



Headquarters  
New Zealand Defence Force  
Defence House  
Private Bag 39997  
Wellington Mail Centre  
Lower Hutt 5045  
New Zealand

OIA-2022-4298

15 February 2022

Harold  
[fyi-request-18214-c647a406@requests.fyi.org.nz](mailto:fyi-request-18214-c647a406@requests.fyi.org.nz)

Dear Harold

I refer to your request of 17 January 2022, under the Official Information Act 1982 (OIA), for a copy of the following:

*New Zealand Defence Force Headquarters Review (Ernst & Young 2019)*

Note, the New Zealand Defence Force (NZDF) constantly reviews the purpose, function and organisation of all elements of the Defence Force, based on the current operating environment, and with an emphasis on efficient delivery of outputs and value for money. This NZDF Headquarters Review was initiated to review the purpose, function and structure of the Headquarters at that point in time to ensure efficient operation in an increasingly complex domestic and international situation. It was designed as a holistic evaluation to determine if the existing arrangements were sufficient and, if change was required, what that change could look like. A number of the recommendations in the review have been implemented. Some have been overtaken by subsequent reviews, however, and some are no longer valid as the circumstances have changed.

A copy of the requested document is enclosed.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request.

Yours sincerely

**AJ WOODS**  
Air Commodore  
Chief of Staff HQNZDF

**Enclosure:**

1. New Zealand Defence Force Headquarters Review – June 2019