others have yet to join the team (any volunteers?).

The investment decisions by Government will be supported by the Better Business Case Framework and the ‘three pass’ system.

We are in the early stages of developing the Indicative Business Case which will recommend to Government a range of capability options to be investigated in detail and support a subsequent Detailed Business Case.

The Detailed Business Case will be the stage at which the project will be seeking Government approval to issue a formal request to the market for offers to supply (and support) a preferred short list of capability solutions.

The Indicative Business Case will apply user requirements to develop the range of potential capability solutions to be further investigated.

As I mentioned at the outset, the Complementary Capability is not a typical Defence capability project and it is the user requirements which largely make the project unusual.

The customers and users of the Complementary Capability are predominantly the Government Agencies other than Defence

The project therefore needs to distil the user requirements from this broad community of Agencies to allow a fit for purpose capability to be delivered.

The community has a broad spectrum of diverse requirements which will need to be distilled to a common set to allow the project to investigate solutions to a manageable scope.

We must also consider the operating and sustainment aspects of various capability systems, as the investment logic must encompass the whole of life implications.

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**Outline: Project Status**

I mentioned that the requirements of the various Agencies will need to be distilled to a common set to support identification of a 'fit for purpose' option.

This is also true of the way in which the Government will be provided assurance that there is an appropriate Return on Investment, as that return will be measured against the benefits to New Zealand delivered by the Complementary Capability.

And the measurement of benefits to New Zealand are measured against the achievement of the policy, and in this instance security, objectives of the various Agencies.

So a coherent set of requirements, traceable to delivery of outcomes which result in policy objectives being satisfied is needed to present to Government a compelling investment logic which demonstrates best (ROI) through maximum benefit delivery across the range of Agencies

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**Outline: Intent of Workshop**

So that has set the scene and I now will move onto the real reason we are here, the engagement workshop.

As I hope you now appreciate, the environment in which we are pursuing the Complementary Capability is characterised by its large area, diverse range of risks and threats about which the Agencies need to maintain awareness across the domain.

The air surveillance Complementary Capability is a major contributor to the achievement of Domain Awareness.

Emerging, and in many instances contemporary, technologies are being brought to bear in the provision of the Domain Awareness in a number of other countries.

These technologies are providing improved awareness through their ability to garner much more data about changes in the Domain, but that greater data and the information generation from it presents a further challenge which will need to be met in implementing the Complementary Capability.

While New Zealand maintains a close watch on developments in the surveillance technologies and capabilities, today's workshop presents an opportunity for all of us to get an update and share some insights into the individual Agencies challenges.

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**Outline: Intent of Workshop**

And on the principle of not reinventing wheels, it is acknowledged that the challenges faced by New Zealand in maintaining awareness of its domain are not unique.

Similar challenges have been met by other countries and we are keen to leverage the good outcomes from overseas, hence this workshop which, as I noted at the beginning is an opportunity to commence dialogue. What I hope to achieve from this all too short an initial engagement between "NZ Inc" and Industry is that we develop a common view of the challenges faced by the Agencies and the 'state of the art' of how such challenges are being addressed elsewhere.

I am being distinctly parochial in my hope that the workshop will provide insights which will shape the project's thinking on options for further investigation during the Better Business Case process and particularly shape the form of our Request for Information which the project will be issuing as soon as possible.

I hope I am being less parochial in hoping that Industry will derive benefit from this first engagement and see it as an opportunity to identify opportunities for teaming, with a view to developing comprehensive offerings to meet the challenge which is Complementary Capability.

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**Government Agencies' presentations**

But I am sure you have all heard more than enough from me and I will now hand over to the other Agencies who will provide a quick outline of

their challenges and where air surveillance capabilities can help address those.

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**Industry Case Study presentations**

And we now move onto a series of short case studies from Industry to illustrate where contemporary and emerging technologies and capability systems are being used to meet similar challenges in the maintenance of domain awareness elsewhere.

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**Next Steps**

So, where to from here?

The Complementary Capability project team will summarise the points from this workshop and make the summary available on the Defence Industry Portal.

We will also have the various presentations from today available through the Portal.

The other key activity of the Complementary Capability project team that we will complete as a priority is a review and amendment of the draft Request for Information that will be issued, on GETS, by year end (or at latest, first thing in 2019).

The Request for Information and further engagement with Industry will occur throughout early 2019,

s9(2)(f)(iv)

And of course, the Defence Capability Plan Review may affect all of these timelines ... but flexibility is a key attribute of air power so we stand poised to deal with any changes from that direction, and will ensure all participants are kept informed.

So thank you everyone for your participation this afternoon. I know you are all busy people and I hope you got some value from the presentations and dialogue.



This is not the end of beginning, to quote someone or other, and there will be continuing dialogue as we progress development of the investment case for Government.

Stay tuned.

Released under the Official Information Act 1982

Shape the development of the Air Surveillance Complementary Capability business case;

Shape the Request for Information to be released by the project; and  
Foster Industry partnering opportunities.

Introductions and participants

Defence (NZDF and MoD) as an integrated team to deliver the Complementary Capability project

A broad community of Government Agencies as the customers for the capability  
Industry as support partners to both Defence and Government Agencies for development and realisation of the capability

Today is the start of a dialogue

Outline: Origins and Environment

Future Air Surveillance Capability – Defence Capability Plan 2016

Reconfirmed in Defence Strategic Policy Statement 2018

Maritime Patrol component determined by Government with investment in P-8A Poseidon in July 2018

Also directed that Complementary Capability Initial Operating Capability be achieved before arrival of the P-8A (2023)

Outline: Government Policy

Defence Strategic Policy Statement – Community, Nation, World and high priority on Pacific

“share the P-8A burden for low end, civilian tasks”

“small aircraft, remotely piloted aircraft systems or satellites” to perform the low end, civilian tasks more cost effectively.

Government policy objectives across a large area of interest, with the Complementary Capability prioritised towards Community, Nation and Pacific.

Outline: Project Status

“Defence Led”, Integrated Project Team, Capability Management System, Better Business Case Framework

On behalf of the community of Agencies - the customers for the capability

A broad spectrum of diverse requirements across the community

Operating and sustaining are considerations.

No investment decision by Government before 2020

Outline: Project Status

Return on Investment will be measured against the benefits to New Zealand delivered by the Complementary Capability

Benefits are measured against the security objectives of each of the Agencies

Will need to present to Government a compelling investment logic which demonstrates best (ROI) through maximum benefit delivery across the range of Agencies

#### Outline: Intent of Workshop

Large areas, diverse risks and threats, introduce information management challenge for Domain Awareness

Air surveillance is a contributor to Domain Awareness

Contemporary and emerging technologies - space based, remotely piloted and conventional aircraft.

Defence and the Agencies need to become more knowledgeable about air surveillance capability systems.

#### Outline: Intent of Workshop

The challenges faced by New Zealand are not unique

Similar challenges have been met by other countries

We are keen to leverage the good outcomes from over seas

This workshop is an opportunity to commence dialogue

Both sides ("NZ Inc" and Industry) develop a common view of the challenges and the 'state of the art'

Shape the project's thinking on options for further investigation during the Better Business Case process

To provide Industry opportunities for teaming to develop comprehensive offerings

#### Government Agencies Presentations

#### Industry Case Studies

#### Next Steps

Summarise key points from this workshop

All presentations and summary placed on Defence Industry Portal

Integrated Project Team will develop the Request for Information