

Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

**Wagons of War:  
A History of 10 Transport Company 1951-2011**

**A thesis presented in partial fulfillment of the requirements for the degree  
of**

**Master of Arts  
in  
Defence and Strategic Studies**

**at Massey University, Manawatu,  
New Zealand.**

**Grant John Morris**

**2012**

## **Abstract**

This thesis examines the origins, formation, operations, activities and future of 10 Transport Company. It recounts that over six decades of service, the company has continued to meet the demands placed on it to provide distribution and transport support to the New Zealand Defence Force despite a number of challenges. These range from personnel shortages, to equipment serviceability and obsolescence, ever-changing command structures and threats to its unique identity. Changes in the regional and global security environment have also historically played their part, with lessons learned and doctrine from other nations influencing and shaping activities, and experiences gained on exercises and operations by the company's own members providing much needed training realism and validity.

Now in its sixtieth year, 10 Transport Company is one of only two remaining specialist military transport providers available to the New Zealand Army, and the only one located in the North Island. Its current structure and required outputs have been driven by the changes undergone within the NZ Army over a number of years; most noticeably effects are being felt through the advent of Army Transformation, with its focus on modernisation and motorisation. The company has continued to evolve from being part of a Divisional Supply Column in a conventional war setting, to supporting infantry Brigade-sized operations in a South East Asian environmental construct, to providing task-organised elements to sustain disbursed motorised combat teams fighting in complex terrain.

Acknowledging 10 Transport Company as an evolutionary entity, and within a contemporary context, this thesis then examines the relevance of the company to the New Zealand Defence Force's anticipated future international and domestic commitments, speculating as to whether 10 Transport Company will still exist in another sixty years.

## Preface

In 1996 I was posted to 10 Transport Squadron (as it was known then) as a young Platoon Commander, my first appointment in the Regular Force. From the very first day I was struck by the complete professionalism and dedication displayed by those in the unit, and the legacy of service that had preceded my arrival that was evident everywhere I looked. Nine years later, I found myself back at 10, this time as the Officer Commanding. During my two year tenure, as much as time would allow, I endeavoured to 'unearth' as much unit history as I could. Even at that stage 10 Company was the longest serving service corps unit in the New Zealand Army, a legacy I was keen to inculcate into every facet of the unit's outputs, identity and culture. Primarily, it was about recognition of a distinguished unit that had occupied a key position within the New Zealand Army for over half a century. Although my efforts had some limited success, I left the unit with a sense of incompleteness. Time and resources had not been on my side. Now, some years later, the opportunity to finish what I started has arisen. This thesis is my contribution to affording 10 Transport Company the recognition it deserves, and honouring the men and women who have served in it.

Research for this thesis has been conducted in accordance with the provisions of the Privacy Act 1993 and the ethical guidelines stipulated in both New Zealand Defence Force Order 21/2002: Authority to Conduct Personnel Research, and the Massey University Code of Ethical Conduct for Research, Teaching and Evaluations involving Human Participants. A Notification of Low Risk Research involving Human Participants has also been lodged with the Massey University Ethics Approval Committee. New Zealand Army approval to conduct this research was authorised by the Assistant Chief of General Staff (Human Resources), for the Chief of Army, on 17 March 2010.

Completion of this thesis would not have been possible without the help of a number of people and organisations. In particular, I would like to thank Mr Doug

Agnew and the members of the Royal New Zealand Corps of Transport Association; former and current Officers and Soldiers of 10 Transport Company; Dr John Tonkin-Covell of the New Zealand Army Military Studies Institute; Dr John Moremon from the Centre for Defence and Strategic Studies at Massey University; Mrs Rebecca Young and Ms Cathy Dransfield at the New Zealand Defence Force Command and Staff College Library; Mrs Caroline Carr and the staff of the New Zealand Defence Force Library; Mr Peter Connor and the staff of NZDF Archives; and the always-helpful staff at the Wellington Office of Archives New Zealand. Finally, special thanks must go to Kathy, Andrew, Piper, Eden and Griffin; for tolerating my obsession and accepting my absences, both physically and mentally.

This thesis is dedicated to the men and women of 10 Transport Company; past, present and future. Ma Nga Hua Tu Tangata.

## Contents

Abstract	ii
Preface	iii
Contents	v
List of Illustrations	vi
Military Nomenclature	vii
New Zealand Army Ranks	ix
New Zealand Army Rank Insignia – Officers	x
New Zealand Army Rank Insignia – Soldiers	xi
Glossary	xii
Introduction	1
Chapter One: Korean Genesis	7
Chapter Two: Formation to Disbandment	19
Chapter Three: Reformation and Refocus	40
Chapter Four: Change Aplenty	54
Chapter Five: New Vehicles and a New Focus	71
Chapter Six: Peacekeeping and another New Corps	84
Chapter Seven: A New Century	101
Chapter Eight: An Uncertain Future	121
Conclusion	134
Appendix One: Principal Appointments	150
Appendix Two: Honours and Awards	154
Appendix Three: Memorial Roll of Honour	155
Appendix Four: The Rocky Road	156
Bibliography	157

**List of Illustrations**

This is a listing of all illustrative material and tables in the order they appear, with page numbers.

New Zealand Army Rank Insignia – Officers	x
New Zealand Army Rank Insignia – Soldiers	xi
10 Transport Company ‘patch’	111

## **Military Nomenclature**

For ease of explanation the following seeks to clarify the organisation and structure of 10 Transport Company, its subordinate elements and where it fits in a wider organisational context. Explanation though, must be prefixed with the caveat that military organisations change to reflect changing circumstances or situations. Re-organisations are common and increasingly units are task organised to meet a specific purpose, rather than remaining under traditional command arrangements. During its history, 10 Transport Company has been subject to such changes, so the following is indicative only.

New Zealand Army organisations in general are established on traditional British military hierarchical lines. As units increase in size, correspondingly higher-ranked officers command them.

The smallest Army component is the section, usually comprising of 10-12 soldiers under a Corporal. Three or more sections make up a platoon or troop, commanded by a Second Lieutenant or Lieutenant. Two or more platoons are organised into a company, squadron or battery, commanded by a Major. Companies usually also have a small headquarters and ancillary elements such as a Q Store or Light Aid Detachment. A company level organisation is known as a sub-unit.

A battalion or regiment is referred to as a unit. A battalion comprises of three or more companies (sub-units) and has an organic headquarters and ancillary elements similar to a company, but on a larger scale. A battalion is commanded by a Lieutenant Colonel. It is important to note here that the term 'regiment' does have connotations under different circumstances. Under the British system, different arms of service are grouped into corps, for example, the Royal New Zealand Corps of Transport, or regiments. A regiment may consist of a number of battalions or may encompass a whole arm, such as the Royal New Zealand



Army Logistics Regiment. This is in direct contrast to the usage in the United States military context, where a regiment has a precise meaning as a unit equivalent to a British brigade.<sup>1</sup>

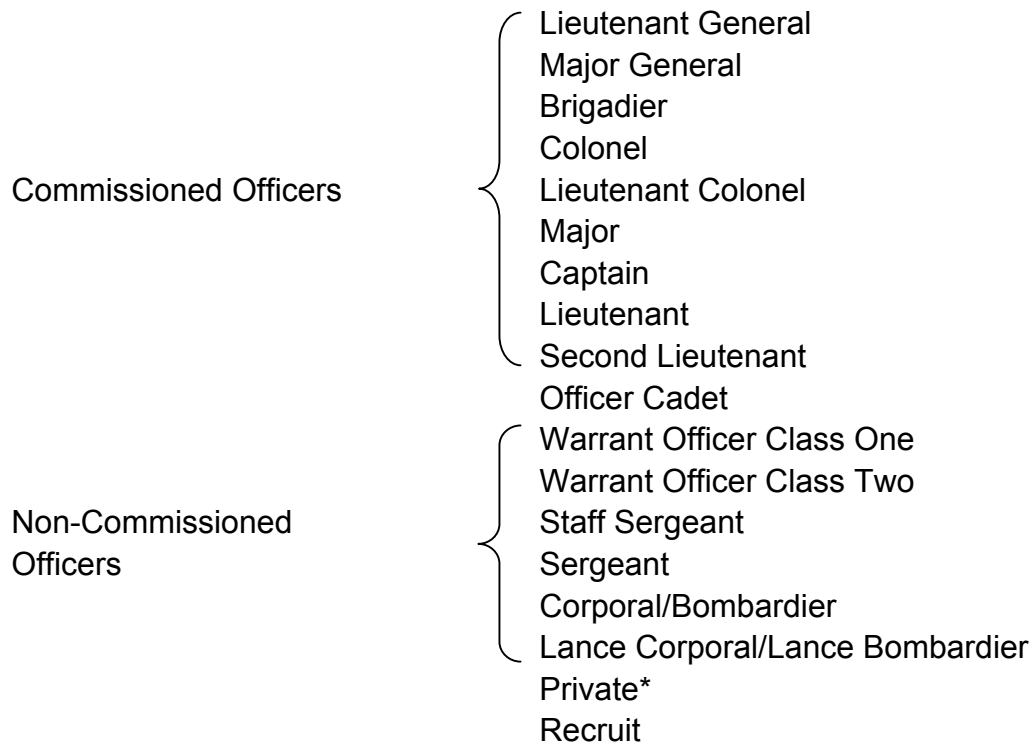
A brigade comprises of three battalions, or units, with its own supporting arms, commanded by a Colonel or Brigadier. Groupings larger than a brigade are formations, the basic one being a division, consisting of three brigades with supporting arms, under a Major General. That said, in the current contemporary climate, the term 'formation' has been used to describe the Land Force Groups within the New Zealand Army. These are essentially brigade sized organisations, but exist for administrative purposes only.

Over the last 60 years, 10 Transport Company has at one time or another been part of, or attached to, a battalion, a regiment, a corps, a division and a formation, hence the requirement for an explanation.

---

<sup>1</sup> McGibbon, Ian (ed). *The Oxford Companion to New Zealand Military History*, Auckland: Oxford University Press, 2000, xx.

## New Zealand Army Ranks



\*Private rank equivalent depending on Corps:

- Gunner
- Trooper
- Signaler
- Sapper
- Driver
- Craftsman

## New Zealand Army Rank Insignia

### Officers



*Brigadier*



*Major General*



*Lieutenant General*



*Major*



*Lieutenant Colonel*



*Colonel*



*Second Lieutenant*



*Lieutenant*



*Captain*

## New Zealand Army Rank Insignia

### Soldiers



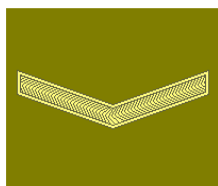
*Staff Sergeant*



*Warrant Officer  
Class Two*



*Warrant Officer  
Class One*



*Lance Corporal  
or  
Lance Bombardier  
(RNZA only)*



*Corporal  
or  
Bombardier  
(RNZA only)*



*Sergeant*

## Glossary

2IC	Second in Command
2NZE	2 <sup>nd</sup> New Zealand Expeditionary Force
8-tonner	Mercedes Benz MB2228/41 truck
AO	Area of Operations
APC	Armoured Personnel Carrier
ASR	Alternate Supply Route
ATG	Army Training Group
Bde	Brigade
Bn	Battalion
Bty	Battery
C2	Command and Control
CATG	Combined Arms Task Group
CES	Complete Equipment Scale
CL	Commercial Line
CMD	Central Military District
CMT	Compulsory Military Training
CO	Commanding Officer
Comp	Composite
Coy	Company
CP	Command Post
CSM	Company Sergeant Major
CVA	Counter Vehicle Ambush
DMZ	Demilitarized Zone (Korea)
DST	Director of Supply and Transport
DVRALR	The NZ Army Driver Trade (Driver, RNZALR)
Ex	Exercise
FLOC	Future Land Operating Concept
FMG	Force Maintenance Group
FOB	Forward Operating Base
FOL	Fuels, Oils and Lubricants
FRG	Forward Repair Group
FSG	Forward Support Group
FST	Forward Surgical Team
Gp	Group
GPMG	General Purpose Machine Gun
GS	General Service
HADR	Humanitarian Assistance and Disaster Relief
HQ	Headquarters
HT	Heavy Trade

IEF	Integrated Expansion Force
INTERFET	International Force East Timor
ISAF	International Security Assistance Force (NATO led - Afghanistan)
ISTAR	Intelligence, Surveillance, Target Acquisition and Reconnaissance
JNCO	Junior Non-Commissioned Officer
Kayforce	New Zealand's land force in the Korean War
KPA	Korean Peoples Army
LAV	Light Armoured Vehicle
LFG	Land Force Group (2 LFG and 3 LFG)
LOC	Lines of Communication
Log Coy	Logistics Company (1 RNZIR)
LOV	Light Operational Vehicle (Pinzgauer)
LSG	Logistic Support Group
LSW	Light Support Weapon
LTG	Light Task Group
M16	Semi-Automatic Rifle (also known as the Armalite AR15)
Mog	Mercedes Benz U1300/L or U1700/L truck
MSR	Main Supply Route
NCO	Non-Commissioned Officer
NGO	Non-Government Organisation
NVE	Night Vision Equipment
NZBATT	New Zealand Battalion (NZBATT 1 – 6: East Timor)
NZWRAC	New Zealand Women's Royal Army Corps
OC	Officer Commanding
OOTW	Operations Other Than War
Op	Operation
ORBAT	Order of Battle (Organisational structure)
PI	Platoon
POL	Petrol, Oils and Lubricants
QAMR	Queen Alexandra's Mounted Rifles
RAAF	Royal Australian Air Force
RASC	Royal Army Service Corps
RACT	Royal Australian Corps of Transport
RAMSI	Regional Assistance Mission in the Solomon Islands
Regt	Regiment
RNZA	Corps of Royal New Zealand Artillery
RNZALR	Royal New Zealand Army Logistic Regiment
RNZAOC	Royal New Zealand Army Ordnance Corps
RNZASC	Royal New Zealand Army Service Corps
RNZCT	Royal New Zealand Corps of Transport
RNZE	Corps of Royal New Zealand Engineers

RNZEME	Royal New Zealand Electrical and Mechanical Engineers
RNZIR	Royal New Zealand Infantry Regiment
ROK	Republic of Korea
RRF	Ready Reaction Force
RSM	Regimental Sergeant Major
RWAU	Rotary Wing Aviation Unit (Sinai)
Sect	Section
SLR	Self Loading Rifle
SNCO	Senior Non-Commissioned Officer
Sqn	Squadron
SSR	Secondary Supply Route
Subaltern	Junior Officer (Second Lieutenant, Lieutenant or Captain)
SSM	Squadron Sergeant Major
TF	Territorial Force
TMCS	Tactical Mobile Communication System
TNI	Indonesian Army
Tp	Troop
UNTAET	United Nations Transitional Administration in East Timor
VCP	Vehicle Check Point

## Introduction

In the early hours of 25 June 1950, eight divisions of the Korean Peoples Army (KPA) rolled south across the 38<sup>th</sup> parallel and attacked the lightly equipped army of the Republic of Korea (ROK).<sup>1</sup> The attack was the first major action in what was to become a long and bloody conflict, critically testing the resolve of the newly created United Nations, and influencing regional and international relationships ever since. Far less well known, the KPA attack also served as an indirect catalyst for the formation of a new New Zealand (NZ) Army unit. This unit has, in various guises, provided a key capability to the NZ Army on operations overseas and in New Zealand, for over sixty years. Today it continues to provide the 'backbone' of the NZ Army's specialist transport and supply distribution function, and maintains a record second-to-none of technical excellence and professional competence. That unit is 10 Transport Company.

The aim of this thesis is to examine the evolution of 10 Transport Company and assess its continued relevance in the future operating environment. It will trace chronologically the factors that have influenced the company and its resultant development over six decades, identifying salient events and themes that may identify it as unique. Chapters One addresses some of the issues of how and why 10 Transport Company came to be formed, and how and why it was developed and deployed to Korea as it was. Following on, Chapter Two examines the company's role on operations during the Korean War, the context and key events that shaped its environment and identity, and its operational significance within the 1<sup>st</sup> Commonwealth Division. Chapter Three looks at the reformation of the Company after the war and the changing focus and operating context within New Zealand. It relates the reasons behind the New Zealand Army's focal transition from the Middle East to South East Asia, and explores

---

<sup>1</sup> Grey, Jeffrey. *The Commonwealth Armies and the Korean War*, Manchester: Manchester University Press, 1988, 21.



the influence on doctrine and equipment resulting from traditional partnerships. It presents some background behind the demise of Compulsory Military Training, and provides an account of some of the issues associated with its rebirth as National Service.

Chapter Four outlines the changing environment and some of the activities conducted by 10 Transport Company during a period of organisational turbulence that dominated the 1970s. It follows the company's offshore efforts, from South East Asia to Antarctica, and recounts some of the events that shaped the decade back in New Zealand. Three of these events were to prove a lasting legacy for the company: a defining new competition, a new company home, and the dawn of a new Corps. In Chapter Five, the text chronicles 10 Transport Company's journey through yet more restructures in the 1980s. It recounts how the company addressed the introduction of new vehicles and equipment, and exposes some of the operational effectiveness issues that resulted. It relays some background into the company's lasting commitment to operations in the Sinai, and illustrates how and why one of its primary functions was to change as a result of the New Zealand Army's withdrawal from Singapore.

Chapter Six surveys the 1990s. It examines the organisational fall-out from a Defence White Paper advocating a 'Minimum Credible Defence Force', and describes how 10 Transport Company coped with providing support to an increased domestic dependency as well as a range of new peacekeeping missions. The chapter provides some insight into a demanding period of training and field exercises, and explores some of the driving influences behind the activities. On a different note, it also tells the story of the demise of a Corps, the birth of a new Regiment, and the exclusive distinction from Royalty that followed. Chapter Seven traces 10 Transport Company's path through the first decade of the new millennium, from supporting peacekeeping operations in East Timor, to providing disaster relief and humanitarian assistance in New Zealand and the

South Pacific. It explores the resultant effects of the high operational tempo and how the company addressed some of the issues. Organisational restructures, the introduction of new vehicles, and the ups and downs of company morale also feature.

Chapter Eight looks at the future of 10 Transport Company in the medium term. It outlines briefly the changing complexity of contemporary operations and explains some of the challenges and changes currently being faced by the New Zealand Army. It provides an insight into current thinking regarding the company's future employment and cites some of the influences that will affect the company's continued survival as a unit. The concluding chapter summarises the salient points and key influences that have had an impact on 10 Transport Company over its 60 year history, and reflects how these have contributed to shaping the company's legacy.

Research for the thesis focused on a range of written, oral and photographic material. The Wellington National Office of Archives New Zealand provided a range of original files including correspondence from senior Army officers, War Diaries, audit and activity reports, Cabinet papers and newspapers. Massey University Library and the NZDF Command and Staff College Library provided a number of books that included relevant information or, if not directly referenced, provided the context for information interpretation. The photograph albums held at 10 Transport Company at Linton Military Camp and the Trade Training School in Trentham Military Camp provided excellent visual referencing guides and assisted to 'put a face to the name' on more than one occasion. They also helped to identify and track changes in uniform dress embellishments, vehicles and weapons employed, key personnel posted in or out, and major activities or events. The Vertical Files at the Defence Force Library offered few items of substantive relevance however archived press releases and media articles did serve to validate information gained from other sources. The best source of primary research material was provided orally through interviews with serving

and ex-serving members of the company. Individuals would often recommend or refer others for interviews, and the scope of history contained within the lived experience of these members was phenomenal.

Given the importance and long service of 10 Transport Company to the New Zealand Army, the literature relating to it is surprisingly sparse. Whilst comprehensive unit histories such as *Petrol Company*<sup>2</sup>, *Supply Company*<sup>3</sup> and *RMT*<sup>4</sup> were written for New Zealand's service corps units following World War II, very few published works have since emerged. What there is includes little more than a passing mention of 10 Transport Company, and these focus almost exclusively on the company's involvement in the Korean War. The first is Ian McGibbon's two volume definitive exploration of New Zealand's involvement in the Korean War, aptly titled: *New Zealand and the Korean War*. The first volume sub-titled 'Politics and Diplomacy'<sup>5</sup> examines the political, diplomatic and social aspects of New Zealand's involvement, and seeks to explain why New Zealand felt the need, for the fourth time in its history, to send men overseas to fight in a conflict whose direct significance to New Zealand's security was not immediately obvious. Whilst not identifying 10 Transport Company or its operations per se, it does provide an excellent overview of the circumstances and influences surrounding its formation, along with the international and domestic context within which it evolved.

*New Zealand and the Korean War, Volume II: Combat Operations*<sup>6</sup> is much more relevant. It describes in detail the formation and deployment of the

---

<sup>2</sup> Kidson, A.L. *Petrol Company*, Wellington: War History Branch, Department of Internal Affairs, 1961.

<sup>3</sup> Bates, P.W. *Supply Company*, Wellington: War History Branch, Department of Internal Affairs, 1955.

<sup>4</sup> Henderson, Jim. *RMT: Official History of the 4<sup>th</sup> and 6<sup>th</sup> Reserve Mechanical Transport Companies*, 2 NZEF, Wellington: War History Branch, Department of Internal Affairs, 1954.

<sup>5</sup> McGibbon, Ian. *New Zealand and the Korean War, Volume I: Politics and Diplomacy*, Auckland: Oxford University Press, 1996.

<sup>6</sup> McGibbon, Ian. *New Zealand and the Korean War, Volume II: Combat Operations*, Auckland: Oxford University Press, 1996.

company as part of Kayforce, New Zealand's ground force contribution to the United Nations forces in Korea, and covers every aspect of its operations once in-theatre. That said, being a smaller element of Kayforce, 10 Transport Company and its operations in support of the 1<sup>st</sup> Commonwealth Division are often overshadowed by a greater focus on the larger element of Kayforce; 16 Field Regiment, Royal New Zealand Artillery. None the less, McGibbon provides a well-researched and reasonably comprehensive examination of the company's involvement in the war.

The second work featuring 10 Transport Company is some way is Julia Millen's *Salute to Service: A history of the Royal New Zealand Corps of Transport and its predecessors 1860-1996*<sup>7</sup>. Again, the book has a much wider scope than just 10 Transport Company, but provides adequate coverage, describing the key events and some of the personalities up to the formation of the Royal New Zealand Army Logistic Regiment in 1996. As it is primarily a descriptive account of the history of the various units of the New Zealand Army, it provides little in the way of analysis. The chapter devoted to the company's involvement in the Korean War in particular draws heavily on McGibbon's work and the recollections of a few individuals to illustrate and chronicle the key events. Other works, such as Wilfred Poulton's *K Force in Korea: A Soldier's Life in the 16<sup>th</sup> New Zealand Field Regiment*,<sup>8</sup> although barely acknowledging 10 Transport Company, provide reflective memoirs of individuals' service and assist to illustrate the environmental conditions, personal thoughts and feelings of New Zealand servicemen and women.

---

<sup>7</sup> Millen, Julia. *Salute to Service: A history of the Royal New Zealand Corps of Transport and its predecessors 1860-1996*, Wellington: Victoria University Press, 1997.

<sup>8</sup> Poulton, Wilfred. *K Force in Korea: A Soldier's Life in the 16<sup>th</sup> New Zealand Field Regiment*, Palmerston North: Wilfred Poulton, 2004.

The very limited literature available relating to 10 Transport Company, or in fact any service corps unit of New Zealand's army since World War II, shows a lack of interest by historians, Army authorities or perhaps even the public, regarding the history and contributions of non-combat arms units. Admittedly, the majority of work undertaken by service or support units is not 'sexy'. It does not have the attraction that manoeuvre or fighting does, yet it remains a vital and decisive component of any activity, training exercise or operation. For sixty years, the men and women of 10 Transport Company have 'soldiered on' with little or no recognition. Often working long hours and/or in atrocious or austere conditions, these individuals and their unique unit deserve to be noticed and their efforts acknowledged. This piece of work, hopefully, will go some way to address that.

## Chapter One

### 1950-1951: Korean Genesis

The origins of the Korean War grew out of the aftermath of World War II, when “the peaceful resolution of the Korean problem was a victim of the deteriorating relations between the wartime allies and the onset of the Cold War.”<sup>1</sup> The crux of the ‘Korean problem’ was just how to administer the country following decades of Japanese occupation. Unfortunately located at a strategic crossroads, Korea had served as the gateway for Japan’s entry into the Asian mainland and her expansion across the continent for nearly 300 years. Korea had been incorporated into the Japanese empire in 1910 and the country had been run for the benefit of the Japanese imperial power ever since. The Japanese influence across the peninsula was well embedded, particularly following Japan’s long term policy of ‘Japanisation’ which included forcing the Korean population to change their names to Japanese ones and adopt Japanese customs and culture.<sup>2</sup>

During the latter stages of World War II, there had been several important conferences between the allied powers on the postwar settlement of Korea. At the Cairo Conference in November 1943, the leaders of the United Kingdom, the Republic of China and the United States pledged that Korea would be given its independence ‘in due course’ after any Japanese surrender. The declaration was also endorsed by the leader of the USSR, Joseph Stalin, later on. Undoubtedly the Allies were concerned about a power vacuum after the removal of the Japanese, yet the outcome of these conferences, in effect, formed the catalyst that brought about the Korean War.<sup>3</sup> The Yalta Conference in particular, in February 1945, was significant. There it was agreed that the USSR would enter the war against Japan after the collapse of Germany, and that the

---

<sup>1</sup> Grey, *The Commonwealth Armies and the Korean War*, 21.

<sup>2</sup> Ministry of National Defense. Republic of Korea. *The History of the United Nations Forces in the Korean War, Volume II*, Seoul: War History Compilation Committee, 1973, 9.

<sup>3</sup> Ibid.

Russians would take the surrender of the Japanese in the northern part of Korea, while the United States received it in the south. At a subsequent meeting at the Potsdam Conference in July 1945, it was agreed that the 38<sup>th</sup> latitudinal parallel would be the dividing line for these actions to occur, thereby enabling the coordinated and deconflicted demilitarization of the Japanese Imperial Forces occupying the Korean peninsula.<sup>4</sup>

On 2 September 1945, following the atomic bombings of Hiroshima and Nagasaki, Japan formally surrendered. Russian troops had already entered the northern part Korea the week previously, whilst United States forces did not start arriving until almost a month later. The demarcation line of the 38<sup>th</sup> Parallel, agreed to during the war, became the boundary between the occupying forces. But, as a line on a map, it did not reflect existing Korean administrative arrangements or communication lines. It divided the industrial concentration of the north, from the mainly agricultural south, yet both were economically interdependent and complementary to each other.<sup>5</sup> Unfortunately, as the Cold War began to develop, the 38<sup>th</sup> Parallel was rapidly transformed into a quasi-border, arbitrarily dividing the population of Korea and creating an artificial point of tension between the competing ideologies of the former Allies.

Mounting animosity between the communists in the north, led by Kim Il Sung, and the right-wing nationalists in the south, under Syngman Rhee, led to attempts by both sides to undermine and destabilise the other. Quietly supported by their patrons - the Soviet Union and the United States - violent incursions into each other's territory became increasingly common place. Both sides engaged in wide spread propaganda distribution and subversive actions to undermine the other. Retaliatory guerilla actions eventually escalated into a civil war, killing over 100,000 Koreans.<sup>6</sup> By this time both the Soviet and US forces

---

<sup>4</sup> Ibid., 11.

<sup>5</sup> McGibbon, *New Zealand and the Korean War*, Vol I, 9.

<sup>6</sup> Grey, *The Commonwealth armies and the Korean War*, 22.

had been downsized, then withdrawn from the peninsula. Their legacy was not only a divided and embattled country, but also a lingering presence in the form of military advisors and, for the north, a large amount of weaponry, ammunition and equipment. When the North launched its attack on the South on 25 June 1950, the defenders were overwhelmed by the sheer weight of the attacking forces. It took just three days for the invaders to occupy the capitol, Seoul, and in doing so, effectively routed the smaller South Korean forces. By the time the US reacted and eventually came to the aid of its protectorate, the Republic of Korea (ROK) army was largely ineffective, having suffered sixty percent casualties.<sup>7</sup>

As the events of 25 June 1950 began to hit the headlines of the world's media, and people everywhere looked to maps to see where Korea was, the UN Security Council convened an emergency session. Having now confirmed the communist attack through its Commission in Korea, and having received reports that the North Korean regime had broadcast a declaration of war<sup>8</sup>, the Security Council was obliged to act. Denouncing North Korea's actions, the Security Council called for the immediate cessation of hostilities and implored the North Korean regime to "withdraw forthwith their armed forces to the 38<sup>th</sup> Parallel". Under a new UN resolution, member states were recommended to "furnish such assistance to the Republic of Korea as may be necessary to repel the armed attack and to restore international peace and security in the area."<sup>9</sup> The Government of New Zealand took note, and although great uncertainty existed about what role New Zealand could play, there were no reservations about the supporting the Security Council's resolution in Wellington.<sup>10</sup>

---

<sup>7</sup> Ibid.

<sup>8</sup> Ministry of National Defence, *The History of the United Nations Forces in the Korean War*, Vol 2, 76.

<sup>9</sup> McGibbon, *New Zealand and the Korean War*, Vol I, 370.

<sup>10</sup> Ibid., 78.



Britain and the US had already pledged their support for any international military intervention and, in fact, were quickly reorienting and posturing forces already stationed in Japan and Hong Kong. To many New Zealanders, there could be no question of their country standing aside while Britain was engaged in hostilities and New Zealand had the means to assist. There was also a strong sense of obligation to the US, drawn primarily from the belief that the American presence in South Pacific and New Zealand during 1942 had prevented a Japanese invasion.<sup>11</sup> In total, 16 countries would eventually extend military, air or naval assistance for the campaigns in Korea: Australia, Belgium, Canada, Colombia, Ethiopia, France, Greece, Luxembourg, the Netherlands, New Zealand, the Philippines, Thailand, Turkey, the Union of South Africa, the United Kingdom and the US. Medical units were supplied by Denmark, Italy, India, Norway and Sweden.<sup>12</sup>

Within the New Zealand defence and political hierarchy, discussions commenced on what sort of military contribution could be offered. At this early stage, the advice from the Americans was that only naval and air support to the ROK forces would be required, however with the Royal New Zealand Air Force (RNZAF) unable to field an air combat unit immediately, maritime representation was deemed most appropriate. On 29 June 1950, the New Zealand government offered the UN two frigates, and four days later HMNZS Tutira and Pukaki sailed from Auckland. Joining with other commonwealth maritime forces at Sasebo, Japan, on 2 August, they immediately commenced escort operations.<sup>13</sup> Over the next four years, all of the Royal New Zealand Navy's six frigates and over 1300 personnel would take turns supporting the UN in Korean waters.<sup>14</sup>

---

<sup>11</sup> Ibid., 82.

<sup>12</sup> Lowe, Peter. *The Korean War*, Basingstoke: MacMillan Press, 2000, 28.

<sup>13</sup> McGibbon, *Oxford Companion to New Zealand Military History*, 267.

<sup>14</sup> Press Release: Office of the Prime Minister, 'Background to NZ's Involvement in the Korean War', 14 April 2003.

As the South Korean forces continued to withdraw, UN Secretary General Lie was prompted to make another international appeal, particularly for ground force contributions. However, for New Zealand, the practical realities of a ground force commitment were problematic. Whilst eager to participate, the Army's Regular Force was already engaged fully in the compulsory military training scheme and were not even organised into combat units. Any land component offered would have to be specially recruited from civilian volunteers, and then trained.<sup>15</sup> That said, the means of doing so actually already existed.

In the aftermath of World War II, as Cold War tensions emerged and relations between the wartime victors deteriorated, the question was raised as to exactly how New Zealand would be able to contribute to a Commonwealth war effort against the Soviet Union. It was assumed at the time that the Middle East would remain as New Zealand's primary zone of operations, given the country's historical commitments to the area during two world wars.<sup>16</sup> In 1949 it was decided that a division would be raised for service in the Middle East, should the need arise. But with only a small permanent defence force remaining after World War II, New Zealand's options to fulfill this commitment were limited. Following a public referendum in August 1949, which was overwhelmingly in favour of compulsory military training being reintroduced, in 1950 the Labour government instituted a new scheme. Under the Military Service Act 1949, all 18 year olds were to register within a fortnight of their birthday to serve in one of the three Services: the RNZN, the NZ Army, or the RNZAF. Length of minimum service would vary, depending on the Service and the role in which the individual found themselves. Usually, following a period of basic training, three to five years of part-time service was the norm. Compulsory military trainees would first be taught by Regular Force instructional staff, then administered and further trained by their local Territorial Force unit, Territorial Air Force squadron, or Royal New

---

<sup>15</sup> McGibbon, *New Zealand and the Korean War, Vol I*, 89.

<sup>16</sup> Wickstead, M. *The New Zealand Army: A History from the 1840s to the 1980s*, Wellington: New Zealand Army, 1982, 59.

Zealand Navy Volunteer Reserve detachment.<sup>17</sup> For the most part, the recruiting, administration, training and logistical mechanisms to make this scheme work, could also be used to raise a volunteer force with minimal disruption.

Shortly after 7.30 p.m. on 26 July 1950, Prime Minister Sidney Holland announced in parliament that, after considerable deliberation, New Zealand would increase its commitment to the United Nations action in Korea by contributing an additional “special combat unit for service with other ground forces”.<sup>18</sup> The unit was to be based on an artillery regiment of approximately 1000 men. Kayforce, as it became known, was born, and volunteers would be called for forthwith. Whilst minor organisational modification was required later, the original Kayforce order of battle comprised: Headquarters Kayforce; 16<sup>th</sup> Field Regiment, Royal New Zealand Artillery; a signals troop; a light aid detachment; a transport platoon; and a small reinforcement training unit. The total strength being 70 officers and 974 other ranks.<sup>19</sup>

Following Holland’s announcement, recruiting offices around the country opened at 8.00 a.m the next day, and were immediately inundated with hopeful volunteers. Recruiting was confined to New Zealand citizens of European or Maori descent between the ages of 21 and 32. Officers and ex-officers were accepted up to 40 years of age, NCOs, and ex-NCOs up to 38.<sup>20</sup> Drawn perhaps by a sense of duty, anti-communist sentiment or desire for adventure missed during World War II, the motivation to volunteer was varied. Never-the-less, so successful was the recruiting that, when it eventually ceased on 5 August, a total of 5982 applicants had come forward: nearly six men for every vacancy.<sup>21</sup>

---

<sup>17</sup> McGibbon, *Oxford Companion to New Zealand Military History*, 112.

<sup>18</sup> McGibbon, *New Zealand and the Korean War, Vol I*, 98.

<sup>19</sup> Wickstead, *The New Zealand Army*, 64.

<sup>20</sup> Eaddy, Robert. ‘New Zealand and the Korean War: The First Year. A Study in Official Government Policy’, MA Thesis, University of Otago, 1983, 84.

<sup>21</sup> Press Release: Office of the Prime Minister, ‘Background to NZ’s Involvement in the Korean War’, 14 April 2003.

Following a series of medical examinations and checks, selected recruits marched into the district training camps – Papakura, Linton or Burnham – on 29 August 1950. There they completed four weeks' basic training. This included learning the art of foot and weapon drill, a large amount of physical training, and being introduced to the Army way of doing things. During this time, Officer Candidates, selected to fulfill command appointments, attended a three week long Basic Officers' Course at Trentham. By 4 October all of Kayforce, with the exception of some signals and ordnance personnel, were concentrated in Waiouru for two months of specialist trade training.<sup>22</sup> Brigadier R.S. Park, a regular officer who had retired just weeks before, was recalled to command Kayforce. His role was primarily administrative, dealing with New Zealand specific issues such as pay, welfare and discipline, and acting as the senior New Zealand military representative in theatre. Operational command of 16 Field Regiment was assigned to Major J.W Moodie, a Territorial Force officer formally Second in Command of 3 Field Regiment RNZA, but with extensive gunnery experience from World War II. Moodie was promoted to Lieutenant Colonel and promptly set about creating a combat unit from scratch.<sup>23</sup> Only one in ten had any artillery experience and less than one-third any previous military experience at all.<sup>24</sup>

Whilst the gunners honed their skills, training for Kayforce's transport element was also underway. Subjects covered included basic infantry skills as well as convoy drills, loading and lashing, vehicle recovery, driving skills and responsibilities, basic mechanics and camouflage. Special emphasis was placed on reacting to, and countering, vehicle ambushes, as these were deemed a likely threat in the Korean operation.<sup>25</sup> The trucks allocated to Kayforce were 3-tonne Chevrolet 4WDs, the exact same trusty old workhorses that had proved

---

<sup>22</sup> Millen, *Salute to Service*, 326.

<sup>23</sup> Boag, Stuart (ed). *Ice and Fire: New Zealand and the Korean War 1950-1953*, Wellington: Agenda, 2001, 11.

<sup>24</sup> Ministry of National Defence, *The History of the United Nations Forces in the Korean War, Vol II*, 506.

<sup>25</sup> Millen, *Salute to Service*, 328.

their worth to Kiwi servicemen earlier that decade in North Africa and Italy. By 29 November, the training programme was complete. Although the tempo of training was judged by some observers to be “at rather too high a pitch throughout,”<sup>26</sup> Kayforce had reached a level of proficiency acceptable to Park and Moodie.

In late November the chartered freighter *Ganges* left New Zealand with 34 25-pounder guns, 345 vehicles, 62 gun trailers and enough stores and ammunition to support initial operations in Korea.<sup>27</sup> The main body of Kayforce personnel departed from Wellington on the SS *Ormonde* on 10 December. Prior to embarking, in a scene reminiscent of the departure of the 2<sup>nd</sup> New Zealand Expeditionary Force to the Middle East a decade earlier, the force paraded on Aotea Quay. Prime Minister Sidney Holland and Leader of the Opposition Walter Nash addressed the men, although Holland was given a cool reception because of the Government’s insistence on taxing them whilst on active service.<sup>28</sup> As the *Ormonde* cast off her lines and slipped slowly away from the quay, most of the men thronged to the upper decks. They sang ‘Now is the hour’ and waved back at their families, most unaware of the recent events unfolding in Korea.<sup>29</sup>

On 15 September, as the North Korean advance had threatened the small port city of Pusan in the south, US Marines had conducted an amphibious landing deep behind enemy lines at Inchon. Faced with an opposing force both in front and behind, and with their lines of communications cut, the Communist advance collapsed. By October, UN forces were north of the 38<sup>th</sup> Parallel and six weeks later virtually all of North Korea was occupied. But even as this was occurring, Chinese forces had crossed the Yalu River and moved into the rugged mountains of North Korea. American and British intelligence reported the

---

<sup>26</sup> Ministry of National Defence, *The History of the United Nations Forces in the Korean War*, Vol II, 506.

<sup>27</sup> Boag, *Ice and Fire*, 11.

<sup>28</sup> Ibid.

<sup>29</sup> McGibbon, *New Zealand and the Korean War*, Vol II, 55.

growing Chinese involvement, but the scale of their intervention was seriously underestimated.<sup>30</sup> The Chinese leader – Mao Tse-tung – regarded the onward march of American troops under the UN flag as dangerous and insulting. Vital Chinese interests were at stake and China would have to intervene to halt US imperialism advancing further into the Asian continent.<sup>31</sup> In late November they struck, routing the UN forces and driving them south.

So, after a long voyage via Brisbane and Manila, with “a trail of empty lager bottles marking the force’s passage,”<sup>32</sup> Kayforce arrived at Pusan on 31 December to find the UN in crisis.<sup>33</sup> The Chinese advance had pushed south of the 38<sup>th</sup> Parallel, and Seoul was about to fall again. Evacuation of the UN from the peninsula seemed a real possibility, and the Transport Platoon spent a number of days at the wharves loading American ships for that very purpose. Kayforce had arrived at a point in the campaign where each day, the increasing likelihood of failure seemed the only possible outcome. As if the deteriorating operational situation was not enough, other challenges soon became evident. With temperatures dropping to below minus 30 degrees Celsius, the New Zealanders quickly found that their clothing and equipment was completely unsuited to the severe conditions. Told that they were the best equipped force ever to leave New Zealand shores, perceptions soon changed as the reality of a Korean winter set in. “We haven’t got one piece of decent equipment. Most of the trucks are 1942 wrecks, our telephones have had it, the wire is rotten and most other equipment is of ancient vintage.”<sup>34</sup> The atmosphere darkened further when it was discovered that almost all of Kayforce’s vehicles had flat batteries, and many had cracked engine blocks, burst radiators, or dislodged engine bungs caused by freezing of their cooling systems.<sup>35</sup> The mechanics launched into repairing and readying what they could, but hampered by an ineffective

---

<sup>30</sup> Lowe, *The Korean War*, 44.

<sup>31</sup> *Ibid.*, 42.

<sup>32</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 57.

<sup>33</sup> Boag, *Ice and Fire*, 19.

<sup>34</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 62.

<sup>35</sup> *Ibid.*, 63.

spare parts supply system, repairs were slow, some vehicles still having to be towed when 16 Field Regiment moved forward two weeks later.

16 Field Regiment, along with its supporting elements, was committed to action for the first time in support of the 27th British Commonwealth Brigade on 24 January 1951, firing the first of what would be 750,000 rounds throughout the war. For the following two months it remained in support of the Brigade and participated in operations to recapture Seoul and drive the Chinese back over the 38<sup>th</sup> Parallel. In April the Chinese launched a massive counter attack to halt the UN advance, the main blow falling in an area known as Kap'yong. Over four days and nights, 16 Field Regiment maintained continuous, effective supporting fires in support of the Brigade's British, Canadian and Australian infantry battalions. For the Kap'yong action, 16 Field Regiment was awarded a South Korean Presidential Citation, which is still worn today by serving members of the regiment. The UN's success at halting the offensive helped convince the Chinese that outright military victory in Korea was beyond their capacity. Armistice talks opened in July 1951 but were soon broken off. Thereafter, operations continued as the UN sought to maintain pressure on the enemy and reinvigorate the peace talks.

Meanwhile, in early 1951, discussions were already underway concerning the formation of a Commonwealth Division. As it turned out, a Commonwealth Division provided a fortuitous opportunity for New Zealand. The New Zealand government, like their Australian counterparts, had been under pressure for some time to increase the size of their land component contribution in Korea. Specifically, the Americans had requested more artillery. However, it was much easier to deploy a service or support unit instead of a combat unit, and such a force was viewed far less likely to incur casualties. The New Zealand Government could claim that, with the reorganisation of the Commonwealth forces, service units and staff officers would be both needed and welcomed.

This would appease the Americans and provide a far easier solution for deployment.<sup>36</sup>

On 2 May 1951, the Minister of Defence, Thomas MacDonald, broadcast a speech calling for volunteers to bolster New Zealand's commitment in Korea. His impassioned oration warned of the dangers of complacency when dealing with communism, and he reinforced that the free nations must stick together by maintaining a strong presence on the Korean peninsula.<sup>37</sup> What he was careful not to announce however, were some of the issues that must have faced government and military officials in deciding to expand Kayforce. Even though now focused on deploying service or support unit troops, relying solely on a body of volunteers once more would not have been the most favourable solution. However, as the Regular Force of the Army remained constrained by the ongoing requirements of CMT, there was little alternative. This new batch of volunteers would, once again, have to be hastily selected, recruited, consolidated, equipped and trained. On top of this, the situation into which they would deploy in Korea was becoming increasingly uncertain. The direct involvement of China in the conflict had altered the landscape in terms of threat, with new offensive and counter-offensive operations drastically effecting how Kayforce was now engaged. Additionally, it was well known that the harsh Korean environment had proved a challenge for the unsuspecting New Zealanders, particularly the cold and its damaging effect on vehicles, equipment and stores.

Balanced against these factors however, would have been the rising pressure, both formal and informal, coming from outside New Zealand, especially the UN in New York. In the eyes of many both in New Zealand and abroad, the country needed to remain to be seen as a 'good world citizen', doing its 'bit' for global security and taking a place in the post-World War II 'new world' order. From a

---

<sup>36</sup> Eaddy, *New Zealand and the Korean War*, 229-230.

<sup>37</sup> McGibbon, *New Zealand and the Korean War, Vol I*, 221



New Zealand perspective, this impression was particularly important in the eyes of the US and Britain. So, within this conflicting context of New Zealand's own concerns versus international pressure, a decision was made and the elements that made up the expansion of Kayforce were determined. There was to be an additional headquarters transport platoon, a signals component, a light aid detachment, a number of officers and other personnel for the division headquarters, and a divisional transport company.<sup>38</sup> Unknown at the time, the conception of this latter unit was to create a legacy of service to New Zealand that would last for the next sixty years. 10 Transport Company had, in effect, just been conceived.

---

<sup>38</sup> Ibid., 220.

## Chapter Two

### 1951-1957: Formation to Disbandment

The expansion of Kayforce failed to stimulate much interest amongst a distracted New Zealand public. Their attention was diverted much closer to home by what would become the biggest industrial dispute in New Zealand's history. Eventually lasting 151 days, at its peak 22,000 waterside workers and other unionists were off the job. It was the culmination of decades of unrest on the wharves, which occupied a strategic position in New Zealand's export economy and had long been a flashpoint of industrial conflict. Cold War international events lent fuel to the fire, as the opposing sides denounced each other as Nazis, Communists, traitors and terrorists.<sup>1</sup> A state of emergency was declared and Regular Force service personnel not involved with CMT were engaged to cover essential waterside services.<sup>2</sup> On 26 July, the confrontation ceased having polarised political opinion and split the union movement, leaving a bitter legacy.<sup>3</sup> The opposing sides could not even agree on what to label the dispute; the employers and government describing it as a 'stopwork' or strike, but to the waterside workers it had always been a lockout.<sup>4</sup>

With these events as the backdrop, recruiting for the Kayforce Expansion Draft opened on 2 May 1951 with the response from willing volunteers again more than sufficient to fill the vacancies. Following the final selection process, training began on 12 June as the new comers concentrated at Linton Military Camp, just south of Palmerston North. Training programmes were similar to what the main body of Kayforce had experienced the year prior, although this time flavoured

---

<sup>1</sup> New Zealand History online. 'The 1951 Waterfront Dispute.' <http://www.nzhistory.net.nz/politics/the-1951-waterfront-dispute> (accessed 29 March 2010).

<sup>2</sup> Scott, Dick. *151 days: History of the great waterfront lockout and supporting strikes, February 15 – July 15, 1951*, Auckland: New Zealand Waterside Workers' Union, 1952, 47.

<sup>3</sup> Bramble, Tom (ed). *Never a White Flag: The Memoirs of Jock Barnes*, Wellington: Victoria University Press, 1998, 9.

<sup>4</sup> Pederson, Mark. 'Aid to the Civil Power: The New Zealand Experience', MA Thesis, Massey University, 1987, 37.

with the wisdom of practical experience. Warrant Officer Class Two G.E Earnshaw and eight other NCOs and drivers had been sent back to New Zealand to share first hand accounts of what the volunteers would face in-theatre and to assist with their preparation. In an interesting twist of fate, Earnshaw's 55-year-old father, Driver E.E Earnshaw, was among the recruits, having lied about his age on enlistment.<sup>5</sup> His Kayforce service was short-lived however when authorities discovered his actual age.

Meanwhile, discussions were occurring in Wellington as to who would command the new transport company. One of the influencing factors in the decision was the fact that most of the drivers were volunteers with little or no service experience. It was therefore determined that the candidate for the role of Officer Commanding (OC) required a good base level of practical experience to at least provide the company an element of credibility amongst the other commonwealth countries' forces they would be supporting. A regular officer, Captain R.W.K. Ainge was chosen. As part of the New Zealand Army Service Corps, he had seen service during World War II in the Pacific and Italy, and had also served with J Force, the New Zealand contribution to the occupation forces in Japan.<sup>6</sup> Ainge was posted in as the OC 10 Company RNZASC, with the emergency rank of Major, on 1 July 1951. Somewhat surprisingly, Ainge's posting notice is the first documented mention of the title of Kayforce's new transport component.<sup>7</sup> The date of 1 July therefore carries some importance to members of 10 Transport Company who, in modern times, commemorate the day as the company's birthday. Why the designator of '10' was chosen for the company is uncertain and there exists no documentary evidence to suggest an explanation. There is a possibility, albeit tenuous, that the number was linked to the last New Zealand transport company to be formed during World War II. This unit, the 10<sup>th</sup> Reserve Mechanical Transport Company, saw service in the Pacific and was

---

<sup>5</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 198.

<sup>6</sup> Ainge continued to serve in the New Zealand Army until 1976, retiring as a Brigadier.

<sup>7</sup> Service Records/Personal File: Brigadier R.W.K. Ainge, OBE, NZDF Archives, Wellington.

disbanded after the campaign<sup>8</sup>, but whether this somehow influenced the designation of 10 Company RNZASC some years later, is open to speculation.

On completion of the training and after a period of final leave, on 2 August 1951 the Expansion Draft of Kayforce moved to Wellington by train and boarded the chartered Union Steamship Company's passenger ship *Wahine*. Like the Kayforce main body before them, those of the Expansion Draft – sometimes referred to as the second echelon or second reinforcements – were determined to enjoy their passage. After battling both heavy swells in the Tasman Sea and the ensuing sea-sickness of her passengers, the *Wahine* berthed at Cairns on 9 August. That night was spent by most sampling the nightlife and recovering from the trans-Tasman crossing. For some, the freedom of leaving the ship and a re-acquaintance with alcohol proved a little too much, with brawls erupting among inebriated soldiers at ship's side as they re-embarked.<sup>9</sup> Much the same occurred when Darwin was reached on 13 August, but the highlight of the voyage was still yet to come.

From Darwin, the *Wahine* sailed north, bound for her next stopover in Manila. True to form, prior to departing the men of the Expansion Draft had continued their conquest to sample Australian hospitality as much as possible. Trying to escape the balmy heat, or possibly the resultant effects of over-indulgence, many chose to sleep on the upper decks. However, a quiet night was not to be. At 5.40am on 15 August, an enormous crash and the splintering of timber were heard, a large thump was felt throughout the ship and she came to an abrupt stop.<sup>10</sup> The *Wahine* had run aground on a reef some 300 metres off the Indonesian island of Masela in the Arafura Sea, 320 miles north-west of Darwin. Kayforce would have to wait a little longer for its reinforcements.

---

<sup>8</sup> Gillespie, Oliver. *The Pacific*, Wellington: War History Branch, Department of Internal Affairs, 1952, 81.

<sup>9</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 198.

<sup>10</sup> *Ibid.*

As a Royal Australian Air Force (RAAF) Lancaster bomber circled overhead, the passengers and crew were picked up by a passing tanker and taken back to Darwin. The grounding of the *Wahine* was a sad end for a vessel that had given 38 years of service, including military service during two wars. Salvage attempts were made but were unsuccessful and the ship was abandoned as a total loss. However, as the vessel was carrying a number of replacement 25 pounder guns for 16 Field Regiment in her hold, and in view of the unrest then prevailing in Indonesia, the breech blocks of the guns were removed, making them unusable. Vessels passing through that area for many years thereafter reported the *Wahine* was still 'high and dry' on Masela Island. Three months after the event, the *Wahine's* master died suddenly, aged 52. It was said that he had never got over the shock of losing his ship, even though the marine enquiry following the accident cleared him of all blame.<sup>11</sup>

Back in Australia, onward movement of the Expansion Draft by air was arranged and the first group again departed Darwin on 21 August bound for Hiro, Japan, where the Kayforce base had been established. Twelve shuttle flights of chartered Qantas Empire Airways aircraft were used for the move; the first substantial airlift of troops in New Zealand military history.<sup>12</sup> On arrival, once new winter clothing had been issued, little time was wasted in ferrying the contingent to Seaforth Camp, near Pusan in Korea. At the time, Pusan was a medium-sized city, but its population had doubled over recent months with poverty and extreme squalor the norm. This came as somewhat of a shock to the naive Kiwis, who were not at the least impressed with their new exotic surroundings: "a horribly dirty place and stink! I'm glad I've seen Pusan, but once is quite enough."<sup>13</sup>

---

<sup>11</sup> The New Zealand Maritime Record, *T.S.S. Wahine 1913 – 1951*, New Zealand National Maritime Museum, <http://www.nzmaritime.co.nz/wahine1.htm> (accessed 27 August 2010).

<sup>12</sup> Ibid., 199.

<sup>13</sup> Poulton, *K Force in Korea*, 10.

Finally assembled in theatre, 10 Company RNZASC was organised into a Company Headquarters, A (Able), B (Baker), and C (Charlie) Platoons, a Composite Platoon and a Workshop Platoon, totaling 408 personnel of all ranks.<sup>14</sup> Being the 'main' vehicles for transport operations, A, B and C Platoons consisted of 30 task able vehicles each, organised into 5 sections of 6 trucks per section. Although operating under a company structure, these platoons sometimes deployed away from the remainder for short periods, so were also structured to operate independently if required. This meant that each section had a driver-mechanic, responsible for minor repair work beyond the scope of the drivers, and each platoon had a vehicle mechanic NCO. By contrast, the Workshop Platoon provided a more robust repair and maintenance capability, along with a greater ability to 'store' and recover disabled vehicles and equipment. The Composite Platoon – sometimes referred to as D (Delta) Platoon – contained more specialised types of vehicles and conducted slightly different tasks, such as the establishment and operation of petrol points (PP) and ammunition points (AP).<sup>15</sup> Although ongoing amendments to War Establishments were made throughout the Korean conflict, in general each platoon contained approximately 80-90 personnel and was commanded by a subaltern officer – Second Lieutenant, Lieutenant or Captain. Other support personnel also augmented the 'Order of Battle' as required, including cooks, medics, storemen and clerks.<sup>16 17</sup> The structure, based on the British system used by the Royal Army Service Corps (RASC) and the 2NZEF in World War II, provided the best means of command and control, and made integration with other commonwealth forces easier.

As had been common practice during World War II, numeric identifiers were allocated to units within the Commonwealth Division as a means of quickly identifying which element vehicles and equipment belonged to. This was

---

<sup>14</sup> NZ Kayforce Report No.14, 7 January 1952, AD 1, 1319, 314/11/3.

<sup>15</sup> Letter from Commander NZ Kayforce to Army HQ dated 15 March 1952, AD 1, 1356, 325/6/4.

<sup>16</sup> Letter from NZ Kayforce HQ to Army HQ dated 10 January 1951, AD 1, 1356, 325/6/4.

<sup>17</sup> Letter from Army HQ to HQ NZ Kayforce dated 29 February 1952, AD 1, 1356, 325/6/4.

particularly important for convoy deconfliction and traffic control on the Main Supply Route (MSR). 10 Company was allocated the designator '72', which was, over time, affixed to all the company's vehicles and trailers in the form of 'Tac Signs'. Each 'Tac Sign' also bore the colours of the RNZASC; blue and gold. The designator '72' was to remain with the company throughout their time in Korea. By way of an epilogue, 'Tac Signs' have continued to feature in 10 Company's history since Korea. Sometime in the 1960's the number was changed to '21' to better reflect the new New Zealand Army organisational structure, then back to '72' in the early 1970's, before again changing to '345' shortly thereafter<sup>18</sup>. The '345 Tac Signs' remained with 10 Transport Company for many, many years, only being phased out with the repainting of vehicle fleet in the late 1990's. In today's New Zealand Army, 'Tac Signs' are no longer authorised for use in New Zealand or overseas,<sup>19</sup> however, in 2005, using a rather generous level of creative interpretation of the regulations, a redesigned '345' 'Tac Sign' was again affixed to 10 Company vehicles.<sup>20</sup> Many of these remain visible today.

On 14 September 1951, an officer and 40 drivers of the Expansion Draft were sent forward to replace an equivalent number in the existing Kayforce Transport Platoon, who then moved back to Seaforth Camp to fill the vacated positions. This enabled each platoon of the company to have at least one experienced section as they set about refining their basic level of training and bringing all ranks up to the standard required for service with the new Commonwealth Division.<sup>21</sup> Even so, it became obvious almost immediately that what the newest editions to Kayforce needed most was practical, hands-on experience. In his authoritative accounts of New Zealand's involvement on the Korean War, Ian McGibbon highlights some of the concerns faced by the New Zealand authorities as they came to grips with just how inexperienced the new arrivals

---

<sup>18</sup> New Zealand Publication 1D, Part 2, Chapter 3, Annex A, A-2.

<sup>19</sup> New Zealand Army, *DFO(A) Vol 4: Support Matters*, Part 1, Chap 26, Sect 3, 2.

<sup>20</sup> The author was the OC at the time.

<sup>21</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 31, 23 September 1954, WA-K1, DAK 1/8/2.

were. He cites as an example, the correspondence between Brigadier Park and the New Zealand Chief of General Staff in Wellington, Major General K.L. Stewart. Park clearly regarded the high proportion of inexperienced junior officers as a major drawback to the successful conduct of operations and was forced to make a number of appointment changes to compensate. In addition, he assessed that the general standard of driving skills was also unacceptable, and relayed very plainly to Stewart that “many drivers could NOT drive on their arrival”.<sup>22</sup> Time for extra training however, was not to be.

Armistice negotiations had begun between the opposing forces at the central Korean village of Panmunjom, just south of the 38<sup>th</sup> Parallel. For Kayforce and the other UN troops on the ground, the talks heralded some promise. However, much to the consternation of the UN officials concerned, it was to be just the start of a further two-year period characterised by frustration and mistrust. Each side regarded the stance of the other as dubious and designed to strengthen its own position in case of possible resumption of hostilities on a large scale.<sup>23</sup> For the UN, the priority was a quick military settlement with a ceasefire and repatriation of prisoners of war. China however, was more concerned with establishing a permanent demarcation line at the 38<sup>th</sup> Parallel and the immediate withdrawal of all foreign troops. Whilst agreement was eventually reached on most major issues, the question of prisoner repatriation remained; this issue alone keeping the war going for another 15 months.<sup>24</sup>

During this time, consolidation and preparation of defensive positions was occurring throughout the 1<sup>st</sup> Commonwealth Division's area of responsibility. These measures were aimed at countering any resumed Chinese offensive and also provided the Division a 'firm base' to launch any future offensive of their

---

<sup>22</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 200 & 452; NZ Kayforce Report No. 13, 29 October 1951, AD1, 1319, 314/11/3; and NZ Kayforce Report No.22, 18 October 1952, AD1, 1319, 314/11/3.

<sup>23</sup> Lowe, *The Korean War*, 78.

<sup>24</sup> Thomson, John. *Warrior Nation: New Zealanders at the Front 1900-2000*, Christchurch: Hazard Press, 2000, 323.



own. The operational output of Kayforce intensified, with limited offensive actions consisting of small patrols and raiding parties targeting Chinese fortifications and observation positions. The Imjin River was crossed and a new defensive line established, providing the defenders the best use of the mountainous terrain. 10 Company, along with other divisional support units, was then moved north to Suwon and then Uijonbu, in order to be in position to provide support. Once all the supporting elements were in place, the stage was set for the commencement of Operation Commando; a deliberate Corps-level attack on the Chinese defensive line.<sup>25</sup>

A massive artillery bombardment was to precede the main assault, requiring huge quantities of artillery ammunition to be brought forward. 10 Company promptly became involved, conducting its first ever operational task on 7 October 1951 and thereafter quickly meeting an agreed commitment of 40 vehicle details every day.<sup>26</sup> Over the next few days, key geographic features were seized and lost, taken and then re-taken in 'see-saw' actions to hold and secure vital ground. The New Zealand gunners fired almost continuously for six days; the demand for shells so great that it forced the usual replenishment system to be temporarily set aside. Instead of the standard protocol of dropping ammunition at the regiment's ammunition point, some distance behind the gun lines, the drivers of 10 Company had brought their vehicles right up to the individual artillery Troops.<sup>27</sup> The dangers inherent in this method became bluntly evident on 9 October when, for the first time, a convoy came under observed artillery and mortar fire, one truck being riddled with shell fragments and immobilised.<sup>28</sup> Despite reasonably heavy casualties<sup>29</sup>, late in the day on 9 October the 1<sup>st</sup> Commonwealth Division had secured its objectives and achieved a number of significant milestones. Operation Commando had been the first

---

<sup>25</sup> Ministry of National Defence, *The History of the United Nations Forces in the Korean War*, Vol II, 529-530.

<sup>26</sup> 10 Coy RNZASC, 'War Diary' 7 October 1951, WA-K1, DAK 4/1/1.

<sup>27</sup> McGibbon, *New Zealand and the Korean War*, Vol II, 216.

<sup>28</sup> Ibid., 218.

<sup>29</sup> Two officers and 47 men killed, with 246 wounded.

major battle that the new Commonwealth Division had participated in and the only one where its advance was opposed. It had been the first ever occasion in which New Zealanders, British, Canadians, Australians and Indians had gone into action as one cohesive force<sup>30</sup> and was to be the last major action in the war of manoeuvre. The 'open' style of fighting which had dominated the first months of the conflict was soon to be replaced by a more static war, characterised by "fixed defences, trench lines, bunkers, patrols, wiring parties and minefields reminiscent of the Western Front in 1915–17".<sup>31</sup>

Static warfare is not what its name implies. For those unfamiliar with the term, images of immovability, operational impotence or a quiet, restful time are formed. But the reality is far different. Fighting patrols, raiding parties, artillery duels and frantic preparation of defensive positions all form part of the real picture. For the 1<sup>st</sup> Commonwealth Division, it was to also prove a testing time. The Chinese had built up their artillery and mortar resources considerably and, trained by expert Russian advisors in the art of gunnery, began displaying their growing proficiency by bringing down quite effective concentrations on their opponents lines and rear areas.<sup>32</sup> The Commonwealth Division was completely unprepared for this development, having had no real exposure to Chinese indirect fire support to date and no ability at that time to conduct counter-battery operations.<sup>33</sup> Amongst this melee, in mid-October, only one week after conducting their first task, 10 Company deployed from Uijonbu to Pongon-ni and assumed full operational duties. The responsibility ensured that throughout the 'static' operational phase, 10 Company was hard at work constantly plying the often deteriorating roads between supply points and the front line, bringing up stores and petrol for the forward deployed units. The transport platoons adjusted to the tempo of 'static' operations quickly, maintaining between 60 and 70

---

<sup>30</sup> Ministry of National Defence, *The History of the United Nations Forces in the Korean War*, Vol II, 530.

<sup>31</sup> Horner, David (ed). *Duty First: A History of the Royal Australian Regiment*, 2nd Edition, Crows Nest: Allen & Unwin, 2008, 73.

<sup>32</sup> McGibbon, *New Zealand and the Korean War*, Vol II, 219.

<sup>33</sup> Ibid.

vehicles 'on task' daily in the latter half of October.<sup>34</sup> The artillery and mortar exchanges intensified and on 4 November, infantry fighting resumed as the Chinese attacked and re-took parts of the high ground overlooking the Imjin River. Whilst the front line combat units attempted to fend off the Chinese attack, for 10 Company the demand for their services had never been greater. Transport operations reached an almost unworkable rate of 130 tasks in one day, but the drivers approached their tasks with a relaxed pragmatism that had become the norm. After one particularly busy period, in typical understated fashion the company War Diary recorded simply: "transport is in heavy demand for ammunition, and vehicles were on the road all night."<sup>35</sup>

Meanwhile, the negotiators at Panmunjom had continued to push for a ceasefire and had achieved some limited success. The effects of this began to be felt in the Division when orders arrived that no more fighting patrols were to be sent out and artillery regiments were to cease with their harassing fire.<sup>36</sup> Both sides awaited the outcome of the Panmunjom talks and a lull developed along the front, only occasionally interrupted by the odd, mutual retaliatory artillery fire mission and bombing by UN air forces.<sup>37</sup> The weather too had changed; slowly transitioning from the hot, dry autumn to the freezing cold of winter. For many in 10 Company, this was their first taste of the extremes of the Korean winter. Lanolin and lip salve proved necessities rather than luxuries, hot drinks were vital yet froze solid in minutes, and warm clothes and candles were consumed in much greater quantities than expected.<sup>38</sup> Such extreme climatic conditions also created major issues for the steady provision of support to the Commonwealth Division, particularly along the icy, crowded narrow roads of the Korean interior. For the drivers, it was "a hard job to control their vehicles"<sup>39</sup> and most had to use snow chains regularly. Drivers learned by experience never to touch the brakes

---

<sup>34</sup> 10 Coy RNZASC, 'War Diary' 15-31 October 1951, WA-K1, DAK 4/1/1.

<sup>35</sup> 10 Coy RNZASC, 'War Diary' 4 November 1951, WA-K1, DAK 4/1/1.

<sup>36</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 231.

<sup>37</sup> *Ibid.*, 235.

<sup>38</sup> Millen, *Salute to Service*, 333.

<sup>39</sup> 10 Coy RNZASC, 'War Diary' 26 December 1951, WA-K1, DAK 4/1/1.

as they would more than likely end up facing the opposite direction to which they wanted to go, or upside-down in a ditch. Engine blocks cracked under the extremes of temperature, trucks and unloaded stores froze to the ground and brakes seized constantly. Batteries iced-up and split open and bare skin stuck fast to frozen metal. Vehicle radiators froze at the bottom and boiled at the top, necessitating the tedious task of fully draining the vehicles' radiators each night.<sup>40</sup> On a more personal front, washing and shaving created some amusement with brushes, face-cloths and towels frozen stiff. Razors often froze to faces mid-shave and "combing ice out of one's hair was a novelty."<sup>41</sup>

The war had not gone away however, and casualties within Kayforce mounted slowly. Road traffic accidents were a common cause of injury, not helped by the New Zealand drivers' want of speed. As one recorded account reflected: "the KIWI maintains the precenents of being unable to fly. It is regrettable, however, that when positioned behind the wheel of a vehicle he does his best to rectify this."<sup>42</sup> Shelling from Chinese artillery – although largely inaccurate – was an additional and constant threat. So too minefields and booby-traps laid by both friend and foe, along with enemy infiltrators and guerillas, who took to laying ambushes along the UN supply routes and sniping at areas picqueted by UN forces. Several sweep operations were conducted within the Commonwealth Division rear area in order to counter these threats, with some limited success. Operation Skunkhunt, on 15 December 1951, was one such operation which actually involved most of the 10 Company personnel acting in an infantry role.<sup>43</sup> Operation Polecat, on 18 February 1952, was another; this time involving a 10 Company officer and twelve of men as part of the sweep force.<sup>44</sup>

---

<sup>40</sup> Millen, *Salute to Service*, 333.

<sup>41</sup> Poulton, *K Force in Korea*, 74.

<sup>42</sup> 10 Coy RNZASC, 'War Diary' 6 September 1954, WA-K1, DAK 4/9/1.

<sup>43</sup> 10 Coy RNZASC, 'War Diary' 15 December 1951, WA-K1, DAK 4/1/1.

<sup>44</sup> 10 Coy RNZASC, 'War Diary' 18 February 1952, WA-K1, DAK 4/1/2.

As the intensity of operations gradually decreased and the stalemate at the armistice talks continued, for the men of 10 Company sport and other activities became a welcome new focus. Competitions of various sporting codes were held regularly between all units in the vicinity, and particularly between the 'dominion' nations of the Commonwealth Division where "some of the fiercest battles of the Korean War were fought".<sup>45</sup> Other, less wholesome activities were also common, both locally and in Japan, where leave could be taken. In the main centres like Seoul or Tokyo, alcohol was plentiful and prostitutes abound; both tempting distractions to young men from far-away New Zealand. Whilst going some way to allow an element of relaxation away from the war, disciplinary and medical issues related to drunkenness and Venereal Disease became some of the most common souvenirs of these 'recreational visits'.<sup>46</sup> Many of Kayforce though, used their time to explore the sights of Japan and strike up quite proper relationships with the Japanese. Marriages between the New Zealand servicemen and young Japanese women were common, filling the 10 Company wartime photograph albums with pictures of 'east meets west' wedding ceremonies.<sup>47</sup>

With better weather came renewed fighting in various sectors, some within 10 Company's area of operation. Thinking they were under attack, over a three day period in late July "HQ PI was subjected to an unusual shelling... Thirty four shells landed in the PI area...[however] there were no casualties."<sup>48</sup> The shells had actually been ricochets from a troop of UN Centurion tanks shooting at debris in the Imjin River at a point approximately two miles away. Not wanting to test their luck any further, 10 Company Headquarters promptly packed up and moved further away. Not all the action was quite so humourous however. On 13 September 1952, the company suffered its first casualty due to enemy action, the War Diary for that day noting: "L/Cpl Stewart (B PI) ... hit by fragments in

---

<sup>45</sup> Millen, *Salute to Service*, 345.

<sup>46</sup> Ibid., 345-346.

<sup>47</sup> 10 Tpt Coy, 'Kayforce 1955' Photograph Album.

<sup>48</sup> NZ Kayforce Report No. 22, 18 October 1952, AD1, 1319, 314/11/3.

both legs whilst carrying engineers supplies in his vehicles.”<sup>49</sup> Later in the year the fighting started to move closer, eventually forcing the company to redeploy as a precaution should their position become compromised. A new site was found several miles away and was to be just one of several redeployments conducted by the company throughout the remaining years of the Korean War.<sup>50</sup> Whilst the deployment sight proved acceptable, around this time the vehicles began to show some signs of deterioration. Some months previously, the original Chevrolet trucks of A Platoon had been replaced by 6x4 General Motors Corporation (GMC) trucks. Whilst new vehicles were welcomed, the swap was not entirely ideal as the GMC’s 2 ½ tons carrying capacity was substantially less than the 5 tons of the Chevrolets. The new GMC chasses were also inclined to break behind the cab and they suffered constant breakages of suspension springs and punctures to the thinly treaded tyres. B and C Platoons – operating with different Bedford QL trucks – also had reliability issues. A high number of these vehicles were regularly off the road due to that fact they were being used for logging and bulk fuel tasks; “a type of work totally unsuited to this type of vehicle”.<sup>51</sup>

Despite one final limited offensive by the Chinese in May, on 27 July 1953, a cease-fire – although not a peace treaty – was reached at Panmunjom. Central to the agreement were features including the establishment of a military demarcation line and a demilitarized zone, the creation of a Military Armistice Commission, the establishment of a Neutral Nations Supervisory Commission, arrangements for dealing with POWs, and a recommendation from both sides that within three months a conference should be held to “settle through negotiation ... the peaceful settlement of the Korean question”.<sup>52</sup> As history has shown, 60 years later the latter has still to occur. Following announcement of the cease-fire, the immediate withdrawal southwards of the Commonwealth Division

---

<sup>49</sup> 10 Coy RNZASC, ‘War Diary’ 13 September 1952, WA-K1, DAK 4/1/2.

<sup>50</sup> 10 Coy RNZASC, ‘War Diary’ 21-25 January 1953 and 11-18 April 1953, WA-K1, DAK 4/1/3.

<sup>51</sup> 10 Coy RNZASC, ‘War Diary’ 5 October 1952, WA-K1, DAK 4/1/2.

<sup>52</sup> Lowe, *The Korean War*, 95-96.

was hectic, but proved uneventful. Major defensive positions, constructed and developed over an almost two year period, were demolished, while stores and equipment were removed in order to leave nothing of potential value or use to “an enemy by no means trusted to keep the cease-fire agreement which it had just signed”.<sup>53</sup> 10 Company – now at full strength with 10 officers and 389 other ranks<sup>54</sup> – took on the hurried task of moving troops and stores south from forward areas. In the 72-hour period from 27 to 30 July 1953, the Company’s vehicles were ‘loaded to the gunwales’ in order to get their cargoes out before a two and a half mile buffer zone turned into neutral territory – completely forbidden ground for forces from either side.<sup>55</sup>

With the arrival of an uneasy peace, replacement drafts began to arrive to relieve some of the longer serving members of the company. Permanent and semi-permanent buildings were erected within the company lines to make life a little more bearable and a range of other measures were introduced to enhance the men’s welfare and sustain morale. Where possible, efforts were made to vary the men’s routine, sometimes offering opportunities to swap jobs and serve with other units for brief periods, or more often partake in organised sports and recreational activities.<sup>56</sup> Concert parties and 16mm films were also popularly received, along with the introduction of a ‘wet’ canteen, where hard liquor was traded with the Americans for extra beer.<sup>57</sup> This bartering was particularly welcomed by those below the rank of Sergeant, for whom possession of spirits was actually an offence!<sup>58</sup> Training programmes were introduced as a means of maintaining soldier-skills effectiveness and to fill in time, with emphasis being placed on physical fitness, proficiency with small arms, vehicle mastership and general smartness.<sup>59</sup> 10 Company also established its own NCO promotion

---

<sup>53</sup> Grey, *The Commonwealth Armies and the Korean War*, 182.

<sup>54</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 389.

<sup>55</sup> 10 Tpt Coy, ‘At War’ Photograph Album, 30 July 1953.

<sup>56</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 296.

<sup>57</sup> Millen, *Salute to Service*, 351.

<sup>58</sup> 10 Coy RNZASC, ‘Routine Orders’ 20 February 1952, WA-K1, DAK 4/1/2.

<sup>59</sup> 10 Coy RNZASC, ‘Training Directive G1/2/277’, WA-K1, DAK 4/9/1.

school under the guidance of the OC, Major Miles, who had formally commanded the ASC section of the Army Schools in New Zealand.<sup>60</sup> A fledgling team of buglers was also established, to blow the various time-based military calls throughout the day and night within the camp environs. Although common practice in New Zealand, the tradition had not been carried over to Korea due to the tactical considerations. Once the security state had eased somewhat, three volunteers<sup>61</sup>, none whom had ever played an instrument before, spent three hours each day, five days a week, learning to play under the tutelage of a British Army bugler.<sup>62</sup> No record exists as to the success of the three in their newly adopted responsibilities or what their comrades thought of this most regimental of customs, however their enthusiasm, intrepidity and daring must be commended.

Other changes to the organisation and routine of company also began to emerge. In early 1954 an experiment was conducted whereby B Platoon was reorganised to contain solely personnel of Maori origin. It was noted that “even after one month’s operation this platoon has shown a general all round improvement which has gained a healthy respect from other sub units of the Company.”<sup>63</sup> It was not only the men though, that were provided with a change. During this time an old World War II-era Austin Gantry recovery vehicle which had been with 10 Company since October 1951 was ‘pensioned off’ with almost as much ceremony as would be accorded a retiring senior officer. Men of the Workshops Platoon lined both sides of the road and sent up a rousing round of cheers as the outdated vehicle was towed out of the camp and taken away by its younger, more capable and much larger, Scammell replacement.<sup>64</sup> In November 1954, the members of 10 Company also got to farewell their gunner comrades in an appropriate fashion. Borne by a convoy of 10 Company RNZASC vehicles,

---

<sup>60</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 7, 1 April 1954, WA-K1, DAK 1/8/2.

<sup>61</sup> Drivers R. Gilbert (Wellington), M. Gaby (Dunedin) and R. Hakaraia (Rotorua).

<sup>62</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 14, 27 May 1954, WA-K1, DAK 1/8/2.

<sup>63</sup> 10 Coy RNZASC, ‘War Diary’ 3 March 1954, Unit Activities A8/9, WA-K1, DAK 4/1/4.

<sup>64</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 8, 8 April 1954, WA-K1, DAK 1/8/2.



after nearly four years in Korea the bulk of 16 Field Regiment was carried from its 'truce' camp on the northern bank of the Imjin River to the divisional railhead for final repatriation to New Zealand. Not wanting to return home just yet, some of the gunners volunteered to remain in Korea and serve in different roles. Many of these veterans were quickly retrained and absorbed into the ranks of 10 Company. From this time onwards, the now full-strength 10 Company RNZASC was New Zealand's only unit-sized contribution to the British Commonwealth grouping in Korea.<sup>65</sup>

Over time, various friendships and alliances were established with neighbouring UN units, which were to remain strong for a number of years. Two units in particular were accorded 'official' affiliation with 10 Company, these being the British 57 Company RASC and the US 1<sup>st</sup> Battalion, 21<sup>st</sup> Infantry Regiment. The story associated with the latter unit deserves mention. In 1955, US Major Bob Wickman, a former US Marine who had married a New Zealand girl during World War II, was serving in Korea with the 1<sup>st</sup> Battalion, 21<sup>st</sup> Infantry Regiment. 10 Company RNZASC was deployed nearby. Because of his familiarity with New Zealand and his connection with the country through marriage, he visited the company and this led to regular social visits and sporting contests between the two units. Eventually, the Americans presented 10 Company a ceremonial 'Gimlet'<sup>66</sup>, cementing the relationship. The Gimlet, affixed to a wooden base, still hangs in 10 Transport Company's 'Korea Room' today. As an epilogue to this small tale, in July 1979 the same battalion visited New Zealand on exercise. Seeing an opportunity, the OC at the time, Major Clive Sinclair, used the occasion to re-establish the inter-unit relationship and reciprocated the gifting of the 'Gimlet' by presenting a 10 Transport Squadron plaque.<sup>67</sup>

---

<sup>65</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 37, 11 November 1954, WA-K1, DAK 1/8/2

<sup>66</sup> A Gimlet is a hand tool for boring into rock to plant explosives. The 21<sup>st</sup> 'Gimlet' Infantry Regiment believed that it was an appropriate nickname because their sports teams bored through their opponents. Source: 25<sup>th</sup> Infantry Division Association, <http://www.25thida.com/21stinf.html> (accessed 13 July 2010).

<sup>67</sup> Letter from OC 10 Tpt Sqn to the CO 1<sup>st</sup> Battalion, 21<sup>st</sup> Infantry Regiment, dated 10 August 1979, 10 Transport Squadron Unit History Sheets, August 1979.

Along with increased unit interaction, the reduced security state also meant greater contact with the Korean population, both for better and for worse. Friendships were established with some of the locals from around the 10 Company lines, and in late December 1953, a Christmas party was staged by the Workshops Platoon for 40 children from the Seoul City Orphanage.<sup>68</sup> But not all contact with the civilian population proved as agreeable. On 14 September 1954, "at 0130 hrs North PP [petrol point] operated by 10 Company RNZASC was subjected to a raid by a group of approx 30 armed KOREANS. Pers at PP were overwhelmed and bound. One soldier who attempted to resist ... was struck with a rifle butt. Approx 2500 C7 rations were stolen together with a quantity of personal property."<sup>69</sup> Then, on 17 December 1954, two vehicles were stolen, one from C Platoon and one from the Workshops Platoon. Neither was recovered.<sup>70</sup>

On 23 December 1954, the bulk of 10 Company redeployed for the last time from disbursed positions in Duckbill Valley to a new integrated Commonwealth camp further west at the head of Gloucester Valley. Named after the 1<sup>st</sup> Battalion, The Gloucestershire Regiment's epic stand against the Chinese offensive in 1951, the valley was dominated by the now-famous Gloucester Hill at its edge, and to the north-east Castle Hill, where the ancient Mongol warlord Genghis Khan had built one of his strongholds.<sup>71</sup> Two months later, when the Workshops Platoon also relocated to the valley, the full company was "located in the same area for the first time in the history of the unit."<sup>72</sup> One who could vouch for this was the OC, Major N.C. Rowlands. Rowlands had gone into Linton Camp in June 1951 as a driver and three months later found himself a Second Lieutenant (2Lt) with 10 Company RNZASC as it arrived in Pusan. In nearly

---

<sup>68</sup> 10 Coy RNZASC, 'War Diary' 27 December 1953, WA-K1, DAK 4/1/3.

<sup>69</sup> 10 Coy RNZASC, 'War Diary' 14 September 1954, WA-K1, DAK 4/1/4.

<sup>70</sup> 10 Coy RNZASC, 'Unit Activities – Dec 54' 9 January 1955, WA-K1, DAK 4/9/1.

<sup>71</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 39, 25 November 1954, WA-K1, DAK 1/8/2..

<sup>72</sup> 10 Coy RNZASC, 'War Diary' 12 February 1955, WA-K1, DAK 4/1/5.

three and a half years in Korea and “after holding practically every appointment” he was promoted to command the company and became the youngest Major in the New Zealand Army.<sup>73</sup>

In conformity with the other UN forces in remaining in Korea, on 16 February 1956, the New Zealand Government announced its intention to reduce the size of Kayforce.<sup>74</sup> Following a farewell parade for the 1<sup>st</sup> Commonwealth Division, the first draft of troops embarked on the *New Australia* on 24 March and arrived back in New Zealand on 8 April. Some also returned via RNZAF flights. Approximately 80 Kayforce personnel, including 10 Company members, remained at Inchon as the New Zealand Emergency Force until August 1957, before being repatriated.<sup>75</sup> Based at Inchon, the kiwis quickly refocused on their garrison role and continued to foster good relations with the other remaining UN troops. One aid they had in this came in the form of the Workshops Platoon canteen. Built by members of the platoon from materials ‘borrowed’ from the Americans, the canteen served as a worthy gathering place for social occasions, networking and relaxation. However, the social nature of the canteen was not the only draw card. The canteen was also otherwise known as the ‘Krak-a-fat Club’; a rather apt reflection of its liberal use of pictures of scantily clad women in the décor!<sup>76</sup>

“Solid performance, rather than spectacular exploits, characterised the efforts of 10 Company in Korea.”<sup>77</sup> Throughout the war, they provided the 1<sup>st</sup> Commonwealth Division with a vital service and repeatedly proved they were up to the task set them. During the Chinese offensives, the direct support they afforded the infantry brigades allowed the commanders an element of flexibility and freedom of action, whilst also maintaining the fighting effectiveness and

---

<sup>73</sup> Extracts from ‘Kahiti – Kayforce Gazette’, no date – probably mid-1955, NZ Army – 10 Tpt Coy, VF, Defence Library, Wellington.

<sup>74</sup> *Dominion*, 17 February 1956.

<sup>75</sup> Millen, *Salute to Service*, 353.

<sup>76</sup> 10 Tpt Coy, ‘10 Transport Company – At War’ Photograph Album.

<sup>77</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 269.

welfare of their formations. 10 Company's understated, behind-the-scenes role was reflected in the fact that not until March 1953 that one of its members received an award – a Mention in Dispatches for Lance Corporal I.L. Hawkes, a vehicle mechanic.<sup>78</sup> In the latter stages of the war, during the stalemate operations and post-armistice, 10 Company continued to meet the enormous demands placed on it. As one press release stated: "In effect, the company is milkman, coalman and general cartage contractor for a force about the same population as Taumaranui or Waimate."<sup>79</sup>

By the time the company was official disbanded on 15 May 1956 after nearly five years in Korea, it had travelled over 9.6 million kilometres.<sup>80</sup> In his farewell speech to the company in late 1954, the departing Officer Commanding, Major K.G. Miles, highlighted what many of those present already knew. Having twice commanded 10 Company during the war, he was emphatic with his praise: "There is no better unit than the Service Corps and I think we have proved that 10 Company has no peer in the British Commonwealth Division."<sup>81</sup> So too was the admiration of the 1<sup>st</sup> Commonwealth Division's head of supply and transport, the Commander Royal Army Service Corps (CRASC): "your reputation is based on your cheerful, sportsmanlike out-look, your practical approach to everyday problems, and your ever willing spirit. You have great days to look back on and you can rest assured that you have well and truly done your duty".<sup>82</sup> Seven 10 Company men gave the ultimate sacrifice whilst serving their country in Korea,<sup>83</sup> along with 26 others from various New Zealand units or ships. Another 81 were wounded or seriously injured during the course of New Zealand's involvement.<sup>84</sup>

---

<sup>78</sup> 10 Coy RNZASC, 'War Diary' 4 March 1953, WA-K1, DAK 4/1/3.

<sup>79</sup> NZ Army Information Service Press Release, 27 July 1955, AD1, 338/6/1.

<sup>80</sup> NZ Army Information Service Press Release, 8 May 1956, AD1, 338/6/1.

<sup>81</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 40, 2 December 1954, WA-K1, DAK 1/8/2.

<sup>82</sup> Kahiti – Kayforce Gazette, Vol. 1, No. 30, 17 September 1954, WA-K1, DAK 1/8/2.

<sup>83</sup> Refer to Appendix 3: Memorial Roll of Honour.

<sup>84</sup> McGibbon, *New Zealand and the Korean War, Vol II*, 362-363.

In due course the members of 10 Company RNZASC received medalic recognition for their war service, eligibility being determined by when each individual served in the Korean theatre. All Kayforce veterans have been awarded the 'New Zealand Operational Service Medal' (NZOSM). Those who served prior to the armistice being signed also received the British Commonwealth 'Korea Medal', the 'Korean War Service Medal' issued by the Government of the Republic of Korea on the 50<sup>th</sup> anniversary of the start of hostilities, and the 'UN Medal for Korea'. Those whose service was post-armistice received the NZOSM, the New Zealand General Service Medal (non-warlike) with clasp 'KOREA 1954-1957' and in some cases, if service was prior to 27 July 1954, the 'UN Medal for Korea'.<sup>85</sup> Twelve individuals also received a Royal Honour or some other special recognition of their service.<sup>86</sup>

As foreign troops departed, both the North and South Koreans settled down to a stand-off that continues to this day. The demarcation line that exists along the 38<sup>th</sup> Parallel has become a de-facto border and unification of the Koreas has still to be realised. Since the end of the Cold War and the fall of the Soviet Union, North Korea has become increasingly unhappy with the Armistice Agreement, going so far as to announce on several occasions that it is no longer bound by the Armistice provisions.<sup>87</sup> The reality however, in this day and age, is that the agreement is merely only a hollow legacy of times past. It's weight and importance seem to have been overtaken by almost sixty years of confrontation, making the well defended and heavily armed forces on both sides of the DMZ the real guarantors of a continuing, though uneasy peace.

As for the New Zealand legacy of the Korean conflict, 10 Company RNZASC's service warrants recognition. Although often over-shadowed by 16 Field

---

<sup>85</sup> New Zealand Defence Force. 'Medals by Campaign 3 September 1945 to 2010', <http://medals.nzdf.mil.nz/info/Campaign.html> (accessed 25 May 2010).

<sup>86</sup> Refer to Appendix 2: Honours and Awards.

<sup>87</sup> Chang, G.G. 'How to Stop North Korea's Weapons Proliferation', *The Wall Street Journal*, 1 July 2009, <http://online.wsj.com/article/SB124640610149276731.html> (accessed 27 May 2010).

Regiment's involvement and accomplishments in the conflict, the veterans of 10 Company RNZASC established the credibility that validated New Zealand's choice of commitment for the Kayforce Expansion Draft. Not only did they very quickly meet the high-tempo support requirements of the newly-formed 1<sup>st</sup> Commonwealth Division, their actions and conduct forged an enviable legacy of professionalism based on pragmatism and proven performance. The ability of 10 Company's officers and soldiers to maintain their effectiveness over prolonged periods, under sometimes trying and dangerous conditions, set the benchmark for those generations that have followed in the New Zealand Army transport trade. When considering that the majority of the company were volunteers, with little or no military experience, their accomplishments and the reputation they achieved, both inspire and motivate. As such, the service of 10 Company RNZASC in Korea constitutes a fundamentally important period in the history of its successor, 10 Transport Company. Strength is drawn from the company's legacy of service in Korea, and Kayforce veterans, now sadly few in number, are looked upon with a sense of reverence.

### Chapter Three

#### 1960-1969: Reformation and Refocus

Just as the last 10 Company veterans were returning from Korea and etching out new lives for themselves in New Zealand, in 1957 a new Labour government commissioned a 'Review of Defence' that was published as a Government White Paper in early 1958. Labour had come to power on the promise of abolition of CMT and this promise was to be carried out via a radical reshaping of the Army's force structure.<sup>1</sup> The prime focus of the Army would no longer be placed upon the ability to raise a New Zealand Division for service in the Middle East, but rather the Army was directed to focus its energies on the provision of a Regular Force infantry brigade group. Two reasons lay behind this. Firstly, although it was generally considered that "the danger of full-scale overt aggression in South East Asia is not an immediate one,"<sup>2</sup> New Zealand's commitment to the South East Asia Treaty Organisation (SEATO) and the Commonwealth Far East Strategic Reserve did require a force structure flexible enough to contribute in a meaningful way to regional concerns as part of a larger, coalition force.

The second reason for adoption of the brigade group concept reflected the common thought that the advent of nuclear deterrence between the two superpowers had made the likelihood of a new global war increasingly unlikely.<sup>3</sup> New Zealand's involvement in the Korean War and the Malayan Emergency had illustrated the need for a more adaptable range of military options than the response offered by a division whose mobilisation required an all-out war. Even then, it would be required to concentrate and train for several months prior to any eventual deployment. The Defence White Paper highlighted that "flexibility

---

<sup>1</sup> Fenton, Damien. *A False Sense of Security: The Force Structure of the New Zealand Army 1946-1978*, Wellington: Centre for Strategic Studies – New Zealand, Victoria University of Wellington, 1998, 67.

<sup>2</sup> *Review of Defence 1958*, Wellington: Government Printer, 1958, 5.

<sup>3</sup> Fenton, *A False Sense of Security*, 67.

for effective defence preparedness is all important”, and determined that what was really needed was a force capable of making “a speedy and effective contribution in the type of conflict more likely to arise in the South East Asian area.”<sup>4</sup>

As a result of the paper’s recommendations, changes to the way the Army was structured and organised took place. Implementation of change began in April 1959, when CMT was abolished and Territorial Force service made voluntary. Concurrently, the Regular Force was divided into three distinct components: a ‘Static Regular Force’, ‘Duel Role Units’, and an ‘Operational Regular Formation’. The Static Regular Force would continue the training, administrative and logistic functions already carried out by the Regular Force, incorporating the responsibilities and functions of the existing geographic Area and District representative structure.<sup>5</sup> The second element, designated Duel Role Units, would compose of “Engineer, Signals and Service units and personnel responsible for servicing both the static and operational forces.”<sup>6</sup> Finally, the Operational Regular Formation would provide formed units dedicated solely to a new ‘Regular Brigade Group’, based on a British infantry brigade construct. A battalion of this formation would remain deployed overseas as part of the Commonwealth Far East Strategic Reserve in peace.<sup>7</sup> This regular formation requirement necessitated the re-rolling or reactivation of a number of units to fulfill the new Brigade structures. Among those units reactivated within the 4th Infantry Brigade Group, was 10 NZ Transport Company, to be based at Linton Military Camp.<sup>8</sup>

---

<sup>4</sup> *Review of Defence 1958*, 6.

<sup>5</sup> *Ibid.*, 11.

<sup>6</sup> Army HQ, ‘Policy Paper on Re-organisation of the Regular Force’, 6 August 1958, AALJ 209/1/94.

<sup>7</sup> *Review of Defence 1958*, 11-12.

<sup>8</sup> Waiouru Company RNZASC, ‘RNZASC’ Booklet, no date, RNZASC – NZ Army, VF, Defence Library, Wellington.



Once again, the reasons behind designating the new transport company as '10' are unclear. There is no evidence from which to draw conclusions or to help determine the rationale behind the decision, nor have personal accounts provided an answer. One can only speculate that perhaps Army authorities wished to capitalise on 10 Company's distinguished war service record, or that following service in Korea, 10 Company's place on the Army's Order of Battle was merely held in abeyance rather than removed completely? Maybe it was as simple as some timely lobbying or intervention from former 10 Company members? Whatever the case, in 1960 the requirement to fill the new brigade heralded the resurrection and reformation of '10' Company, and as such, ensured that the Company's enduring legacy of service would continue. However, the reactivation initiatives introduced soon proved problematic and difficulty was encountered putting them into full effect. In spite of extensive recruiting campaigns, it proved impossible to obtain the numbers required for a Regular Brigade Group. In addition, the 'dual-role' concept proved unsatisfactory; those units and individuals finding it "impossible to achieve the necessary standard of operational training while also performing an administrative role."<sup>9</sup>

As a means to address the manning shortfall, in 1961 the new National Government decided to introduce a selective system of 'National Service'<sup>10</sup> designed to build up a 'Regular Field Force', a Territorial Force of three reduced Brigade Groups, and a static Regular Force of support and training personnel.<sup>11</sup> It was believed that for the combination of a Regular element and a Territorial force to be effective, an adequate standard of training for the Territorials had to be maintained, and this could only be achieved by a system of selective compulsory service.<sup>12</sup> Under the provisions of the National

---

<sup>9</sup> *Review of Defence Policy 1961*, *Review of Defence Policy 1961*, Wellington: Government Printer, 1961, 11.

<sup>10</sup> *Ibid.*, 13.

<sup>11</sup> *Ibid.*, 12.

<sup>12</sup> *Ibid.*, 15.

Service Act, every New Zealand male was required to register in his 20<sup>th</sup> year with the Department of Labour. Annual ballots were then conducted to select those who would undergo compulsory service. Those selected were required to complete three months' initial full-time training, followed by an annual commitment of three weeks part-time training for at least three years in the Territorial Force. Alternatively, individuals could opt to complete their post-training service obligation by serving in the Regular Field Force for one year full-time. The first National Service intake marched in for training on 10 March 1962 and thereon in began to gradually fill the depleted ranks of both the Territorial Force brigades and the Regular Field Force.<sup>13</sup>

For 10 NZ Transport Company and other Regular units, the standard of training and experience of the National Servicemen presented an issue at times. Many could not drive; a somewhat basic requirement for a transport unit. Measures were taken to address this minor inconvenience at the Army Schools, firstly with the establishment the 'kindergarten track' behind the School of Transport and thereafter progressive basic level driving skills on and off road. In her book, *Salute to Service*, Julia Millen relays one tale where the instructors had set up a 'bull-ring' circuit: ten driving, ten servicing, and ten learning the road code. On this occasion, the Ministry of Transport inspector had come to test some of the soldiers for their driver's licence. As one driver jumped out of the truck, the next climbed in and at that moment the engine stalled. It transpired that the young National Servicemen did not quite know what to do next – he had always gotten into a vehicle with the engine running and did not actually know how to start it!<sup>14</sup>

What National Service did do however, was provide a pool of readily available manpower, useful for all the 'extra' tasks that Army units are expected to perform. These tasks could be almost anything, from assisting the local

---

<sup>13</sup> Clayton, G (ed). *New Zealand Army: A History from the 1840's to the 1990's*, Christchurch: New Zealand Army, 1990, 155.

<sup>14</sup> Millen, *Salute to Service*, 362.

community, to maintenance of buildings and equipment, to participation in public or ceremonial events. One such task for 10 NZ Transport Company was providing a Vice-Regal Guard of Honour for the opening of Parliament in June 1963. Records show that whilst the Wellington wind tried it's best to liven up the event, the officers and soldiers of 10 Company, commanded by the OC, Capt C.M Dixon, represented both themselves and the Army well.<sup>15</sup>

As late as 1966, the numbers promised by National Service for the Regular elements had not eventuated. This, in concert with the training bill of the Territorial Force and the large number of Regular personnel serving in Malaya and Vietnam, inevitably meant "shortages in units, doubling-up of static and Field Force functions, and a lack of personnel readily available."<sup>16</sup> In August of that year, the Commander of the Central Military District wrote to Army HQ in Wellington expressing his concerns regarding the priority for filling essential vacancies within the RNZASC. He was concerned, in particular, with how RNZASC recruiting was viewed in light of the requirements to fill positions for service in Malaysia and Vietnam. He noted that "it is generally easier to enlist NZWRAC [New Zealand Women's Royal Army Corps] personnel than men and it is felt that if more NZWRAC vacancies were provided, particularly in the Driver trade, the manning position could be improved." His solution was to make a certain number of 'loan back' positions NZWRAC ones. However, "in the event of mobilisation any such field force appointments held by NZWRAC could be filled by TF personnel."<sup>17</sup> Any consideration of women being deployed on operations with the men was still a number of years away.

Around this time it also became clear that New Zealand's allies would no longer be prepared, as in the past, to provide logistic support for New Zealand combat

---

<sup>15</sup> 10 Transport Company, Photo Display, Opening of Parliament 20 June 1963.

<sup>16</sup> *Review of Defence Policy 1966*, 15.

<sup>17</sup> Letter from HQ CMD to Army HQ, 17 Aug 66, AD-W6, W2564, 30, 39/45/1.

troops overseas<sup>18</sup>. It therefore became somewhat of a priority to form, train, and equip units to provide enhanced logistic support, particularly the handling of supplies and ammunition, transport, and equipment repair. A new organisation was duly formed, the Logistic Support Group (LSG), which combined Regulars and Territorials in the same way as the Combat Brigade Group to ensure that it was equally ready for speedy deployment overseas.<sup>19</sup> As part of the Army's road transport capability, at various times in the 1960s and early 1970s, 10 Transport Company occupied an integral position within the LSG organisation.<sup>20</sup> Once again this provided the company with an operational and expeditionary focus, but also served to dilute somewhat any consistency in structure and organisational alignment. This was highlighted when, in April 1965, the Director of Supply and Transport (DST) at Army HQ wrote to his representatives attached to the Northern and Southern Military District HQs. He had observed that "RNZASC organisation within Districts/Command is built up of numerous RNZASC estbs [establishments] and loan back RNZASC personnel. The exact organisation within each district is not known by this directorate." Quite incredibly, the DST - responsible for all RNZASC personnel and functions within the Army - then asked the addressees to complete a chart explaining how his elements were actually structured!<sup>21</sup>

As a key component of the RNZASC in New Zealand, it could be said that 10 NZ Transport Company suffered from the reorganisation, restructuring and general organisational confusion of the early 1960's. Building a cohesive unit must have proved a real challenge in an environment where both the company's ability to remain effective and the morale and well-being of its personnel were tested by continual change. The introduction of these challenges occurred very early on when, owing to the requirement to support dispersed units, the transport

---

<sup>18</sup> Fenton, *A False Sense of Security*, 113.

<sup>19</sup> *Review of Defence Policy 1966*, 13-14.

<sup>20</sup> 'Supply and Transport Organisation – NZ Army', no date, Command and Organisation – NZ Army, VF, Defence Library, Wellington.

<sup>21</sup> Letter from Army HQ to DADSTs, 21 Apr 65, AD-W6, W2564, 30, 39/45/1.

platoons found themselves operating for prolonged periods away from the Company HQ at Linton Military Camp. In 1961 for example, a section from the Composite Platoon was stationed with the RNZASC elements in Burnham Camp.<sup>22</sup> Another example in that same year saw B Platoon permanently relocated to Trentham Military Camp from Linton, as most of its tasks were in direct support of Trentham and Fort Dorset transport platoons anyway.<sup>23</sup> The drivers arrived in Trentham to find they had been allocated a tin shed as their headquarters. Not only that, it was full of World War II-era gas masks for the population of Wellington. The masks were promptly loaded into trucks and taken away to be destroyed whilst the shed was fitted out as office space by members of the platoon with the assistance of a plumber and electrician from Corps of Engineers.<sup>24</sup> Questions were also raised regarding the availability of service housing in the Wellington area, but in true Army fashion a solution was already at hand: "Policy has been, and will continue to be, to post as many single men to B Pl as possible...Housing therefore will be a minor problem only."<sup>25</sup>

By 1964, 10 Transport Company (GT)<sup>26</sup> as it was then called, was part of the LSG, consisted of Regular and Territorial personnel, and continued to expand in terms of function, responsibility and geographic location. Functionally divided into three components – Transport, Supply and Catering – 10 Company now had elements in Linton, Palmerston North, Trentham, New Plymouth and Taumarunui. The Linton and Palmerston North element consisted of Company HQ, a static transport element, two transport platoons (A and C), a supply section and a catering section. Also under a command and control arrangement were the transport, supply and catering elements of the 'Linton Platoon' of the Central Military District (CMD). 'B' Platoon remained in Trentham, also assuming the command and control function of the CMD 'Trentham Platoon,' whilst the

---

<sup>22</sup> Letter from OC A Sect, Comp Pl to OC 10 NZ Tpt Coy, 30 Oct 61, AD-W6, W2564, 30, 39/45/1.

<sup>23</sup> Letter from Comd CMD to Army HQ, 25 Oct 61, AD-W6, W2564, 30, 39/45/1.

<sup>24</sup> Philip correspondence, 6 September 2010.

<sup>25</sup> Letter from HQ CMD to Army HQ, 29 Nov 61, AD1, 1, 1501, 228/10/14.

<sup>26</sup> The letters 'GT' stood for General Transport.

new 'D' Platoon operated as a combined Regular/Territorial unit based out of New Plymouth. Also now included was 2 Independent Transport Platoon (Tipper), based in Taumarunui, under command in peace time.<sup>27</sup> Additionally, the company was also tasked with being prepared to provide a reduced company HQ and a transport platoon for a new conceptual organisation, the 'Advanced Logistic Support Force' (Adv LSF), "organised to produce an all Regular advanced element available for deployment at short notice."<sup>28</sup>

Routine for the RF members of 10 Transport Company consisted primarily of tasks in support of the LSG. Transport training was also conducted regularly, sometimes with surprising results. Jim Young recalls a time when, as a young Platoon Commander, he lead A Platoon on a convoy drive along Foxton Beach, only to get most of the vehicles stuck in sand with the tide coming in. Luckily, they managed to extract the vehicles with a winch truck hastily deployed from Linton. Such was A Platoon's gratitude towards their leader, from that point on, Young would regularly find his MGB sports car residing in different locations from where he had parked it. Not making a connection at the time, he only realised some years later that the effected troops used to take it for joy rides in his absence!<sup>29</sup> Typical tasks for the company over this period involved transportation of bulk stores or ammunition, recruiting activities in rural areas, a great deal of convoy driving – with and without sand - and exercises to practice procedures in a field environment. As a consequence, many of the company found that they were away from home for large portions of the year, making life that much more difficult for those company members with wives and families. In his farewell speech in 1968, the OC, Major Bob Tanner summed it up well: "I

---

<sup>27</sup> Army 209/1/125/SD dated 4 October 1963, Command and Organisation – NZ Army, VF, Defence Library, Wellington.

<sup>28</sup> Army 209/1/125/SD dated 4 October 1963, Command and Organisation – NZ Army, VF, Defence Library, Wellington.

<sup>29</sup> Young correspondence, 8 November 2010.

thank the families of the members of 10 Transport Company. Your place is the same as mine. Daddy is the man in the photo that sits on the fridge.”<sup>30</sup>

On 8 October 1966, 10 Transport Company, as part of the wider RNZASC, was granted the Freedom of the Borough of Taumarunui. The King Country and Ruapehu districts had for many years proved a fertile recruiting ground for the Army, particularly as Waiouru Military Camp was in such close proximity, so civil-military relationships within the area were well established. In addition, the Territorial Force 2<sup>nd</sup> Independent Transport Platoon (Tipper), now part of 10 Company, was based in Taumarunui. The granting of the freedom charter – which continues to hang in the ‘Playtime Room’ of the Trade Training School at Trentham Military Camp – was the formal culmination of an informal relationship which had developed over a period of time between the people of Taumarunui and the Corps. It entitled the RNZASC “the right and privilege, without further permission being obtained, of marching at all times when such processions are approved with drums beating, bands playing, colours flying, bayonets fixed and swords drawn, through the streets of the Borough of Taumarunui.”<sup>31</sup>

During the week prior to the Charter Parade, members of 10 Transport Company performed and enjoyed their first taste of ‘freedom’ at ceremonies in Taumarunui, including a mayoral review and a welcome onto the Ngapuwaiwaha Marae.<sup>32</sup> From that time on it became an almost annual event for a representative group from the RNZASC from all regions to exercise the Charter, marching through the town to lay a wreath at the Taumarunui War Memorial and participate in sporting and other activities. When the RNZASC was disbanded in 1979, the ‘freedom’ and its incumbent entitlements were

---

<sup>30</sup> Mottram correspondence, 25 September 2010.

<sup>31</sup> Army 279/1/21/SD (Coord), New Zealand Army Quarterly Liaison Letter, No. 71, 1 Jul-30 Sep 66, Defence Library, Wellington and the RNZASC Freedom of the Borough of Taumarunui Charter (original), dated 8 October 1966.

<sup>32</sup> *The Daily News*, 8 October 1966.

passed on to the Royal New Zealand Corps of Transport (RNZCT), which continued the tradition right up until its own demise in 1996.

Meanwhile, at the strategic level, the latter part of the 1960s was marked by important events and great change. The most notable was New Zealand's involvement in the United States-led Vietnam War and the withdrawal of British Forces from South East Asia. At Army General Staff in Wellington, these events were the catalyst for change, turning talk towards the requirement to develop a planning policy independent of the United Kingdom and the need for increasingly closer coordination with Australia and the United States. Unquestioning acceptance of British unit establishments, doctrine and equipment was no longer prevalent, as the emphasis gradually shifted toward the need for "standardization and compatibility with United States and Australian Forces."<sup>33</sup>

At the unit level, the American influence gradually began to make an appearance. In late October 1966, the President of the United States of America, Lyndon Johnson, visited Wellington. For the duration of the visit, 10 Transport Company personnel mounted a quarter-guard on Government House and assisted with lining streets, traffic control and baggage parties.<sup>34</sup> On a wider scale, US pattern web equipment was issued to all ranks within the Combat Brigade Group and LSG (including 10 Transport Company), the US AR15 (M16) Armalite rifle was issued to select New Zealand elements overseas, and logistic support agreements were established to source stores and parts through US service channels in order to maintain American equipment.<sup>35</sup> Some at the time speculated that this new relationship with the US would create an 'Americanisation' of the New Zealand Army, but although appreciative of the

---

<sup>33</sup> Army HQ, 'Reorganisation of Army Headquarters', 27 Sep 68, ABFK, 7494, W4948, 214, 50/6/3.

<sup>34</sup> Army 279/1/21/SD (Coord), New Zealand Army Quarterly Liaison Letter, No. 72, 1 Oct-31 Dec 66, Defence Library, Wellington.

<sup>35</sup> Army 279/1/21/SD (Coord), New Zealand Army Quarterly Liaison Letter, No. 66, 1 Apr-30 Jun 65, Defence Library, Wellington.



new US kit, at the 'coalface' these events had little impact on the daily operations of 10 Company. Certainly the Vietnam commitment absorbed the attention of the Regular personnel, but it did little to directly affect the peacetime status quo. This was assisted by the fact that no RNZASC units deployed to Vietnam as collective entities, so, in New Zealand, the support organisation and procedures remained primarily British in origin. Other than several varieties of US-type jungle green uniforms being worn, any direct or indirect 'Americanisation' failed to occur. That said, a limited number of personnel within 10 Company did eventually get to experience the American 'way of war' as, in the late 1960s, several individuals completed tours of duty with the New Zealand infantry companies, artillery batteries, or support units in the Vietnam theatre.

A contributing factor in the RNZASC's 'Britishness' was the acquisition in the 1960's of some new British vehicles built under license in New Zealand. The 4-ton GS Bedford Cargo trucks, or 'RL',<sup>36</sup> had their bodies prefabricated in Dunedin and shipped north and assembled on the chassis at Trentham. Approximately 320 were produced over a number of months, at the rate of about 20 per month.<sup>37</sup> The RL's were a vast improvement over the old Chevrolet 4x4 and GMC 6x4 trucks. Able to carry 4 short tons of stores or 18 fully equipped soldiers, many drivers agreed that the new RLs "were a dream to drive", particularly cross country.<sup>38</sup> The RL was four wheel drive and powered by 4.9 litre petrol engine. It had a four speed manual transmission and could be fitted with a 5000kg capacity winch if required. The two-door cab and rear cargo body were all-steel construction, with the rear having the option of droppable sides and tail-gate along with fold-down troop seats and a removable canopy.<sup>39</sup> Different specialist variants were produced over time including recovery vehicles, dump trucks and fuel carriers, but for the most part, the standard

---

<sup>36</sup> The weight referring to its rated cross-country payload weight.

<sup>37</sup> Army 279/1/21/SD (Coord), New Zealand Army Quarterly Liaison Letter, No. 67, 1 Jul-30 Sep 65, Defence Library, Wellington.

<sup>38</sup> Mottram correspondence, 25 September 2010.

<sup>39</sup> 'RL Bedford: 1959-1989', *Army Sustainer*, Issue 2, August 2010, 41.

General Service (GS) version was to dominate. With so much utility, the RL was to remain the primary workhorse of 10 Transport Company until 1989.

One consistent influence over this period, which did counter the British sway somewhat, was the increasing Australian impact on structure, doctrine and equipment of the New Zealand Army at the battalion level and below. This was doubtless exacerbated by the integration of the New Zealand sub-units into larger Australian units in Vietnam, and the loss of British support as they scaled down their forces in the region.<sup>40</sup> The Australian influence in 10 Company primarily came in the form of doctrine, or more specifically: tactics, techniques and procedures. Australian publications on transport and supply operations began to appear in the RNZASC School and select officers and senior non-commissioned officers attended courses with the Royal Australian Army Service Corps (RAASC) in Australia and South East Asia. As a consequence, Australian course content and procedures became integrated into various New Zealand course curricula. Over time these procedures, only slightly different from standard British doctrine, would become the norm.<sup>41</sup>

On another front, the catering function within 10 Transport Company also began to benefit from contact with different allies. In late 1966, discussions between the Army, the Ministry of Defence, and the Tourist Hotel Corporation resulted in a scheme whereby selected Army apprentice chefs would receive additional specialist training experience in various Tourist Corporation Hotels for a period of six months. The selected apprentices would continue to be paid and administered by the Army but were under the technical control of the Hotel Manager. Much to the envy of their more senior catering comrades, several 10 Company apprentice chefs were fortunate enough to participate in this scheme.

---

<sup>40</sup> Fenton, *A False Sense of Security*, 145.

<sup>41</sup> New Zealand Army Publications Website (internal DIXS intranet), NZ P50 Land Operations Doctrine, <http://reference/army-doctrine/NZ%20P50%20Part%202/Transport.aspx> (accessed 25 August 2010).

Whilst their peers undertook their training in the camp and field kitchens at Waiouru or Linton, the selected few dutifully, and somewhat smugly, completed their time in luxurious hotels located at Waitangi, Wairakei, the Hermitage, Lake Te Anau or Lake Wanaka.<sup>42</sup>

Opportunities such as these afforded to the young cooks and stewards of the RNZASC, reflected the change and transition that existed within the Army in the latter part of the 1960s. Not only were the various units of the Field Force adapting to external influences, but so too were the responsibilities and functions of the more 'domestic' Army units. Since World War II, the static New Zealand Army organisation had been based on three geographic districts, each of four areas. In the late 1960s however, two major factors began to emerge which required the reappraisal of how static support functions were configured. The first of these was the increasing demand for the deployment of Regular Force personnel overseas, together with their continuous replacement, and the second, was the development of improved communications within New Zealand.<sup>43</sup> This latter point made the command and control of dispersed units much easier, negating the need for so many HQ and signaling that a further organisational Army shake-up was 'in the wind'.

Another reorganisation meant that, for 10 Transport Company, the 1960s would end as they had started, with change. The problem with change however, is that it brings with it elements of confusion, uncertainty and readjustment, all of which take their toll temporarily on efficiency and effectiveness. Moreover, it also effects the personnel that have to implement the change and operate within it, willingly or otherwise. So within this context of continual change throughout the decade, the members of the newly reformed 10 Transport Company must have been challenged in establishing their operational and organisational reputation.

---

<sup>42</sup> Army 279/1/21/SD (Coord), New Zealand Army Quarterly Liaison Letter, No. 72, 1 Oct-31 Dec 66, Defence Library, Wellington.

<sup>43</sup> Army HQ, 209/1/129, 11 Jan 68, ABFK, 7494, W4948, 214, 50/6/3.

The Korean legacy and initiatives resulting from the *Review of Defence 1958* created a start point, but from that point on, somewhat ironically, it seems the very schemes designed to improve support to the Army did just the opposite. The adverse effects caused by the realities of National Service, organisational change and the requirement to operate dispersed platoons, must have impacted on the company's ability to function well. Add into the mix the infusion of US, British and Australian influences, the introduction of new equipment and vehicles, and the added pressure of providing trained personnel for deployment to South East Asia, and one can start to appreciate some of the difficulties faced. Despite this, the evidence suggests that, just as their forebears had done, in typical Kiwi fashion the officers and soldiers of 10 Transport Company just 'got on with the job'. In doing so, their professionalism, 'can-do' attitude, and strong *Esprit de Corps* can characterise the company at this time. At is transpired these traits would prepare the company well for the trials and tribulations yet to come in the 1970s, and also contribute to an enduring legacy.

## Chapter Four

### 1970-1979: Change Aplenty

As expected, the advent of the new decade also saw the advent of a new Army organisation. The legacy tripartite military district system used to administer and group the peacetime Army was abandoned and, in its place commencing 1 June 1970, District HQ and units regrouped into combined entities. Under a new 'Defence HQ' and 'Army General Staff', two functional, rather than geographical, commands were formed: HQ Home Command and HQ Field Force Command.<sup>1</sup> HQ Home Command was located in the old CMD HQ premises and was responsible for those elements proving base support functions, such as training schools, repair facilities, stores depots and kitchens. HQ Field Force Command, based in Auckland, assumed responsibility for the administration and command of all "operational units which would be deployed overseas to meet any operational commitment."<sup>2</sup>

For 10 Transport Company, most change was minor. The company remained under command of the LSG component of Field Force Command, and maintained control over the Linton and Trentham Platoons – formally belonging to HQ CMD – with their base support functions. Naming conventions were the only real alteration, with the company now once again re-titled '10 Transport Company (GT)' and the Composite Platoon renamed the 'Supply Platoon', to better reflect their role in supporting the Field Force Command units.<sup>3</sup> However, outputs and expectations were defined more clearly, with the scope of likely tasks outlined to all RNZASC transport commanders. These included, but were not limited to: movement of supplies, ammunition, POL, water, engineer and ordnance stores in the forward area; movement of general stores and equipment

---

<sup>1</sup> Army HQ, 5/11/7/SD, 18 May 70, ABFK, 7494, W4948, 214, 50/6/3.

<sup>2</sup> Army Information Service Press Release, 'Army Reorganisation', 4 Aug 70, Command and Organisation – NZ Army, VF, Defence Library, Wellington.

<sup>3</sup> Army HQ, 5/11/7/SD, 18 May 70, ABFK, 7494, W4948, 214, 50/6/3.

on the Lines of Communication; movement of engineer plant and armoured vehicles; operation of a pool of dump/tip trucks; operation of ambulances for evacuation of casualties by road; operation of petrol and water tanker vehicles; operation of a pool of staff cars; operation of a pool of buses and omnicoaches; and movement of containers.<sup>4</sup>

Then, in 1972, Norman Kirk headed the newly elected third Labour Government and committed to ending compulsory national service. As of 1 January 1973, the Territorials were once again to be volunteers, a change not altered when the Muldoon National Government swept back to power in 1975.<sup>5</sup> Over the ten years of its existence, the National Service Scheme had produced mixed results. Ultimately, it did succeed in its primary purpose to provide men for the Territorial units. Where it was not so successful, was in filling the Regular ranks. Not seen as an attractive proposition, very few National Servicemen exercised the option to complete their service in the Regular units, preferring instead to 'do their time' in the Territorials.<sup>6</sup> This of course did not help the already undermanned establishments of the Regular units, whose ranks were already depleted from filling operational appointments overseas and, somewhat ironically, from providing instructors to Army schools training the National Servicemen.

Another, rather indirect consequence of National Service was the dramatic drop in Territorial volunteers. Although no literature has been forthcoming on the exact reasons why volunteering declined, in his book *A False Sense of Security*, Damien Fenton posits two compounding and influential factors that could be considered. He highlights that one of the negative impacts to recruiting lay in the requirement for volunteers to meet the same 14 weeks whole-time, and 20 days part-time training commitment as the National Servicemen. This perhaps detracted from the special sense of satisfaction, pride and recognition one might

---

<sup>4</sup> 'The Role of the Royal New Zealand Army Service Corps in the Modern Army', New Zealand Army pamphlet, circa 1972.

<sup>5</sup> Clayton, *New Zealand Army*, 156.

<sup>6</sup> Fenton, *A False Sense of Security*, 156.

hope to experience as a volunteer. Another dissuader may have been the prospect of serving alongside conscripts, which caused the sense of *Esprit de Corps* – that has always helped to inspire and motivate volunteers – to lose its lustre for some who may have otherwise joined.<sup>7</sup>

Anxious to avoid a repeat of the exodus experienced at the cessation of CMT, the Army revised the conditions of service for its part-time officers and soldiers to better reflect changed community attitudes, expectations and modern lifestyles. Under the 'Territorial Force Volunteer Scheme', a certain amount of flexibility was introduced whereby volunteers had selective options as to when and how they would meet their military training obligations. Following 12 weeks' 'whole-time' training – in two 6-week blocks or as a 12-week continuous period – volunteers would be required to complete 20 days 'part-time' training annually. Of this, a minimum period of 14 days was to be spent 'in camp', learning and practicing the fundamentals of soldiering in a collective environment. Ironically, 'in camp' training more often than not was conducted on Annual Camps and exercises in the field. A volunteer would need to complete their 20-day minimum requirement to be deemed 'efficient' for the year, thereafter qualifying for a tax free gratuity payment and a free travel warrant for himself and his family from his home to any place in New Zealand.<sup>8</sup>

Despite the incentives, by the mid 1970s the Territorial Force was in decline. Throughout the 1960s and 1970s, a large component of 10 Transport Company consisted of Territorials, either as individuals within the Regular platoons, or as formed bodies under the company command umbrella. In fact, for large portions of this period, Regular personnel within 10 Company were in the minority. By the early 1970s, this was compounding difficulties for the Regulars. Not only were the overall numbers of personnel decreasing due to the demise of National

---

<sup>7</sup> Ibid., 157.

<sup>8</sup> 'Backyard Brief: The New Zealand Volunteer', Army General Staff, 8 August 1973, NZ Army – Territorials, VF, Defence Library, Wellington.

Service and the declination of the Territorial Force, the second order effects of the Army's continued involvement in South East Asia were becoming apparent. Like other units remaining in New Zealand, 10 Company struggled to acquire serviceable stores and equipment, as most of the 'better' gear was sent straight overseas. The "uniforms were shit"<sup>9</sup> and many were forced to purchase at their own expense US issue clothing items or 'dacrons' brought back to New Zealand by those returning from Singapore and Vietnam. As public opposition against the war in Vietnam intensified, new restrictions were introduced and enforced. Under no circumstances were uniforms to be worn into town, no Army vehicles other than CL were to be driven through large built up areas, and ceremonial events were curtailed. In this environment, maintenance of morale amongst the officers and soldiers was tested. Something was needed to reinvigorate the drivers, show them that their service to their nation was valued, and, at the very least, provide a distraction from the realities of the home front. Enter, the 'DOTY'.

In 1972 Corporal Frank Varga from 10 Transport Company (GT) became the inaugural winner of the RNZASC National Driver of the Year (DOTY) Competition. Perhaps the competition was a sign of things to come, as a decade later Varga had risen to the position of Squadron Sergeant Major. Conducted all but six times over its 38-year history, the DOTY Competition is recognised as an annual calendar event that "promotes the New Zealand Army's commitment to professionalism and road safety on a scale unequalled in the New Zealand transport industry."<sup>10</sup> The competition is run as a series of stands, incorporating skill tests such as cross country driving, loading and lashing, mechanical servicing, safe and skilled driving circuits and road drives using heavy and light vehicles. There is often also a theory test and, in later years, a mystery event, which could include anything from cooking a ration pack meal, to identifying

---

<sup>9</sup> Stubbs interview, 13 September 2010.

<sup>10</sup> Trade Training School, '32<sup>nd</sup> National Driver of the Year Competition 2010' Handbook, Wellington: Trade Training School, 2010, 3.



military aircraft. Traditionally the competition is administered by the Army's transport training and education component and is supported by its senior officers and Warrant Officers associated with the driver trade. In addition to providing a means to identify the Army's most skilled and knowledgeable driver in any given year, the competition also aims to encourage junior soldiers to attain the highest standards of skill and proficiency as Driver Trade professionals. An additional benefit is the ability for unit commanders and school staff to observe and measure current competency across a wide range of personnel serving in different units. At the forefront of the competition nearly every year, entrants from 10 Transport Company have won the competition more times than any other unit.<sup>11</sup>

While the success of the DOTY was still fresh in the minds and collective 'smugness' of the company, later that year Lieutenant Stu Stubbs and a number of others were selected to form part of the first contingent to deploy as the New Zealand Antarctica Support Group (NZASG), based at McMurdo Station, Antarctica. The New Zealand Defence Force had been involved in operations supporting the Antarctic programme for a number of years but, as relationships matured and responsibilities changed, it now fell on the RNZASC to provide air cargo handling and ship unload teams at McMurdo Station. The provision of air movements personnel and stevedores meant considerable savings for the US Antarctic Program in manpower and travel costs. It also provided excellent training and experience for RNZASC personnel. The teams worked under pressure of time, often in unpleasant conditions for long hours.<sup>12</sup> Since the inaugural 1972-73 season, numbers of deployed personnel and specific roles have fluctuated to now include a much broader representation from across the NZDF.

---

<sup>11</sup> Ibid., 4.

<sup>12</sup> Cowie, J.W. 'The New Zealand Defence Forces Contribution to the New Zealand Antarctic Programme', Commandants Paper, RNZAF Command and Staff College, 1987, 6.

Typically, the NZASG has been based out of the American-run McMurdo Station – known locally as Mactown or Dirt Town due to its frontier-town appearance<sup>13</sup> – and would support the Americans for six months of the year, usually in two 3-month rotations. The teams would average around 20 NZDF personnel. The air cargo handlers were employed working on the 8-foot-thick ice runway, helping to load and unload aircraft used to ferry stores, equipment and personnel to and from the Christchurch end of the operation, Harewood. Each team usually also included air dispatch qualified personnel to assist with air drops to field parties out on the continent.<sup>14</sup> Forty seven nations have signed the Antarctic Treaty, of which about 20 have permanent bases manned year round. Several others have seasonal summer camps so there can be anything up to 40 bases and camps scattered around the ice continent over the summer months that require support.

When the ice runway thins as the season progresses, ice breaking ships clear a channel right up to the base allowing other ships to transfer cargo by sea. Cargo consists of anything from scientific equipment to building materials to ice samples to garbage. ‘Garbage’ takes on a special significance at McMurdo when, due to the special environmental concerns, refuse must be separated into several different categories and stored accordingly. Everything is then transported to the United States for recycling, even human effluent.<sup>15</sup> Even after nearly forty years of deploying personnel to provide support to the New Zealand Antarctic Programme, there still exists an unspoken respect for those who have ‘gone to the ice’. This is reflected in an almost universal desire by all current members 10 Transport Company to deploy there, and a sense of history and responsibility that goes with it. By way of a constant reminder, the flag of the first NZASG contingent which deployed in 1972 – which has been flown at the South Pole – hangs proudly in 10 Transport Company’s ‘Korea Room’ today.

---

<sup>13</sup> *Army News*, ‘Life on the ice at the bottom of the world’, Issue 113, 23 August 1995.

<sup>14</sup> Press Release, ‘New Zealand Military Support to Antarctica’, no date (circa 1990).

<sup>15</sup> *Army News*, “Life on the ice at the bottom of the world’, 23 August 1995.

In tandem with the usual transport support provided to units and camps, the period of the early 1970s also saw a number of memorable tasks conducted by the company as a means of offering some variety for the drivers, as well as adding some training benefit. An example of these tasks involved moving a pre-fabricated bridge from Linton Camp to Imjin Camp in the Waiohuru training area. Another saw members of the company transport the cabs and chassis of the new International Ambulances from the Wellington wharfs to Sylvia Park in Auckland. A third task was delivering the new Series 2 'Skippy' Landrovers to units all over the country.

Yet although these and other tasks were welcomed as 'something different', occasionally it was what went wrong that would single them out as special and provide the greatest recollections. Stu Stubbs relays the story of when, upon entering his A Platoon office one day, he found a lamb tied to his desk by a piece of string. After some enquiries were made, it transpired that the lamb's mother had been hit and killed by one of the company vehicles conducting a task the previous day. Not wanting to leave the orphan lamb, the driver had brought it back to Linton Camp. The lamb very quickly became the A Platoon 'lawnmower', keeping the grass trimmed around the flagpole for a number of months until succumbing to the needs of a platoon *hangi*.<sup>16</sup>

Another memorable tale involves a task of the delivering replacement vehicles. On the way to the new owner unit, one of the drivers from 10 Transport Company accidentally rolled the brand new Landrover he was driving, causing a large amount of superficial panel damage. Luckily, following along behind the convoy was an RL Bedford from 10 Company. With great haste, and before anyone could see, the damaged vehicle was loaded onto the back of the RL, covered by the canopy, and secreted back to Linton. There, it received some expedient repairs at the 10 Transport Company Workshops and was quickly

---

<sup>16</sup> Stubbs interview, 13 September 2010.

repainted by the industrious drivers. The Landrover was dutifully delivered to its new owners the next day. They were, not surprisingly, none the wiser.<sup>17</sup>

In 1974, 10 Transport Company again featured tentatively, and unofficially, as part of the New Zealand Army footprint overseas. Following the disbandment of ANZUK Force<sup>18</sup> in Singapore, a New Zealand transport platoon was to be formed to support a new organisation, the New Zealand Force South East Asia (NZFORSEA). Those RNZASC transport personnel previously attached to ANZUK units would provide the manpower, with vehicles and equipment provided from New Zealand. A number of RL Bedford trucks were promptly loaded in New Zealand and began their long sea voyage to their new home in Singapore. Unfortunately, and unbeknownst to their new owners, the vehicles had been loaded as deck cargo for the journey. The error of this only became apparent when all had to be completely rewired on arrival due to corrosion and salt water contamination.

Already in Singapore with the ANZUK Base Transport Unit, Lieutenant Kevin Philip was selected as the new platoon commander. The official name for the new platoon was to be the New Zealand Transport Platoon, but between Philip and Major Wally Fraser (formally of 10 Company RNZASC in Korea) who was serving on the Brigade HQ staff, they convinced Brigadier Kennedy, the New Zealand Force Commander, that they should be called 'E' Platoon. The rationale behind this was a mixture of tradition and precedent. During the Korean War, the 10 Company RNZASC platoons – A, B, C and D [Composite] – were all formed overseas and disbanded overseas. Since that was deemed the most likely fate for the new transport platoon in Singapore, naming it E Platoon seemed a good option.<sup>19</sup> As it eventuated, the moniker was never officially sanctioned and the

---

<sup>17</sup> Stubbs interview, 13 September 2010.

<sup>18</sup> A composite force based on the Australia, New Zealand, United Kingdom (ANZUK) Security Treaty.

<sup>19</sup> Philip correspondence, 5 September 2010.

platoon was subsumed into a new and larger element, the New Zealand Transport Squadron.

Back in New Zealand, the vehicle fleet at 10 Transport Company had been progressively changing over time. International Ambulances and Series 2 'Skippy' Landrovers began to make an appearance, then, in 1976, a heavy transport capability was introduced in the form of the AM General M818 prime mover tractor units and an assortment of trailer combinations. 10 Company received seven of these which were to remain in service for some years. Unique to the unit, the large M818s were General Motors-designed heavy articulated trucks, developed specifically to haul loads across unimproved terrain. These diesel-powered tractor units had six wheel drive and could be coupled to 15 ton capacity stake trailers for the cartage of stores, low-bed trailers for the cartage of plant and armoured vehicles, 5000 US gallon fuel tank trailers, or large capacity van trailers.<sup>20</sup> Each tractor unit was also equipped with a winch for self recovery, which was a new concept enthusiastically welcomed by the drivers.

The latter half of the 1970s was, by and large, spent growing the company, refining procedures and conducting a variety of live tasks and training activities around the North Island. In May 1977, the 10 Company deployed on Exercise Thunderball III<sup>21</sup>, a convoy driving exercise conducted throughout the back roads of the East Coast region. Timed to carefully coincide with the establishment of the new TF 'C' Platoon in Napier, one of the aims of the exercise was to attract recruits.<sup>22</sup> The following month, 10 Transport Company was again tackling the roads of the East Coast, this time providing transport assistance to the City of Gisborne during a state of emergency caused by flooding. A few weeks later the company found itself once more providing civil

---

<sup>20</sup> Army Information Service Pamphlet, '10<sup>th</sup> Transport Company Royal New Zealand Corps of Transport', n.d.

<sup>21</sup> Exercises Thunderball I and II were conducted in 1967 and 1969 respectively.

<sup>22</sup> 10 Tpt Coy G/22 'Exercise Thunderball III General Instructions' dated 20 May 1977, 10 Transport Company History Sheets, May 1979.

defence assistance, this time in Wellington, in the form of vehicles to transport stranded commuters.<sup>23</sup>

Ongoing operational training and small field exercises were also a regular feature of company routine throughout this period. Usually lasting a week or two, the field exercises and their associated build-up training focused on Corps specialist skills, i.e. those skills required to be proficiently executed by drivers in times of war. Skills covered included route reconnaissance, cross country driving and navigation, vehicle recovery, day and night convoy driving, deployment drills and operation of distribution points. Also involving the TF members of the company whenever possible, specialist training was conducted all over the North Island.<sup>24</sup> In addition, individual skills-based training such as vehicle operator courses and Heavy Trade (HT) licence training were run on behalf of the RNZASC School to qualify company personnel and others from the region.<sup>25</sup> For the TF, night parades were held in home locations, usually with an emphasis on some particular military skill. Topics such as 'weapon drills', 'operation of the ANPRC 77 set'<sup>26</sup> and voice procedures' or 'air photograph reading'<sup>27</sup> not only kept the interest of the assembled part-time soldiers, but also prepared them for longer periods of instruction such as training weekends or Annual Camps.

Throughout the 1970s, Annual Camps held particular importance in 10 Transport Company's training regime. Conducted all over the North Island, the camps were the one opportunity each year that the bulk of the company, RF and TF, could deploy as one cohesive entity. Size, locations and themes varied from year to year, however the instruction and practice of basic transport operations – the driver's 'bread and butter' – remained a constant feature throughout. Once a

---

<sup>23</sup> 10 Transport Company History Sheets, June 1979.

<sup>24</sup> 10 Transport Company History Sheets, various 1977-1979.

<sup>25</sup> 10 Transport Company History Sheets, September 1978.

<sup>26</sup> A military grade UHF radio set, common across the Army.

<sup>27</sup> 10 Transport Company History Sheets, July 1978.

base camp was established, training would begin. Common tasks would include cargo carriage and troop lifts, deployment drills, operation of Distribution Points (DP), navigation, convoy driving, cross-country driving, vehicle recovery, and vehicle servicing and maintenance. When the opportunity arose, other training was conducted such as helicopter marshalling drills or receipt of air-dropped supplies, and each exercise nearly always concluded with a tactical phase designed to test the skills learned or refined over the training phases.<sup>28</sup> In 1978, the Annual Camp was held in the Taupo area while the following year, Gisborne again featured as the company deployed to Muriwai Beach. To add a little variety, this Annual Camp included support to 7<sup>th</sup> Wellington Hawkes Bay Battalion (7WnHB RNZIR) Colours Parade and, much to the chagrin of those present, a Required Fitness Level test.<sup>29</sup> Despite this, the varied and interesting training over these few years saw the company strength steadily grow in numbers to peak at 328 all ranks, both TF and RF.<sup>30</sup>

For some, Annual Camps were a “great holiday”<sup>31</sup>, providing a break from the routine and a chance to have some fun. In 1976, on his first Annual Camp as the new OC, Jim Young decided to embrace the latter. During an LSG Command Post Exercise (CPX), he witnessed his compatriot Rod McGill, OC 21 Supply Company (21 Sup Coy), lounging outside his HQ tent in the sun. Pretending to be an operations officer from the LSG HQ, he proceeded to send the sunning Supply Company OC a continuous stream of fictitious and demanding exercise problems to keep him out of his sun chair. Unfortunately, McGill complained to HQ LSG about his disproportionate workload and Young had his first ‘visit without coffee’ to the Commander LSG, Colonel (later Lieutenant General Sir John) Mace.<sup>32</sup>

---

<sup>28</sup> 10 Transport Company History Sheets, August 1978.

<sup>29</sup> 10 Transport Company History Sheets, February 1979.

<sup>30</sup> 10 Transport Company History Sheets, February 1978.

<sup>31</sup> Young interview, 9 December 2010.

<sup>32</sup> Young correspondence, 8 November 2010 and interview, 9 December 2010.

Whether it was Annual Camps or weekend training, given that heavy vehicles and their operation is the *raison d'être* of 10 Transport Company, emphasis was made with regard to their care. Prior to embarking on any activity, all vehicles were cleaned, refueled, components checked and all documentation confirmed as up-to-date. An inspection was conducted and all minor repairs actioned, either by the driver or by the company workshops mechanics. In order to mitigate break-downs en route, each vehicle was equipped with a road kit (jack, block, jack handle, wheel brace and starting handle), a shovel, three petrol jerry-cans and a plastic jerry-can of water.<sup>33</sup> Not all training involved the use of vehicles however.

In June 1978, a LSG exercise – Exercise Tropic Kiwi – was mounted by 10 Transport Company in Fiji with the overall aim to familiarise selected RF and TF personnel in jungle warfare techniques. Commencing at the individual level and progressing to a platoon level tactical final exercise, 10 Company members got to experience the heat, humidity and immense difficulties of operating in jungle environments.<sup>34</sup> Ironically, whilst the training focused on countering small unit insurgency operations, the guiding doctrine of the time was still aimed at confronting “a conventionally equipped enemy force capable of gaining air parity/local air superiority.”<sup>35</sup> This example highlights the dilemma faced by many commanders and trainers across the Army at the time, having to choose between the official out-dated NATO-derived Cold War doctrine – designed to repel the Soviet hordes massing on the plains of Europe – and the more familiar low-level counter insurgency scenarios that had been the reality for the New Zealand Army in South East Asia. It was a dilemma that lasted for many years, well into the 1990s. Despite this, thanks to the efforts of the CSM, WO2 Pat Dillon, the training in Fiji was realistic and well conducted. Dillon was a

---

<sup>33</sup> 10 Transport Company AC/79 'Preliminary Instructions Annual Camp 1979' dated 17 Aug 78, 10 Transport Company History Sheets, August 1978.

<sup>34</sup> 10 Transport Company History Sheets, June 1978.

<sup>35</sup> 10 Tpt Coy G/232 'Regular Force Training Activities 1977/78' dated 10 March 1977, 10 Transport Company History Sheets, March 1977, 2.



decorated veteran of Malaya and Vietnam, who reveled in the harsh environment. This proved a much welcome relief to the OC, Major Jim Young, who, by his own admission, “was inclined to avoid the jungle proper and leave the hard training to the CSM!”<sup>36</sup>

Yet, those within the Profession of Arms realise that their responsibilities don’t lie solely in readying for war. Occasionally, other challenges must be confronted and tackled with as much determination and effort as leading a patrol through the jungle, or deploying vehicles following an enemy contact. Public duties are just one example of such challenges, and the members of 10 Transport Company regularly took their turn in the spotlight. Military vehicles always attract a crowd and so 10 Company were often tasked with supporting public events and representing the face of the Army. One example of this occurred in March 1979, when, before a capacity crowd of ten thousand, eight ¼ ton Landrovers from A Platoon “performed perfectly” in a synchronised driving display at the Wanganui Military Pageant at Cooks Gardens, the biggest ever staged in New Zealand.<sup>37</sup> Whilst impressive to watch, these activities also served to foster the sense of pride and grow the *élan* within the company. Fierce competition existed to be selected for the display team, as these events allowed the NCOs and drivers to show off their skills whilst having a great deal of fun in doing so.

ANZAC Day commemorations were another opportunity for 10 Transport Company to regularly put themselves on display. In the 1970s, ANZAC Days were habitually spent in the small Wairarapa town of Woodville. It was at Woodville, in 1979, that 10 Transport Company gained the distinction of mounting the first ever all-female cenotaph guard at an ANZAC Day commemoration service. Normally, the company would march down the main street and provide firing parties and catafalque guards when required. On one occasion, small town hospitality backfired when “one member of the firing party

---

<sup>36</sup> Young correspondence, 8 November 2010.

<sup>37</sup> 10 Transport Company History Sheets, March 1979.

was found to have had too much good cheer to be capable of taking part in the morning service!”<sup>38</sup> Events like this cemented the relationship between 10 Company and the residents of Woodville, so much so that, in 1977 the residents proposed that the freedom of borough be extended to the unit.<sup>39</sup> Approval was sought through official channels but it never eventuated. No record exists as to why the idea was not sanctioned, however, one could speculate that it was due to 10 Transport Company’s role within in the RNZASC, which was already exercising a Freedom Charter with the Borough of Taumarunui.

Meanwhile, in 1978 another Government White Paper – the *1978 Defence Review* – had sought to address the ongoing changes that were occurring in New Zealand’s strategic and domestic situation. It was particularly mindful of the thoughts and practices of New Zealand’s ANZUS partners, and expressed concern that New Zealand needed to remain aligned to their thinking. As a result of the review, a complete re-examination of the Army’s roles, functions and structure followed. The New Zealand Army organisation and structure would be significantly changed in line with a ‘core force’ theme, the aim being to be more clearly organised around operationally ready units, training and reinforcement units, and a framework force as a basis for expansion.<sup>40</sup> The major change to the wider Army was the merging of its operational functions, previously the responsibility of HQ Field Force Command in Auckland, and its base support functions, previously administered by HQ Home Command in Wellington. These two HQs and their functions were amalgamated into a single new organisation; HQ New Zealand Land Forces, located in Takapuna on Auckland’s North Shore.

The immediate impact of the change was a physical one, when the task of relocating HQ Home Command to Auckland became the responsibility of 10 Transport Company. Over a number of days, five M818s and panel vans were

---

<sup>38</sup> 10 Transport Company History Sheets, April 1979.

<sup>39</sup> 10 Transport Company History Sheets, April 1977.

<sup>40</sup> *1978 Defence Review*, Wellington: Government Printer, 1978, 31.

used to ferry office furniture, files, books and assorted office equipment from Buckle Street, Wellington, to Takapuna in Auckland. Wholly successful, the move was conducted on a continuous basis, with vehicle crews resting by day and driving at night.<sup>41</sup> Once it was established, under command of this new HQ would be three Task Force Regions, replacing the brigade group HQs and the LSG HQ. The 1<sup>st</sup> Task Force Region, based at Papakura Camp, was responsible for the upper half of the North Island. Based at Palmerston North, HQ 2<sup>nd</sup> Task Force Region was responsible for the lower half of the North Island, and the South Island became the 3<sup>rd</sup> Task Force Region with its HQ based in Christchurch. Given its locality at Linton Military Camp, under this new regime 10 Transport Company was absorbed by the 2<sup>nd</sup> Task Force Region.<sup>42</sup> But, for the members of 10 Company, 1979 was to prove memorable for quite different reasons.

On 12 May 1979, exactly 69 years after the RNZASC was first formed, it was dissolved. In its place two new Corps were formed along functional lines. These new Corps were the Royal New Zealand Army Ordnance Corps (RNZAO) and the Royal New Zealand Corps of Transport (RNZCT). Provision of fuel, rations and ammunition became the responsibility of the RNZAO, whilst transport and catering functions fell on the RNZCT. The transition made the RNZCT – now the second-largest Corps in the New Zealand Army – more compatible with its counterpart in Australia, which had been restructured along the same lines in 1973.<sup>43 44</sup>

Although viewed by some as a “retrograde step”<sup>45</sup>, the creation of the RNZCT made sense. The RNZASC had become somewhat of an anachronism, organisationally structured for an operational environment which was no longer

---

<sup>41</sup> 10 Transport Company History Sheets, March 1979.

<sup>42</sup> Wickstead, *The New Zealand Army*, 83.

<sup>43</sup> ‘Army welcomes new corps’, *Evening Star* (Dunedin), 10 July 1979.

<sup>44</sup> *1978 Defence Review*, 36.

<sup>45</sup> Young interview, 9 December 2010.

a reality and operating differently to that of New Zealand's allies. For 10 Transport Company, the creation of the RNZCT meant a number of changes. Firstly, there was yet another organisation and name change. The company would now form part of 2 Transport Regiment (along with 2 Composite Squadron and 2 Movement Control Unit) and was to be known thereafter as 10 Transport Squadron. Secondly, some internal realignment was also required. Linton Camp would continue to house the Squadron HQ, the Workshops, a transport troop (101 Troop) and a composite troop (105 Logistic Troop), responsible for catering and the commercial line (CL) vehicle fleet in Linton. 102 Troop, formally B Platoon, remained based out of Trentham, whilst C Platoon in Napier became 103 Troop. There also existed provision for another transport troop, 104 Troop, in the order of battle, however this was to be raised only in times of war.<sup>46</sup>

In order to commemorate the passing of the old Corps and to celebrate the arrival of the new, a parade was held on the School of Military Engineering parade ground in Linton Camp. The parade included a march past (also involving a number of the Squadron's vehicles), the reading of a proclamation from Her Majesty the Queen, and a short ceremony to change flags, RNZASC to RNZCT. That afternoon 10 Transport Squadron personnel enjoyed some organised potted sports and in the evening, the inaugural RNZCT Ball was held at the Awapuni Racecourse in Palmerston North. Other minor changes would also occur over time and more subtly. New hat and beret badges were issued, new regimental belts began to be worn and a lanyard in certain forms of dress was introduced to symbolise the lineage from the old Corps and the link with their British counterparts. New signs began to emerge around the Squadron HQ and new habits gradually started to form. No longer was answering the telephone as simple as offering a cheery 'A Platoon' or '10 Company'. The

---

<sup>46</sup> 10 Transport Squadron G/232 'General Instruction' dated 1 May 1979, 10 Transport Squadron History Sheets, May 1979.

building now resounded to new responses, ushering in the new era with '10 Transport Squadron!' and 'Hundredth and First Troop!'<sup>47</sup>

Finally, after what could be considered a very busy decade of change and readjustment, the 1970s culminated with the completion and opening of a long-awaited new building to accommodate the Linton based components of 10 Transport Squadron. Built by the sappers of 2 Field Squadron, Royal New Zealand Corps of Engineers (RNZE), the building, located at the western end of Linton Camp, was officially opened by the Colonel Commandant of the RNZCT, Lieutenant Colonel R.J. Walton, OBE, QPM, ED, on 3 November 1979,<sup>48</sup> and has remained the unit's home ever since. For the officers and soldiers of 10 Squadron, the opening of the new building must have felt like at least some stability could now be in the offering. So much of the status quo had altered through the decade that surety and 'settling down' were what was now required. Purpose built for the unit, the new building not only met the needs of the RF component, but also provided what could be termed a 'focal point' for the TF. Having this stability and assuredness could only have contributed further to the growing *Esprit de Corps* of the unit, already at a high level following the creation of the new and distinctive RNZCT. By allocating some effort and attention to 10 Squadron, the Army had achieved a win-win situation. Not only did it now have a unit well equipped, well housed and well organised, despite all the change and challenge of the 1970s it had in fact also grown the unit's self-confidence, its pride, and its *mana*. 10 Squadron was now well-sorted to enter the next decade.

---

<sup>47</sup> 10 Transport Squadron History Sheets, May 1979.

<sup>48</sup> A plaque commemorating the opening is located within the 10 Transport Company lines at Linton Military Camp.

## **Chapter Five**

### **1980-1989: New Vehicles and a New Focus**

By the early 1980s, the 10 Transport Squadron organisation now consisted of a squadron HQ, three transport platoons (2 x TF, 1 x RF) and an attached workshops of Royal New Zealand Corps of Electrical and Mechanical Engineers (RNZEME) personnel. Each transport platoon was made up of a platoon headquarters and five sections, each section being manned by eight soldiers and equipped with four trucks, either Bedford RLs or AM General M818s. Whilst providing commendable service for many years, most of the old vehicles were now starting to show their age and required replacement. As a consequence, three new Mercedes Benz truck variants were introduced Army-wide via a phased replacement programme, along with a new V8-engined Landrover. Central to the new acquisitions were the U1700L and U1300L Unimog, and the larger MB2228/41 and MB2228 35/S. In May 1983, the honour of displaying these vehicles to the public for the first time was accorded to 10 Transport Squadron, when examples of each variant of the new fleet appeared at Taumarunui during the Freedom of the Borough ceremonies.<sup>1</sup>

After being phased out following World War II, motorcycles were also reintroduced around this time as a cheaper and more agile alternative for command and control functions whilst en route or deployed. Ten different varieties of motorcycle were trialed and the Honda XL250 eventually selected to join the Army inventory of operational vehicles. It was quickly realised however that, as an organisation, the Army lacked any depth of knowledge or experience in motorcycle operation. Coming to the rescue, the Ministry of Transport offered its expertise. For two weeks, senior RNZCT driving instructors, including representation from 10 Transport Squadron, were taken through their paces on the bikes in the hills around Trentham. When the new machines started arriving

---

<sup>1</sup> Army Public Relations Office News Release, 'Transport Corps to exercise the Freedom of the Borough of Taumarunui', 22 March 1983.

at Linton in late 1983, they were ready, and the up skilling of all ranks to two wheeled soldiering began in earnest.<sup>2</sup>

Meanwhile, although the addition of new trucks and light vehicles to the fleet were welcomed by all ranks, the 'down' side to their arrival was the training burden that came attached to them. Each vehicle required conversion and familiarisation training until operators were proficient in their use, day and night, over all road and terrain types. Whilst a reasonably straightforward task for the drivers of 10 Transport Squadron, members of other units within Linton that had received the new vehicles were required to receive the same training as well. Although not an onerous task, the duration of each familiarisation course was approximately 10 days, necessitating the driving instructors – most of 10 Transport Squadron's NCOs – to be away from the unit for extended periods. As anyone who has served can testify, when the bulk of a unit's key leadership is absent for any length of time, something has to give. In 10 Squadrons case, that 'give' was operational effectiveness.

Less and less time was being spent on training for war, the *raison d'être* of any Army unit. Even the RNZCT Corps Director noted that during Annual Camps the RNZCT units were performing support tasks admirably but produced poor operational training standards.<sup>3</sup> The camps had essentially become "all about camaraderie and fun, not warfighting."<sup>4</sup> In a prelude to similar dilemmas in subsequent decades, 10 Transport Squadron was experiencing the tension between what the squadron was required to do, and what it could actually do. Factors such as low manpower, base support requirements, field exercise commitments, training course attendance, leave and sickness, combined with the absence of NCOs, were adversely effecting the squadron's ability to practice

---

<sup>2</sup> Army Public Relations Office News Release, 'Trail Bikes for the Army – A New Skill', 27 June 1983.

<sup>3</sup> Sinclair, C.P. 'The RNZCT Commitment to the N.Z. Army', Commandants Paper, RNZAF Command and Staff College, 1982, 7.

<sup>4</sup> Telford interview, 21 April 2011.

and perfect its key operational roles. The solution to this dilemma lay, in part, at the strategic level. Perhaps flavoured by New Zealand's experience in Vietnam, it was widely assumed that should the Army be deployed on more demanding operations, it would do so in association with a larger and more comprehensively equipped allied force. In that case, New Zealand would depend – at least initially – on being supported to the necessary level by her larger partners.<sup>5</sup> This attitude could be labeled as a lack of understanding at higher levels of the importance of maintaining both domestic support and an effective operational support capability. As the Army's prime focus remained the units in Singapore, to some extent the 'unsexy' service and support units in New Zealand must have been largely left alone to 'just make it happen'. As a consequence, the focus and emphasis of training had become diluted and operational effectiveness found wanting.

Yet even as 10 Transport Squadron was struggling to balance domestic responsibilities and operational focus, another review of New Zealand's defence was underway which would further influence matters. Published in 1983, the *1983 Defence Review* recognised that the Army should be shaped principally for national defence and readiness for operations in New Zealand's area of primary concern, the South Pacific. Consistent with the fiscal realities of the time, this amounted to the maintenance of a Regular Force ready-reaction battalion group and an option of expanding this commitment to as much as a deployed brigade group with increased mobilisation timeframes in a conventional war scenario.<sup>6</sup> January 1984 saw these changes begin to occur with an organisational transition to a 1200-man RF Ready Reaction Force (RRF) and an Integrated Expansion Force (IEF) containing both RF and TF soldiers in a brigade group. Both the RRF and the IEF were supported by a Force Maintenance Group (FMG).<sup>7</sup> Doctrine was to remain primarily Australian in origin, although now the

---

<sup>5</sup> *Defence Review 1983*, Wellington: Government Printer, 1983, 30.

<sup>6</sup> *Ibid.*, 26-27.

<sup>7</sup> Clayton, *New Zealand Army*, 176.



Australian Army Manual of Land Warfare series of publications was formally adopted. These publications were to remain in vogue, with the occasional New Zealand addendum, for the next twenty years.<sup>8</sup>

Internal organisational changes as a result of the *1983 Defence Review* began to take effect for 10 Transport Squadron in October 1984. The RNZCT – only just five years old – underwent a restructure to better support the RRF and IEF concept. The Transport Regiments were disbanded and independent squadrons were re-instigated, 10 Transport Squadron being one. The reorganisation had little effect on the day to day operations and responsibilities of the squadron though, excepting for those TF elements based in Napier and the addition – not for the last time – of some Movements Trade personnel. 103 Troop in Napier now found themselves placed under command of 1 Transport Squadron, based at Papakura Camp, and renamed 14 Troop (Napier) in accordance with their new unit's naming conventions.<sup>9</sup> When the dust settled, 10 Transport Squadron now consisted of the Squadron HQ, 101 Transport Troop, 105 Logistics Troop (catering and CL fleet) and 22 Movement Control Centre (MCC) at Linton, with 102 Transport Troop and their workshop in Trentham.

Unfortunately for 10 Squadron, the changes resulting from the *1983 Defence Review* provided no respite. The squadron was now expected to support not only the RRF, but also the IEF and FMG. In addition, the Squadron's outputs now included movements control as well as transport and catering responsibilities. The ability of the unit to meet the competing task requirements of these organisations meant that operational training – the critical development of their own knowledge and skills – had to continue to suffer in order to support the development of others. But, events beginning to unfold in another part of the

---

<sup>8</sup> New Zealand Army Publications Website (DIXS).

<sup>9</sup> *Nil Sine Labore: Broadsheet of the Royal New Zealand Corps of Transport*, Issue No. 56, July 1989.

world were about to go some way to address this issue, as well as having a lasting impact on the members of 10 Transport Squadron for the next 30 years.

In September 1978, the US President, Jimmy Carter, had brokered a peace agreement between Egypt and Israel which sought to end ongoing hostilities over the disputed territory of the Sinai Peninsula.<sup>10</sup> The subsequent Treaty of Peace between the Middle East nations, signed in March 1979, provided for Israel to withdraw its forces from the occupied peninsula and for a UN force to monitor compliance within the treaty's provisions. The effective date for the monitoring to begin was 25 April 1982 when all Israeli military and civilian personnel had been withdrawn from the Sinai. Shortly after the agreement was signed however, it became apparent that the UN would not be able to carry out its intended monitoring task. Whilst the key stakeholders had reached an agreement, the same could not be said for the member states of the UN. The provisions of the Treaty had not had the unanimous support of all the UN members, with strong opposition being voiced by the Soviet Union and several Arab states. About to be submitted to the UN Security Council for approval, there was a very real chance that the concept of a UN monitoring force it would be vetoed.<sup>11</sup> Keen to maintain momentum, the US had begun organising an alternative international force, the Multinational Force and Observers (MFO), to serve in the Sinai. Although approached directly, New Zealand was initially reluctant to become involved, mainly because of concerns about the adverse effect that participation would have on its trade with Middle Eastern countries.<sup>12</sup> New Zealand, nevertheless, had fully supported the Egypt-Israel peace agreement and, after further consideration, agreed in late 1981 to contribute forces to participate in the MFO.

---

<sup>10</sup> Known as the Camp David Accord, the initial 'peace framework' was agreed between Egypt's President Anwar Sadat and Israel's Prime Minister Menachem Begin at Camp David, USA, on 17 September 1978.

<sup>11</sup> Bentley, G. and Conly, M. *Portrait of an Air Force: The Royal New Zealand Air Force 1937-1987*, Wellington: Grantham House, 1987, 178.

<sup>12</sup> Crawford, J. *In the Field for Peace: New Zealand's contribution to international peace-support operations: 1950-1995*, Wellington: New Zealand Defence Force, 1996, 27.

Under the protocols of the Treaty of Peace, the Sinai Peninsula was divided into zones from which the Israelis withdrew in phases. A so-called 'buffer zone' (Zone C), in which the MFO was the only military presence, extended in a narrow 500-kilometre strip on the Egyptian side of the international border, from the Mediterranean coast in the north, to Sharm-el-Sheik on the Gulf of Aqaba in the south. The Egyptians were authorised to occupy Zones A and B to the west, while the Israelis occupied Zone D, a 3-kilometre ribbon of land extending along the Israeli side of the international border. The number of armed forces permitted in each zone was limited by the terms of the treaty.<sup>13</sup> Initially, New Zealand's commitment consisted primarily of RNZAF personnel operating the MFO's helicopters. Utilising ten Iroquois helicopters leased from the US government, the Rotary Wing Aviation Unit (RWAU) provided air transport and logistics support for the MFO personnel stationed at check points and observation posts throughout the peninsula. In 1986 the New Zealand Government decided to withdraw the RWAU in favour of providing personnel for the MFO HQ and a small training and advisory team (NZTAT).

The inaugural NZTAT, which operated in the Sinai between April and October 1986, was a great success. The small driver training section carried out a wide variety of tasks designed to alleviate the MFO's serious problem of vehicle accidents. The team's work was praised by the MFO Director-General, who reflected that "the results that the Training and Advisory Team have achieved ... are having a significant impact on the Force's operational efficiency and effectiveness."<sup>14</sup>

Since 1986, New Zealand's mandate and contribution to the MFO has evolved. In 1988, small teams of engineers and drivers were added in addition to the NZTAT, with the drivers concerned being drawn from ranks of 10 Transport

---

<sup>13</sup> Bentley and Conly, *Portrait of an Air Force*, 178.

<sup>14</sup> Crawford, *In the Field for Peace*, 29.

Squadron. With a strength now of 28 personnel, the primary tasks of the New Zealand Contingent (NZCMFO) were to provide a heavy lift transport section, under the operational control of the US Army Support Battalion, to operate and drive vehicles as required by the Force. Training MFO personnel through the NZTAT continued to be a responsibility, albeit the driver training role was expanded to include driver licence testing, and additional tasks were assumed including conducting training courses based on the MFO Standard Operating Procedures. Additionally, NZCMFO has supplied selected personnel for staff appointments within the Force and Contingent Headquarters, as well as representation within the Force's logistics and liaison functions.<sup>15</sup>

On average, the New Zealand transport section annually drives over 350,000 kilometres. The Sinai provides a particularly challenging driving environment that is unique in the world, so the skills of the drivers, and driving instructors, are tested on a daily basis. In addition to their duties, NZCMFO personnel also have a reputation for active participation across a range of military, cultural and sporting activities offered by the MFO. Despite the relative small size of the contingent, they typically enjoy notable success in many of the sporting and Force Skills competitions.<sup>16</sup> In early 2006, New Zealand's longstanding participation and mission effectiveness in the MFO was praised by the then MFO Director-General James Larocco. "New Zealand's contingent is operating in a very difficult environment. In the last two years we have experienced multiple terrorist attacks within the Sinai for the first time ... New Zealand is playing a key role in the command of the MFO, and has contributed enormously to the mission's morale and performance. At the same time, the New Zealanders I have worked with have been outstanding ambassadors for their country, their people and their culture ... I know that both Egypt and Israel value New

---

<sup>15</sup> Multinational Force and Observers. 'New Zealand', <http://www.mfo.org/contingents-New%20Zealand.html> (accessed 19 October 2010).

<sup>16</sup> Ibid.

Zealand's contribution and are keen to see it continue to play a role in the region.<sup>17</sup>

Life in the Sinai can come as a shock for some. On the face of it, the environment has changed very little over the last 90-odd years since Australian and New Zealand forces drove the Turks westward across the peninsula and into Palestine. It is still hot, noisy and dirty, and it is not uncommon to see carts drawn by donkeys carrying loads of dates, peaches or apricots to market. Many locals still live in huts or compounds in the desert, only venturing into the towns to shop, trade or socialise. Yet it is also common to observe late model European cars parked outside these huts, and satellite dishes festoon most buildings. Some New Zealand contingents have been able to experience the tourist sights of the region such as Cairo, Jerusalem, the pyramids or the Dead Sea. Others however, constrained by the security situation, have been limited to staying 'inside the wire' during their off-duty periods. But life on North Camp, the main MFO base, is not too dissimilar to military camps in New Zealand, albeit with a distinct lack of greenery. Most of the twelve national contingents have their own bar, with the resourceful New Zealanders actually having two; 'ANZAC Cove', a jointly operated venture with the Australian contingent, and 'The Patio', unofficially recognised by the MFO, but definitely one of the social hubs of North Camp. Personnel have access to a gym, swimming pool, movies, books and the internet. Meals are provided through the Multinational Dining Facility (MFAC) and fast food is available at a cost. With so much on offer, many contingent personnel actually put on weight while deployed!

At some stage in their careers, most of the driver trade personnel within 10 Transport Squadron – later 10 Transport Company – have deployed, or will deploy, to the Sinai. Either as a member of the driving section or perhaps as a driving instructor, the regular rotation of personnel through the MFO has meant

---

<sup>17</sup> New Zealand Defence Force. 'Operations – Deployments – Egypt', <http://www.nzdf.mil.nz/operations/deployments/egypt/default.htm> (accessed 19 October 2010).

that deployments to the Sinai are a constant factor for both individuals, and the officers and NCOs trying to manage the continual commitment of personnel. Since 1988, the MFO and the Sinai have featured in the lives of countless personnel in the unit, with many deploying to the region multiple times. In order to recognise this, in 2005 the small conference room within the 10 Transport Company building was officially accorded an appropriate title; 'The Sinai Room.'

In New Zealand, the mid-1980s saw other changes for those not deployed. A new individual weapon – the IW Steyr – was introduced to replace the venerable Self Loading Rifle (SLR) and M16, and a lighter, more compact light machine gun – the C9 Minimi Light Support Weapon (LSW) – replaced the GPMG. The Steyr, although slightly modified since its introduction, is still in use today as the standard issue personal weapon. In Linton, new equipment arrived in the form of 16-ton trailers for the new Mercedes Benz 2228/41, or '8 tonner', and 'B-Train' trailer units were introduced for use on line-haul operations up and down the country. In Trentham, 102 Troop became the only TF unit to operate the new heavy vehicles with the acquisition of their own fleet of 8 tonners and trailers.<sup>18</sup>

With better and heavier vehicles now more common across the squadron, the standard of RF driver knowledge, skill, proficiency and pride began to increase markedly. Each section operated a different vehicle type which not only fostered an element of competition through inter-section rivalry, but also provided the structure to enable a graduated system of familiarisation and driver licence acquisition. 10 Transport Squadron drivers were now able to start their careers operating light vehicles – cars and vans – whilst learning the routines and procedures of VIP driving and domestic support tasks. After a period of time and assessment, they would 'graduate' onto medium vehicles – Unimogs – and develop their knowledge, skills and ability on that platform. Once they were deemed competent on the larger vehicles, most would move on to the even

---

<sup>18</sup> Harimate correspondence, 6 October 2010.

larger and heavier MB2228 vehicles and trailer combinations. This deliberate, graduated process allowed for timely consolidation of skills and promoted high standards of competence.<sup>19</sup>

Additionally, vehicles at this time were usually allocated to individuals rather than sections, so maintenance and appearance, along with professional competence, became an issue of personal pride. Graham Telford recalls that the drivers of the time had a “real passion for being good with vehicles” and this, combined with excellent leadership within the driver trade, “lifted us into being professional drivers.”<sup>20</sup> This pride and professionalism became evident across many forums. In April 1987, an ‘Army Pageant’ was held for the New Zealand public to view the various aspects of military capability. The Army transport capability was showcased in a static display and a demonstration by a motorcycle display team from 10 Transport Squadron, led by the CSM, WO2 Derek Nees. As hoped the display went well, with subsequent reviews raving about the “very professionally produced motorcycle team from 10 Transport Squadron” and how “the performance was skillful, interesting and very well received by the audience.”<sup>21</sup>

Later that same year, the pride and professionalism evident within the Squadron was again on show when, during Labour Weekend, Linton Camp played host to a reunion for former 10 Transport Company/Squadron personnel and their partners. Activities included a luncheon, a squadron parade incorporating a ‘march past’ by a range of old and new vehicles, a tour of the squadron buildings and transport park, a dine and dance evening and a church parade. The reunion was well attended by many of the ‘old and bold’, some dating back to 10 Transport Company’s service in Korea.<sup>22</sup> That so many attended and took part in the proceedings highlights some of the camaraderie, obvious pride and *Esprit*

---

<sup>19</sup> Mortiboy correspondence, 19 September 2010.

<sup>20</sup> Telford interview, 21 April 2011.

<sup>21</sup> *Nil Sine Labore*, April 1987.

<sup>22</sup> Mottram correspondence, 25 September 2010.

*de Corps* that time spent with '10' generates. Despite the inevitable challenges that all members face from time to time in fulfilling their roles, it's characteristics like these that emerge time and time again which provide the best insight into the essence of the unit. So whilst the *élan* within the 10 Transport Squadron had already reached enviable proportions, another event was to push it even higher.

In March 1988, nearly nine years after its formation, the RNZCT was accorded the honour of receiving its own banner, authorised by the RNZCT Colonel-in-Chief, Her Royal Highness the Princess Alice, Duchess of Gloucester. Along with representatives from RNZCT units around the country, 10 Transport Squadron paraded in front of the Governor General, Sir Paul Reeves, who presented the banner to the Corps at Fort Dorset in Wellington. Other distinguished guests present included the Chief of Defence Staff, Lieutenant General John Mace, and the Directors General Transport and Movements from the Australian and British Armies. The Pipes and Drums of the RACT were also turned out.

The parade was conducted as planned and ran smoothly right up until the final march past of the assembled ranks. Unfortunately, the characteristic Wellington wind was also in attendance, resulting in the young Banner Ensign losing his hat and visibly struggling to retain control of the brand new banner. The guests seated in the erected marquee were also somewhat concerned, as from their perspective the temporary shelter threatened to destroy itself in the strong gusts. Despite the challenges, the Banner Ensign managed to maintain his composure and the marquee remained in place, much to the relief of all present it was said!<sup>23</sup> The banner was subsequently paraded by 10 Transport Squadron personnel for the first time at the 1988 Freedom of the Borough of Taumarunui Charter Parade, then again in July of the following year on the occasion of the withdrawal from service of the M818 tractors. The "Princess Alice Banner" – as it

---

<sup>23</sup> Millen, *Salute to Service*, 418-419.



became known – thereafter became a familiar sight at most RNZCT ceremonial activities, pageants and parades.

In December 1986, with the security environment in South East Asia now largely benign, the New Zealand Government announced its forces in Singapore would be redeployed to New Zealand by the end of 1989.<sup>24</sup> For the smaller supporting units in Singapore, this simply meant reintegration into their parent units. But for the deployed 1<sup>st</sup> Battalion, Royal New Zealand Infantry Regiment (1 RNZIR), whom had been in South East Asia since 1957, greater consideration was required. As there was already a Regular Force infantry battalion in the South Island (2/1 RNZIR), Linton Military Camp in the North Island was chosen as the new home location of 1 RNZIR. Starting the move in July 1989, the battalion relocated to their new home in the Manawatu and reported ready for duty in early September 1989.<sup>25</sup>

10 Transport Squadron now had a new dependency, and a sizable and demanding one at that. 1 RNZIR brought with it its own Transport Platoon, however their primary role was to carry the battalion's '1<sup>st</sup> Line' stores and equipment. The responsibility for '2<sup>nd</sup> Line' support – carrying equipment and stores from large support areas forward to the battalion – fell on 10 Transport Squadron. In addition, given the numbers in the infantry battalion, troop carriage now became a full time task. In order to address the substantially increased workload of the squadron, it was decided to raise another transport element specifically to service the needs of 1 RNZIR. A medium-lift troop operating the Unimog U1700 was established, and quickly began to refamiliarise 1 RNZIR with the various geographically dispersed training areas of the North Island. The new troop – titled 103 Transport Troop – effectively brought 10 Transport

---

<sup>24</sup> Koorey, Paul (ed). *1<sup>st</sup> Battalion Royal New Zealand Infantry Regiment 1957 - 2007: From South East Asia to Afghanistan, The First Fifty Years*, Christchurch: Wilson Scott, 2007, 51.

<sup>25</sup> *Ibid.*, 52.

Squadron almost to its war establishment determined at its formation, some 10 years earlier.

Since 1989, the level of direct transport support required by 1 RNZIR has diminished due to their own motorisation, but the close relationship between the 'truckies' and the 'grunts' continues. The relationship has allowed not only the 'professional side' of the two unit's interdependence to be exercised regularly, but also it has opened the door for many members of '10' to see and experience things that they would not normally have the opportunity to do. Some, for example, in supporting the battalion on various exercises have fired specialist weapon systems, learned tracking skills, driven armoured vehicles, observed large scale manoeuvres, or fulfilled the role of enemy forces. For many, these opportunities opened their eyes to the military world outside of their trade, and in more than one instance, reinforced their initial decision to select the driver trade as a career over that of an infantry! Importantly, opportunities such as these also provided an element of fun and a change from the routine, both of which are vital to maintaining interest and fostering good morale. By the end of the 1980s, 10 Transport Squadron was doing well on both counts. It had been a decade of growth through challenge and change, yet, unbeknownst to anyone, the next decade would provide even more.

## Chapter Six

### 1990-1999: Peacekeeping and another new Corps

As most of the world's attention was focused on events unfolding in the former Soviet bloc and the Persian Gulf, in New Zealand, the 1990's began quietly with a change of scenery for the members of 10 Transport Squadron. In early 1991, the acting OC at the time, Captain Kath Gourdie, was approached by the townsfolk of Eketahuna and invited to parade there for ANZAC Day. 10 Squadron had been tasked to host a group from the Eketahuna community at Linton Camp the previous year, and the ANZAC Day offer was a reciprocal measure of appreciation.<sup>1</sup> Captain Gourdie naturally obliged, taking with her members of the squadron. From that time forth, each ANZAC Day has seen members of 10 Transport Squadron, or its successors, parading at Eketahuna and being hosted by the locals. Over time the bond developed further between the unit and the town, reinforced by the occasional visit by members of the Eketahuna Branch of the Returned and Services Association (RSA) to Linton and reciprocal visits by members of the unit to Eketahuna at other times, usually to partake in 'sports' afternoons consisting of indoor bowls, darts and pool.

Meanwhile, as a result of the extensive changes that had occurred, and were occurring, in the international environment, in 1991 the new National Party-led government saw fit to release another White Paper looking at the new strategic features that shaped New Zealand's defence. With all of New Zealand's land forces now concentrated back in New Zealand and with conflict in South East Asia no longer a major concern, the assessment concluded that flexibility of response and consistency of approach were now the keys to an effective defence policy. Yet this approach had to be balanced against New Zealand's fiscal reality and economy of the time, which was only just starting to recover

---

<sup>1</sup> Telford interview, 21 April 2011.

after the stock market crash of 1987. The overall aim therefore, in New Zealand's circumstances, was to maintain a 'credible minimum defence force.'<sup>2</sup>

Whilst this approach was hard to take for most of New Zealand's military professionals, given history both recent and past, the White Paper did identify "that we must accept the uncertainty of where our forces may be committed and structure them with this in mind."<sup>3</sup> New Zealand's defence strategy therefore became "Self Reliance in Partnership: to protect the sovereignty and advance the well-being of New Zealand by maintaining a level of armed forces sufficient to deal with small contingencies affecting New Zealand and its region, and capable of contributing to collective efforts where our wider interests are involved."<sup>4</sup> Before the decade was out, world events saw to it that this strategy would be acted upon numerous times.

From an organisational perspective, for 10 Transport Squadron the 1990's started much as the 1980s had concluded. The unit was still required to provide a medium lift transport troop to the RRF Support Unit as required (103 Troop), with the remainder of the squadron continuing to fulfill a role as an integral component part of the FMG supporting 1 Brigade.<sup>5</sup> A transport section also remained in Burnham as a satellite RRF asset. One element that was seldom in the spotlight was the Catering Troop. Made up of four sections – Troop HQ, Officers Mess, WO and SNCO Mess, and the Junior Ranks (JR) Mess – the troop was commanded by a young officer who, in turn, was under the watchful eye and guiding hand of the Catering WO. There was also a small element permanently detached to 1 RNZIR, but it remained administered by 10 Transport Squadron and the personnel worked in one of the three camp kitchens when not on exercise. Although the caterers formed an essential part of the squadron,

---

<sup>2</sup> *The Defence of New Zealand 1991: A Policy Paper*, Wellington: Government Printer, 1991, 29-30.

<sup>3</sup> *Ibid.*, 54.

<sup>4</sup> *Ibid.*

<sup>5</sup> *Ibid.*, 105-106.

understandably some felt that they were viewed as outsiders. Because the cooks and stewards typically didn't work day to day with the 'truckies', or share a common vocation, "barriers, for some, remained in place for quite some time – or until they got hungry!"<sup>6</sup> Nevertheless, professional mutual respect and a healthy rivalry existed between all the troops and all, regardless of trade, were proud to be representatives of 10 Transport Squadron.

For 'truckies' and caterers alike, the early 1990s saw both in and out-of-camp training continue in support of the RRF and 1 Brigade. For the latter, this primarily meant supporting Annual Camps – later renamed Annual Field Exercises (AFE) – which continued to be the major training event of each calendar year. AFE's were also a great opportunity to get vehicles and equipment fixed, as the squadron's LAD, consisting mainly of TF personnel, could "work their arses off for two weeks solid without distraction."<sup>7</sup> Collective training itself gradually began to take on a different flavour as the post-Cold War peacekeeping paradigm became more and more familiar. In addition to the standing deployments to the Sinai, a fortunate few had the opportunity to deploy on various peacekeeping missions as individuals. Over the period of several years, select members of 10 Transport Squadron served in places such as Somalia, Bosnia, Cambodia and Angola, which not only broadened the experience base of the individual, but also the squadron as a collective whole.

The squadron's impact on the missions was evident also, as, on more than one occasion, 10 Transport Squadron Standard Operating Procedures and common methods practiced in New Zealand were implemented overseas. The introduction and adoption of 10 Transport Squadron fleet management and vehicle reporting procedures to the UN mission in Angola is one example.<sup>8</sup> The Squadron's good reputation and professional standing also saw it selected early

---

<sup>6</sup> Dodds correspondence, 8 February 2011.

<sup>7</sup> Telford interview, 21 April 2011.

<sup>8</sup> McKinney interview, 8 April 2011.

on as an option to deploy to Somalia during the UN intervention in 1993. Over a two week period – under a veil of some secrecy – the Squadron mobilised in its entirety for deployment to the war-torn African state.<sup>9</sup> The deployment failed to eventuate but highlighted that a good standard of readiness and the continued mastery of the profession were what was required to tackle emerging peacekeeping contingencies. Taking heed of these lessons, later that year the Army saw fit to raise the rank of the 10 Transport Squadron SSM position from WO2 to WO1. Universally welcomed by the unit and the trade, this act allowed greater monitoring and shaping with regard to the level of professional driver competence in the unit, and was in line with senior level representation in other trades across the Army at the time. Having the desired effect, the focus of the unit was increasingly drawn to preparing for and conducting operations in the ‘new’ peacekeeping environment. However, not all energy was directed exclusively in that direction.

In early 1994, a committee headed by the RNZCT Colonel Commandant, Brigadier Tom Leighs CBE ED, formed an incorporated association to cater for members or former members of the NZASC, RNZASC and RNZCT. 2NZEF units such as the Supply Company, Ammunition Companies, Petroleum Companies and Reserve Mechanical Transport (RMT) Companies had formed associations that had operated for many years, but there had never been an official fraternity to provide for those not posted to these units, or who had entered the Service post-1945. Titled the Royal New Zealand Corps of Transport Association, the aims of the new association were to support and protect corps’ interests, promote fellowship and maintain contact, establish branches, arrange and conduct national reunions, and foster respect for the corps. It also aimed to further the corps’ relationship with the Borough of Taumarunui, support corps members in need, and encourage historical research

---

<sup>9</sup> Telford interview, 21 April 2011.

and collection of corps artifacts.<sup>10</sup> This last aim quickly had a practical application.

When Lieutenant Marcus Linehan took over the running of the 10 Transport Squadron Unit Private Fund (UPF) in 1994, much to his surprise he discovered that there was an old Korea-era battle map belonging to the original 10 Transport Company undergoing restoration at the National Library in Wellington. The map had been lying around in an old glass frame since the 1960s and was starting to deteriorate. In September he travelled to Wellington, took delivery of the restored map and returned it to Linton where it was displayed proudly. Illustrating in general the areas of operation around the DMZ, the map highlights some of the deployment positions of 10 Transport Company and 16 Field Regiment, as well as well-known areas and locations such as Maple Leaf, Gloucester Valley and Camp Casey.<sup>11</sup> In keeping with the RNZCT Association's aims, the map – which is still on display at 10 Transport Company – provided a clear, visible and proud link to the company's history. Yet whilst 10 Transport Squadron's lineage was never in any doubt, its future was rather more unsure.

In 1992, as a result of the Government White Paper released the previous year, the New Zealand Army undertook moves to rebalance and restructure itself to better meet its required outputs. As part of this 'Army Rebalance' project, the disparate logistic functions within the organisation began to combine. The Regional Support Units were replaced with Logistic Regiments, and the individual Corps schools were replaced with the Trade Training School (TTS) and the Logistic Operations School (Log Ops Sch). To complete this evolution towards integrated logistics for the New Zealand Army, a study team was commissioned to examine and report on how the integration of the RNZCT,

---

<sup>10</sup> *Army News*, Wellington, Issue 85, 8 June 1994.

<sup>11</sup> *Army News*, Wellington, Issue 94, 12 October 1994.

RNZAOC, and RNZEME functions could best be achieved.<sup>12</sup> The result occurred on 4 April 1996, when the Chief of General Staff, Major General Piers Reid CBE, signed Directive 07/96 signaling the disbanding of the three service corps and in their place, establishing a “fully integrated logistic function in the New Zealand Army in order to provide efficient and effective logistic support in both an operational and non-operational environment.”<sup>13</sup>

On Sunday 8 December 1996, the RNZCT, RNZAOC and RNZEME were duly disestablished. The Princess Alice Banner was laid up that same day in the Queen Elizabeth II Army Memorial Museum in Waiouru, and the following day the Royal New Zealand Army Logistic Regiment (RNZALR) was formed. 10 Transport Squadron again became 10 Transport Company, and now formed part of the 2<sup>nd</sup> Logistics Battalion at Linton Camp. To commemorate the formation of the new regiment, parades were held around the country. In Linton, on the parade each ‘new’ member of the RNZALR was ceremonially presented with a new beret and corps belt, although the beret badges were temporary embroidered patches and the corps belts an interim measure also. Unfortunately the official dress accoutrements had not been ready in time for the parades and were not issued until much later.

As with any change, initially there was resentment in some quarters regarding the disbandment of the three service corps, and the formation of the RNZALR. Individuals had understandably grown attached to their respective corps and collective allegiances were well embedded. Many of the ‘old and bold’ privately denounced the new organisation and an undercurrent of ‘the old ways were better’ was evident for some years. To many, there was a feeling that the three old corps had been smashed together with little thought of the impact it would have on personnel and with scant disregard for the respective corps’ history,

---

<sup>12</sup> *RNZALR History Book*, 2009, NZDF Intranet [http://org/l-tts/General%20 Docs/RNZALR %20History%20Book.pdf](http://org/l-tts/General%20Docs/RNZALR%20History%20Book.pdf) (accessed 14 June 2010), 2.

<sup>13</sup> CGS Directive 07/96, 4 April 1996, *RNZALR History Book*, 2009, 1.



customs and lineage.<sup>14</sup> For 10 Transport Company, this feeling was exacerbated with the demise of the things that every member held dear and that were 'uniquely transport': their Corps colours – Blue, Gold, White; and the dress distinction of the RNZCT lanyard.

Aware that many in the new regiment were struggling with the transition from their old affiliations, the new Colonel Commandant of the RNZALR, Brigadier Leighs, and the RNZALR Regimental Colonel, Colonel Jeff Bright MBE, had an idea. What the new regiment needed was some sort of acknowledgment; some form of recognition of the important role it performs; and some way of paying tribute to the role its predecessors played with courage and resilience in the past. Essentially, the new regiment needed a focal point for the traditions, loyalty and spirit of the RNZALR.<sup>15</sup>

On 16 November 1998, the idea was realised when the Prince Andrew Banner was presented to the RNZALR by the RNZALR Colonel-in-Chief, His Royal Highness Prince Andrew, the Duke of York. The Banner was received into the Regiment and consecrated at a large parade in Palmerston North. Each Logistics Battalion was represented, with 10 Transport Company personnel filling the ranks of the 2nd Logistics Battalion block formation. Back at Linton Camp after the parade, many of the company had the opportunity to talk with His Royal Highness as he mingled with the assembled military crowd. Somewhat tongue-in-cheek, Brigadier Leighs publically asked the Prince if he would consider giving his name to the fledgling regiment.<sup>16</sup> The Prince laughed off the suggestion, and many in the audience thought nothing more of it. Then, in June the following year, Her Majesty the Queen approved the appellation "The Duke of York's Own" being added to the title of the "Royal New Zealand

---

<sup>14</sup> Author's recollection of conversations with various affected personnel at the time.

<sup>15</sup> *RNZALR History Book*, 19.

<sup>16</sup> The author was present at this event.

Army Logistic Regiment".<sup>17</sup> To many in the regiment, and especially those early 'naysayers', the RNZALR was now unique, it was something to be proud of, and it was something they could rightly feel part of.

For the RNZALR, the late 1990s were also a time of increased exercise activity as lessons learnt from the Gulf War and peacekeeping deployments gradually filtered into the training regime and tactics, techniques and procedures (TTP) evolved. The chance of New Zealand once again becoming involved in operations overseas was also becoming a real possibility, which in turn served to underpin the more 'modern' TTPs and provide a focus and sense of purposefulness. "We understood then that the battlefield was changing and logistic units would not operate in a safe rear area, and we needed to be [increasingly] agile and flexible."<sup>18</sup> 1997 in particular, was to prove to be one of the busiest years of this period and typified the changing dynamic.

10 Transport Company returned from Christmas leave and immediately launched into revising basic military skills; rifle and light machine-gun handling, and minor tactics at section and platoon level. The RF component of the company then deployed to Waiouru on Exercise Motorman II, an exercise designed to practice company deployments, dismounted minor tactics and the use of live ammunition. The week-long exercise culminated in a series of live-firing counter-vehicle ambush drills, greatly enhanced by the generous use of battle simulation munitions (BATSIM) to create realistic explosions and battlefield effects.<sup>19</sup> Two weeks later the company was involved with Operation Swindlers Lift, a massive dumping operation to transfer 700 tonnes of pyrotechnics, small arms ammunition, artillery rounds, plastic and engineer explosives from the Mako Mako Ammunition Area in the Wairarapa to Waiouru.

---

<sup>17</sup> Letter from Major General M.F Dodson, MC, Chief of General Staff, to Lieutenant Colonel D.H. Watmuff, Regimental Colonel RNZALR, dated 22 June 1999, *RNZALR History Book*, 20.

<sup>18</sup> Collett email, 14 September 2010.

<sup>19</sup> *Army News*, 'Night move a test for drivers', Wellington, Issue 146, 18 February 1997 and 10 Transport Company Album, January 1997.

Planned and controlled by the company operations cell, the dumping programme saw 101 Platoon move the loads from Mako Mako to a field ammunition point near the Waouru Airfield, and 103 Platoon ferry the ammunition into the Waouru magazines. It was very much a case of ‘all hands on deck’, as every driver and NCO in the company was involved, with even the Platoon Sergeants having to drive as well. Although the operation paled in comparison to dumping programmes conducted by coalition forces during the Gulf War, in terms of quantities of ammunition and explosives moved, it was the largest move the New Zealand Army had completed since World War II.<sup>20</sup>

Late February witnessed a company-run TF Annual Field Exercise (AFE), or Annual Camp, followed by 103 Platoon deploying on Exercise Green Fern, practicing their role as part of the Army Ready Response Unit (ARRU). Concurrently, 101 Platoon conducted a dumping programme to move Queen Alexandra’s Mounted Rifles (QAMR) M113 Armoured Personnel Carriers (APC) and Scorpion vehicles to the exercise area in Taupo.<sup>21</sup> A few weeks later and 103 Platoon had deployed again to Waouru – Exercise Roving Replenisher – to practice distribution operations using only four wheel drive tracks. Meanwhile 101 Platoon conducted a period of adventure training in Taupo. The following month 103 Platoon deployed in support of 2 Engineer Regiment (2 Engr Regt) on Exercise Rapido Bridge, gaining experience in supporting tactical Medium Girder Bridging (MGB) operations before re-joining 10 Transport Company for Exercise Bead Breaker in weather that was “as foul as it gets in Waouru.”<sup>22</sup>

A short reprieve was had mid-year before the company commenced the collective training phase of its annual training cycle. Exercise Badcoe Hall – named by the OC after a building at the Officer Cadet School in Portsea, Australia – practiced a reinforced 101 Platoon in an ‘Operations Other Than

---

<sup>20</sup> 10 Transport Company Album, February 1997.

<sup>21</sup> Ibid.

<sup>22</sup> Ibid., May 1997.

War' (OOTW) scenario; in this case, supporting a peacekeeping force. After a fortnight of preparatory training and mobilisation activities, the Platoon Group deployed to an industrial estate in Wanganui where a secure Forward Operating Base (FOB) was duly established. Relying heavily on the lessons learned from New Zealand's involvement in Bosnia a few years previously, the training exposed the participants to a range of new experiences including operation of vehicle check points (VCP), practice in reacting to landmine incidents, working with armoured escorts and crowd control techniques.<sup>23</sup> Unbeknownst at the time, skills such as these would be employed for real by many from 10 Transport Company in various places around the globe over the next decade. Not to be outdone, in September 1997, 103 Platoon deployed on Exercise Chain Mail, designed to practice what was largely an inexperienced platoon in a range of basic transport and distribution operations.<sup>24</sup> Once more, the training conducted and scenario used were entirely relevant, with many skills such as operating with armoured vehicles, patrolling, internal security operations and helicopter marshalling, being used for real on operations before the decade was over.

In October, the entire company mobilised and then deployed on Exercise Northern Sustainer – a 2nd Logistics Battalion exercise. This time, the Company got to practice operating in the larger setting of a Forward Support Group (FSG), working alongside a Supply Platoon, a Forward Repair Group (FRG) and a Welfare Section. In addition, a rifle company from 1 RNZIR and B Squadron, QAMR deployed as a rear area security force. Traversing much of the North Island, the exercise was aimed at providing logistic support to a peacekeeping operation. The exercise was two-sided, with an 'enemy' – led by Lieutenant Rob Krushka – trying to disrupt and undermine some of the activities. Some of these 'disruptions' were notable for their ingenuity, particularly the placement of 'landmines' on a public road, the secondment of local civilians as spies and

---

<sup>23</sup> *Army News*, 'Peacekeepers in Wanganui', Wellington, Issue 160, 2 September 1997 and 10 Transport Company Album, August 1997.

<sup>24</sup> *Army News*, 'Distribution focus of exercise', Wellington, Issue 163, 14 October 1997 and 10 Transport Company Album, September 1997.

informants, and using a light aircraft to 'bomb' the FSG position near Wanganui. These events effectively highlighted the uncertainty of operational environments and, whilst providing some good training experiences, also made for an interesting and novel exercise.<sup>25</sup> As the exercise came to a close, most of 10 Transport Company remained in the field to support the Platoon Commanders Course being run by the Logistic Operations School. Little did they know however, their busy year was just about to get busier.

In late 1997, at Burnham Military Camp, a ceasefire had been brokered by New Zealand between the Government of Papua New Guinea and Bougainville Revolutionary Army after nine years of war. As part of the ceasefire agreement, the belligerents agreed that a neutral body, led by New Zealand and made up of military and civilian personnel from New Zealand, Australia, Fiji and Vanuatu, could deploy to the small Pacific island to monitor the truce.<sup>26</sup> New Zealand's commitment to the Truce Monitoring Group (TMG) and Operation Belisi, as it became known, was to be the country's largest military deployment since the Vietnam War.<sup>27</sup> News of the imminent deployment reached the members of 10 Transport Company while they were in still the field on Exercise Northern Sustainer. Elements were dispatched directly back to Linton to either prepare for the deployment, or support the preparation of others. Vehicles and equipment had to be moved urgently from Linton to the air and sea points of embarkation at Hobsonville Airfield and Devonport Naval Base in Auckland. Time was of the essence as the maritime component carrying most of the stores – HMNZS *Canterbury* and *Endeavour* – needed to sail in order to arrive ahead those deploying by air. Once more it was 'all hands to the pump' as those returned to Linton worked tirelessly to meet the tight timeframes. In all, thirty truck and trailer loads were prepared and then moved by road to Auckland.

---

<sup>25</sup> *Wanganui Chronicle*, 'Army rolls into Fordell', 30 October 1997 and 10 Transport Company Album, October 1997. The author was also a participant on this exercise.

<sup>26</sup> Watmuff, David. 'New Zealand's Role in the Bougainville Crisis: A Case Study in Conflict', in *The New Zealand Army Journal*, No.21, July 1999, 18.

<sup>27</sup> Martin, Judith. 'Bougainville Brokers' in *New Zealand Defence Quarterly*, No. 20, Autumn 1998, 2.

Once more, 10 Transport Company had risen to the challenge and, not surprisingly, received commendation and well earned accolades in the process. Particularly proud was the 2nd Logistics Battalion CO, Lieutenant Colonel Charlie Lott, who publically praised “our young soldiers at Linton [who] have really given their all to get this convoy together.”<sup>28</sup> Also appreciative of his team’s efforts was the 10 Transport Company OC, Major Phil Collett. Collett had been selected as the J4, or logistics staff officer, on the TMG HQ and was therefore required to focus his immediate attention on organising how the TMG would be mobilised, moved and then supported once in-theatre. Ironically, his own company, then without him at its head, was instrumental in enabling the first two tasks. As it transpired, Major Collett was the only member of 10 Transport Company to deploy in the initial contingent, although other members of the company were part of subsequent rotations.<sup>29</sup>

In the midst of all the activity that year, standing tasks and support to other units continued. To compound matters, a mid-life refurbishment of the entire Unimog fleet was also concurrently conducted. This involved the vehicles receiving a “repaint, new wooden decking, some changes to tool fittings and the fitting of exhaust brakes for greater control and reduced wear and tear.”<sup>30</sup> As a consequence of the vehicles being unavailable over the refurbishment periods, other means had to be used to support 2 LFG units. One such instance involved buses being used to ‘air-lift’ elements of 1 RNZIR from Linton to Wanganui. ‘Flying’ one of the ‘aircraft’ – a 44 seater bus – Corporal Steve ‘Buck’ Buckwell was well prepared. Once his infantry passengers were in their seats, in his best air-hostess voice he proceeded to welcome them aboard and deliver a full ‘pre-flight safety brief’, including pointing out the location of the emergency exits,

---

<sup>28</sup> *Evening Standard*, ‘Linton gearing up for mission’, n.d. (circa November 1997), 10 Transport Company Album 1997.

<sup>29</sup> Collett email, 10 February 2011.

<sup>30</sup> *Evening Standard*, ‘Massive job to refurbish 350 army trucks’, n.d. (circa 1997), 10 Transport Company Album 1997.

what to do on take off and landing, and the actions that should be taken if an oxygen mask appeared. Much to the amusement of all concerned, this commentary continued on well into the journey, with regular 'in-flight' updates such as warnings of anticipated 'turbulence' and reports on the weather expected at their destination, all provided courtesy of a pre-recorded audio tape played at opportune times.<sup>31</sup>

The pattern of intense activity established in 1997 continued on into 1998 with little reprieve. The year flew by in a swirl of individual training, daily 'standing' tasks, collective training and support to the other units of 2 LFG. A large formation exercise was also conducted – Exercise Green Fern – which only exacerbated the high tempo. The 1990s had proven to be much busier than many had anticipated and the future workload did not look any less demanding. The world was changing and New Zealand was, for the time being anyway, raising its hand to play a credible role in regional and global security. But the 1990s were not yet over and for the officers and soldiers of 10 Company, there were to be a couple more key events that would further distinguish the last decade of the twentieth century.

On 11 January 1999, following a recommendation from a Defence Rationalisation Review, 5 Movements Company was disbanded and became part of 10 Transport Company. Previously based at RNZAF Base Auckland, the 'movers' relocated – somewhat reluctantly – to Linton Camp and were subsumed into the newly named 10 Transport and Movements Company (10 TM Coy).<sup>32</sup> 51 Air Dispatch Platoon, 52 Terminal Platoon, 53 Movements Control Platoon and the Movements Training Wing, found themselves joining the 'truckies' under a single headquarters. Understandably, tensions were initially evident as the new arrivals struggled with a perceived loss of identity and being amalgamated into an already well-established organisation. New processes and

---

<sup>31</sup> Pani interview, 15 December 2010.

<sup>32</sup> *RNZALR History Book*, 16.

procedures had to be learned, along with re-familiarising with the more regimental aspects of an Army camp environment. A friendly rivalry was soon established between the disparate elements of the now, much larger company, and platoon one-up-man-ship was pursued with vigor on all sides.<sup>33</sup> But once again, just as the metaphoric ‘dust began to settle,’ events unfolding elsewhere in the world were to have an even greater and lasting effect on the day to day lives of those at Linton Camp.

As the elements of the former 5 Movements Company were making their journey south, the unpopular President of Indonesia – Suharto – bowed to public pressure and stepped down. His successor, B.J. Habibie, unexpectedly announced that Indonesia would give the people of the annexed province of East Timor the option of choosing autonomy under Indonesian sovereignty, or independence. East Timor had been invaded by Indonesian forces in 1975 and had become the 27<sup>th</sup> province of Indonesia the following year. For twenty five years there had existed the façade of an East Timorese Provincial Government, but throughout that time East Timor was virtually under military occupation – a police state – and the most powerful man in the province was the Indonesian military commander.<sup>34</sup> During the occupation, widespread corruption and violence were prevalent, yet the world was largely ignorant of the plight befalling the East Timorese. Events in the Middle East and Balkans proved more newsworthy and it was not until the late 1990s that East Timor really featured in the global consciousness.

Following Habibie’s announcement in early 1999, the UN announced that it would administer a referendum in August that year. Almost immediately, pro-Indonesian militia groups began organising terror campaigns in an attempt to influence the voting. When three quarters of the population rejected autonomy and voted for independence, the violence escalated, perpetrated by the

---

<sup>33</sup> Author’s recollection.

<sup>34</sup> Crawford & Harper, *Operation East Timor*, 16-18.



Indonesian military as well as East Timorese pro-integration militia groups. However, Indonesia soon acceded to international pressure which opened the door for an Australian-led international force (INTERFET) to enter East Timor in September 1999 in order to restore peace and security.

New Zealand's land force contribution to INTERFET was initially a light infantry company group drawn from 1 RNZIR and some supporting elements. As events unfolded, the decision was made to increase the force to a battalion sized group (NZBATT) based on the remainder of 1 RNZIR, with additional supporting elements from 2 LFG such as engineers, logisticians, armoured vehicles and a Forward Surgical Team (FST). NZBATT quickly got down to business, assuming responsibility for the security of the Cova Lima district on the southern coast of the island and immediately adjacent to the border with West Timor. Cova Lima was one of East Timor's poorest regions. The limited infrastructure had been severely damaged by the retreating militia and Indonesian Army (TNI), and most of the poorly maintained roads were unusable by heavy vehicles for much of the year. The weather, as many were to find out, had only two variants: hot and very hot, with lots of rain.<sup>35</sup>

Working primarily from a Forward Operating Base (FOB) a few kilometres from the district capital, Suai, and the Suai Airfield, part of the NZBATT order of battle was Combat Service Support (CSS) Company. As its name suggests, CSS Company provided all the transport, movements, supply, catering, welfare and material support required to 'service' and 'support' NZBATT. For the initial deployment (NZBATT1), the ranks of CSS Company were to be filled primarily by those posted to Logistics Company, 1 RNZIR. It soon became apparent however that the 1 RNZIR Logistics Company could not provide the full compliment of CSS Company, so augmentation of RNZALR personnel was sought from 2nd Logistics Battalion, including 10 Transport and Movements

---

<sup>35</sup> Ibid., 112.

Company. Vehicles, stores and equipment were drawn from across the Army and, in some cases, sourced from civilian companies. A prime example of the latter occurred when a particular capability shortfall was identified early on. It was realised that the New Zealand Army had no deployable container-handling crane which, given that the bulk of stores and supplies had to be moved in shipping containers, was a necessity. An urgent call went out to New Zealand industry and, within a few weeks, a truck mounted 'swing-through' crane had been designed and manufactured. Colloquially referred to as the 'swing-thru' or 'stitches', once deployed the Swing-Thru Container Handling System (STCHS) was operated and maintained by CSS Company from the FOB in Suai. Given the condition of the roads in East Timor, the STCHS very quickly became a crucial component in allowing essential Logistics Over The Shore (LOTS) operations to occur.<sup>36</sup> So important had the equipment become that it was later described by the INTERFET commander as "the most valuable piece of equipment in East Timor."<sup>37</sup>

The 1990s had proved to be a "very, very good period of training,"<sup>38</sup> however as the extremely busy decade drew to a close, it was not necessarily good training but East Timor that must have preoccupied the minds of 10 Transport and Movements Company. Some personnel had already deployed with NZBATT1 or its supporting elements, and those left behind had all been involved, in some way, with providing support to the operation. The 'movers' in particular had had the most demanding time, with the more experienced among them being utilised heavily and stretching their few numbers to capacity. For the transport personnel, there was still the requirement to provide members for the driving team in the Sinai, but the attraction of the 'new' operation must have been enticing. The Sinai role necessitated mainly mundane line-haul transport tasks,

---

<sup>36</sup> LOTS operations had not been carried out by New Zealand forces on operations since World War II.

<sup>37</sup> Crawford, J. and Harper, G. *Operation East Timor: The New Zealand Defence Force in East Timor 1999-2001*, Auckland: Reed, 2001, 45.

<sup>38</sup> Mortiboy interview, 21 April 2011.

but East Timor afforded the chance to put into practice the more 'warfighting' oriented skills that had been learned and perfected during 10 Company field exercises and periods of training. At the time, East Timor was the most 'operational' of the operational deployments and many would have been anxious to get there before it ended. Some would have viewed the prospect of a deployment as a chance to be tested, some perhaps a chance for adventure, whilst others may have looked upon it as a sort-of reward for the amount of hard work required over the preceding years. Regardless of their motivation, operations in East Timor were not going away and, in fact, were to continue to dominate much of the daily lives of all at 10 Transport and Movements Company well into the new century.

## **Chapter Seven**

### **2000-2010: A new century**

As the new millennium dawned, both the sustainability of NZBATT and the ability of 2 LFG to maintain a large commitment overseas became concerns. It was decided that the 3<sup>rd</sup> Land Force Group (3 LFG) in Burnham would provide the bulk of personnel for the 1<sup>st</sup> rotation of the New Zealand Battalion (NZBATT2), with 2 LFG again assuming responsibility for mounting NZBATT3. In February 2000, INTERFET progressively handed over responsibility in East Timor to the United Nations Transitional Administration in East Timor (UNTAET) and in May NZBATT2 replaced NZBATT1 in-theatre under the UNTAET banner. At the same time in New Zealand, planning for establishing NZBATT3 was well underway.

NZBATT3 was an unusual military unit. Based primarily on 16 Field Regiment (16 Fd Regt), the battalion was a composite organisation, drawing from more than 62 different Army units.<sup>1</sup> As one of those units, 10 Transport and Movements Company contributed 103 Transport Platoon. It was the first time that a platoon strength transport organisation had deployed on operations since 10 Company's initial deployment to Korea, 50 years earlier. It could also claim to be the first already-formed New Zealand transport unit ever to deploy on operations. Commanded by Lieutenant Mélanie Ryder, 103 Platoon took up where the NZBATT2 'truckies' had left off, continuing to provide support to LOTS operations, distribution of bulk and bottled water, carriage of rations, stores and fuel, and movement of personnel around the NZBATT Area of Operations (AO). Two of the more not surprisingly unpopular tasks were disposal of organic rubbish and the 'honey run'; the collection and removal of NZBATT's human waste. In any given week, the platoon would dispose of 30 tonnes of organic waste and 120,000 tonnes of effluent.<sup>2</sup>

---

<sup>1</sup> Crawford & Harper, *Operation East Timor*, 144.

<sup>2</sup> *Army News*, '50 years on and transport troops deploy again', Issue 237, 13 February 2001, 16.

On occasion, members of the platoon would participate in dismounted security patrols, both day and night, around the local area. Shaped roughly like a triangle, the area included the Air Point of Disembarkation (APOD) at Suai Airfield to the North, the Sea Point of Disembarkation (SPOD) at Suai Beach to the South, and the Suai township itself to the West. Mostly 'blue hat' patrols,<sup>3</sup> these forays were essential to maintaining the security of the 'Suai Triangle' and allowed the participants an opportunity to experience something a little different. To place their mark on the operation in East Timor, during their tour 103 Platoon erected a large wooden sign outside their tent lines. The design of the sign featured three key things: the old 10 Company RNZASC 'tac sign' designator of 72 – recognising the past; the 2<sup>nd</sup> Logistics Battalion identifier – acknowledging the parent unit; and an image of the NZBATT 3 emblem 'Tarakona', the taniwha, or dragon – symbolising the pride and unity of NZBATT in East Timor and New Zealand's commitment to service in the name of peace.<sup>4</sup>

Following NZBATT3, no more formed elements were sent to East Timor from 10 Transport and Movements Company. Many members of the company did deploy or re-deploy with subsequent rotations – NZBATTs 4, 5 and 6 – but these were as individuals into task-organised platoons formed from many units. By the time it was over, New Zealand's contribution to INTERFET, and the subsequent UNTAET Peace Keeping Force, had been the largest operational deployment of the New Zealand Army since 1957.<sup>5</sup> It is estimated that between June 1999 and January 2003, over 6000 NZDF personnel served in East Timor. At its peak, the

---

<sup>3</sup> The New Zealand Battalions conducted two types of patrols: 'blue hat patrols' in which they wore their blue UN caps, and which were intended to show their presence; and 'green hat patrols' in which they wore camouflage face paint and jungle hats, and were designed to be more covert.

<sup>4</sup> *Army News*, '50 years on and transport troops deploy again', Issue 237, 13 February 2001, 16.

<sup>5</sup> Koorey, *1st Battalion*, 57.

NZDF had committed around 1100 Navy, Army and Air Force personnel to the operation.<sup>6</sup>

The experiences, lessons learned and practices of the East Timor operation were to dominate the New Zealand Army for much of the next decade. Largely because of necessity, New Zealand doctrine at the operational and tactical level had required an Australian flavour. In East Timor and at home, the old MLW pamphlets were given way to new publications such as the Australian Army Land Warfare Doctrine (LWD) series and Australian Defence Force Publication (ADFP) pamphlets. Not until 2008 did a New Zealand publication, the NZ P50 Land Operating Doctrine, assume precedence.<sup>7</sup> However, the NZBATT TTPs used in-theatre did quickly become those adopted for use in New Zealand on unit training and field exercises. Instructors at the Army schools were also able to use their experiences from East Timor to provide real world examples and relevant contexts for training.

New TTPs and operational experience gained from East Timor helped to illustrate what many had felt for some time, namely that “we train in the past and fail embrace new ideas. Drills that had been common practice by other nations for many years are only now just being considered.”<sup>8</sup> The catch phrase “back in Timor” became commonplace, much to the chagrin and vocal annoyance of those that had not been fortunate enough to deploy! The 10 Transport and Movements Company officers and soldiers that had deployed had reason to be proud however. Just like their forebears had 50 years previously, they had been able to put theory into practice, account for themselves well, and draw satisfaction that they had contributed directly to the mission’s success.

---

<sup>6</sup> New Zealand Defence Force. *Observations from New Zealand Forces in East Timor (NZFOREM): September 1999-March 2003*, Wellington: Headquarters Joint Forces New Zealand, 2003, iii.

<sup>7</sup> New Zealand Army Publications Website (DIXS).

<sup>8</sup> Cocks email, 5 October 2010.

At the company level, the operation in East Timor reinforced a number of things. Firstly, it validated that the regimental structure – section/platoon/company/battalion – worked well. Command and control was maintained easily throughout and all understood where they ‘fitted’ and what their role was within the NZBATT organisation. Secondly, the worth of common NZBATT Standard Operating Procedures (SOP) and TTPs was invaluable. They allowed the transport elements to work intimately with other arms and functional areas, with all parties fully understanding the information and processes required by the other. Next, the deployment reinforced the requirement for drivers to be proficient in ‘all arms’ skills as well as their trade specialty. All members of the NZBATTs, regardless of Corps or trade, were expected at some point to participate in patrols, occupy sangers<sup>9</sup> or strong points, or provide security whilst static or on the move. Weapon drills had to be second-nature and minor tactics had to be practiced and employed. Lastly, training in the operation and maintenance of vehicles and equipment in adverse conditions and climate was crucial. The East Timor environment proved harsh and austere, accelerating normal wear and tear on vehicles and equipment. This necessitated greater emphasis on equipment husbandry and required a much better appreciation of spare parts availability and supply line limitations.<sup>10</sup>

Lessons from the East Timor operation were also learned back in New Zealand. During the NZBATT deployments, in order to maintain a critical mass of personnel able to still meet tasks in support of 2 LFG, 2nd Logistics Battalion had undergone some organisational readjustments. One of the changes saw the remnants of 10 Transport and Movements Company subsumed under command of 21 Supply Company for a time, only then to change back again. Non-deployed vehicle Complete Equipment Scales (CES) were shifted into a 2nd Logistics Battalion ‘pool’ and Q Store staff were moved to a centralised camp Q Store. However, one unintended consequence of this was a lack of available

---

<sup>9</sup> A strongpoint, usually built up with sand bags and housing a machine gun.

<sup>10</sup> Mortiboy email, 20 September 2010.

complete CES when it was required for a task, as the inexperienced 2nd Logistics Battalion Q Store staff saw fit to loan out items individually to other units.<sup>11</sup> Following the NZBATT deployments, 'growing' individual vehicle CES back to pre-NZBATT levels became a priority, but was still to take years.

What NZBATT operations in East Timor did underscore well was that the world is not a benign or stable environment. The end of the Cold War did not create an era of peace, and conflict around the globe remains constant. On 11 September 2001, this was highlighted all too well with the terrorist attacks on the World Trade Center and the Pentagon in the US by the Islamic fundamentalist group, Al-Qaeda. The Bush administration responded by immediately announcing a 'war on terror', with the stated goals of bringing Al-Qaeda and their leader Osama bin Laden to justice and preventing the emergence of other terrorist networks. To achieve these goals, various means would be used including economic and military sanctions against states perceived as harbouring terrorists. One of these states was Afghanistan, ruled by the Taliban regime.

On 7 October 2001, the US – with NATO agreement<sup>12</sup> – initiated an aerial bombing campaign in Afghanistan targeting Taliban and Al-Qaeda camps. This was later followed up with a ground campaign using special operations elements and conventional land forces. The UN also condemned the Taliban for allowing Afghanistan to be used as a base and safe haven for terrorist organisations, and affirmed its support for international efforts to 'root out' terrorism.<sup>13</sup> Under Resolution 1386, the UN then authorised the establishment of an International Security Assistance Force (ISAF) and called upon member states to contribute

---

<sup>11</sup> McKinney interview, 8 April 2011.

<sup>12</sup> Article 5 of the NATO Treaty states that an armed attack against one or more member states shall be considered an attack against them all. NATO Press Release – 2001 124 – 12 September 2001.

<sup>13</sup> United Nations Security Council, Press Release SC/7212 'Security Council sets United Nations course for supporting new governance in Afghanistan'.



personnel, equipment and other resources to the force.<sup>14</sup> Still heavily involved with operations in East Timor, New Zealand's response was to offer a Special Air Service (SAS) element, which deployed almost immediately. This was followed some time later by air and maritime assets in support roles.

Whilst all eyes were focused overseas, on 1 March 2003, the movements element of 10 Transport and Movements Company was quietly split away and was reformed again as 5 Movements Company, based this time in Linton.<sup>15</sup> A collective sigh of relief could almost be heard as the two units set about dividing stores, vehicles and personnel, and getting on with their core business again. Viewed by some as "a flawed concept"<sup>16</sup> from the beginning, the idea of combining movements with transport functions – strategic with tactical – had gone full circle. Operations in East Timor had proven that despite close working relationships, the roles and functions of transport and movements were quite different and were required to be treated as such. 10 Transport Company found itself once again a separate entity but there was little time to debate the merits, or not, of the amalgamation. Just as the remnants of New Zealand's commitment to East Timor were returning home, events elsewhere in the Asia Pacific region were quickly becoming a new focus of concern.

Following a period of economic decline in the Solomon Islands, parts of the South Pacific nation had erupted into civil unrest and lawlessness. New Zealand, along with other countries in the region, was asked by the beleaguered Solomon Islands Government to help restore order. New Zealand's response consisted of both military and law enforcement personnel deployed under the banner of RAMSI, the Regional Assistance Mission to the Solomon Islands. Surging initially with an infantry company, RNZAF helicopter detachment,

---

<sup>14</sup> United Nations Security Council, 'Resolution 1386 (2001)', 20 December 2001, <http://daccess-dds-ny-un.org/UNDOC/GEN/N01/708/55/P DF/N0170855.pdf?OpenElement> (accessed 24 May 2011).

<sup>15</sup> RNZALR History Book, 16.

<sup>16</sup> Bliss email, 18 September 2010.

engineers and support personnel in July 2003, the NZDF was quickly able to contribute to the establishment of security and stability in the islands. The NZDF has maintained a presence with RAMSI ever since, although now only consisting of a platoon-sized element mainly made up of TF personnel. The platoon acts as a deterrent to destabilising events and provides support to RAMSI law enforcement.<sup>17</sup> Since RAMSI's inception in 2003, 10 Transport Company has been fortunate to be able to provide officers and soldiers in various roles to the mission when required. Whilst not a 'war-fighting' environment per say, company members have gained valuable experience in other ways, particularly in the conduct of civil-military affairs, humanitarian assistance operations and working with Non-Government Organisations (NGO).

Just as the NZDF commitment to RAMSI began, the New Zealand Government agreed to expand the ongoing commitment to Operation Enduring Freedom in Afghanistan. After withdrawing the SAS elements from the country, in September 2003 New Zealand assumed command of the Provincial Reconstruction Team (PRT) in Bamyan Province. Comprising of a mix of military and civilian personnel, the role of the PRT was to maintain security and stability, and promote reconstruction efforts in the area.<sup>18</sup> To achieve these tasks, it set about conducting frequent 'presence' patrols throughout the province, providing advice and assistance to the Afghan local authorities, identifying and managing reconstruction projects, and distributing emergency humanitarian assistance, particularly during the harsh winter months.<sup>19</sup> Like RAMSI, from the initial deployment members of 10 Transport Company deployed as individuals to fulfill a range of appointments within the PRT and its supporting elements. Most went as drivers for one of the 'Kiwi Team' patrol groups, whilst others served in HQ or

---

<sup>17</sup> New Zealand Defence Force. 'Solomon Islands – RAMSI', <http://www.nzdf.mil.nz/operations/deployments/solomon-islands/default.htm> (accessed 1 April 2011).

<sup>18</sup> New Zealand Government Website, 'New Zealand to lead Provincial reconstruction Team in Afghanistan', 7 July 2003, <http://www.beehive.govt.nz/release/new-zealand-lead-provincial-reconstruction-team-afghanistan> (accessed 24 May 2011).

<sup>19</sup> New Zealand Defence Force. 'Overseas Deployments: Afghanistan', <http://www.nzdf.mil.nz/operations/deployments/afghanistan/nz-prt/nzprt-8.htm> (accessed 1 April 2011).

support roles either at Kiwi Base at Bamyan, or with the National Support Element at Bagram Airfield. Several members of the company also deployed to the Afghan capital, Kabul, providing driver support to the HQ International Security Assistance Force (ISAF) there.

Afghanistan sat at the 'high risk environment' end of the operational deployment spectrum, and as such, deserves special mention. Whilst direct threats from insurgent groups like the Taliban were rare in Bamyan, members of the ISAF coalition forces were being killed or injured almost every day in surrounding areas. That's not to say that Bamyan was completely void of danger however, as on several occasions attacks did occur against PRT members. Regrettably, in 2010, one of these attacks resulted in the death of a New Zealand officer and injuries to other members of his patrol.<sup>20</sup> Given their location, the likelihood of a threat to those in Kabul or Bagram was even greater, however this was mitigated by the ability of coalition forces to respond to an incident more quickly and medical coverage being much closer at hand.<sup>21</sup> The environment itself also tested the mettle of those that served in Afghanistan, with temperatures ranging from -35 degrees Celsius in winter, to +45 degrees Celsius in summer. Owing to the country's high elevation, just moving about could be an issue at times, as the thin air made even breathing difficult. Another major issue was mobility, as sealed roads outside of the main centres were rare, and traffic rules largely non-existent. Regardless, those that deployed to Afghanistan rate the experience of serving in that country amongst the highlights of their career, and those that haven't yet had the opportunity are still very eager to do so.

Whilst a constant commitment to deployments and the experiences gained by members of 10 Transport Company certainly helped to retain an operational focus back in the unit, the ability to fill key appointments suffered as a direct result of the operational tempo. One member of the company described the

---

<sup>20</sup> *The Dominion Post*, 4 August 2010, 'Soldier Tim O'Donnell killed in Afghanistan'.

<sup>21</sup> Author's recollection.

period of 2002 to 2004 as “blurring into a constant”, with the “CSM acting as OC for about 12 months, two OC’s and a minimum of three A/OC’s, [with] no PI Comds for about eighteen months.”<sup>22</sup> Other members recall that “manning issues created work overload for some”<sup>23</sup> which in turn led to an increase in personnel leaving the Service, a rise in domestic welfare issues, and the company unable to conduct tasks or induct the required personnel fast enough.<sup>24</sup>

10 Transport Company struggled to hold on to its Corporals and Sergeants.<sup>25</sup> So much so, that for a large part of 2005 and well into 2006, there were no JNCOs in the unit at all. As a consequence, supervision of junior soldiers suffered and the ability to plan long-term was limited; most effort focusing on just trying to cope with day-to-day and week-to-week issues.<sup>26</sup> The sense of pride and responsibility which had always endured began to fall away, and new disciplinary problems arose as a result. The lack of trained junior leaders was having a direct impact on effectiveness, but a new policy of the blanket retention of personnel was also proving to be to the detriment of all parties. Post-East Timor, the Army had focused on rebuilding its capability and was particularly keen to retain trained personnel. As a result, the process of dismissal or administrative discharge became more difficult and laborious, making the ousting of non-performing or ‘trouble’ soldiers next to impossible. Ineffective leadership at the junior level, combined with an influx of new soldiers, just exacerbated the situation. As the old cliché goes, ‘one bad apple can spoil the whole barrel’, and in some cases this was evident. In the words of the CSM of the time, “there was lots of damage done.”<sup>27</sup> The remedy adopted by the OC and CSM thereafter specifically focused all training and activities on three key things: the rebuilding *Esprit de Corps* and good morale; the re-establishment of

---

<sup>22</sup> Dower email, 14 September 2010.

<sup>23</sup> Whitewood email, 16 September 2010.

<sup>24</sup> Irwin email, 17 September 2010.

<sup>25</sup> Harimate email, 6 October 2010.

<sup>26</sup> Harimate interview, 7 April 2011.

<sup>27</sup> McKinney interview, 8 April 2011.

10 Company's good reputation; and the regeneration the Company's operational capability.<sup>28</sup>

One example that illustrates the journey to rebuilding *Esprit de Corps* began one rainy day in early 2005. The OC of the time, Major Grant Morris, noticed that the road immediately outside the 10 Company HQ had no name. It had originally been an accessway to a large carpark, but, over the years, had been gradually expanded and extended into a properly formed public road with curbs, drainage and road markings. The lack of an appropriate address sparked an idea. Following a period of research and having obtained the necessary permissions from HQ 2 LFG, Linton Property Maintenance and the Palmerston North City Council, on 1 July 2005 – 10 Company's 54<sup>th</sup> birthday – the previously unnamed road was officially unveiled as 'Korea Way'. At the opening, Major Morris spoke of his rationale for the name, citing recognition of the proud and unique heritage of 10 Transport Company and "particularly the sacrifices made by those that have lost their lives whilst serving in the company. The naming of the road goes some way to acknowledging that."<sup>29</sup>

In conjunction with the naming of the road, a new cloth emblem or 'patch' was introduced as a common logo for 10 Transport Company. Designed by company members, the patch was adopted for use on signs, clothing and presentations, and has continued to be used to this day. The theme behind the design was recognition of 10 Transport Company's heritage. While serving in Korea, 10 Company personnel wore khaki berets superimposed with a black diamond and the RNZASC badge. The new 'patch' design incorporated this original beret colour and black diamond, included a traditional transport wagon wheel, and displayed the colours of the RNZCT and RNZALR. (See Figure 1)

---

<sup>28</sup> Author's recollection. The author was the OC at the time.

<sup>29</sup> *Army News*, 'From Korea to Afghanistan – 10 Transport Company', Wellington, Issue 337, 9 August 2005.



Figure 1

Keen to leverage off the idea behind the patch, the CSM at the time, WO2 Paul 'Macka' McKinney, introduced other initiatives. As a reminder to all of where 10 Transport Company had originated, he painted a large black diamond on the footpath at the entrance to the company lines so that every member of the unit, at one time or another, would pass over it. Secondly, and rather less overtly, he managed to incorporate a black diamond behind the WO2 rank emblem on his leather wristband. This wristband was subsequently handed down to his successors and will remain the 10 Transport Company CSM's wristband for perpetuity.<sup>30</sup>

Near the end of September 2005, the Colonel-in-Chief of the RNZALR, His Royal Highness the Duke of York, again paid a visit to Linton Camp. Coming straight out of the field the day before, the officers and soldiers of 10 Transport Company had to quickly reorient in order to fulfill their responsibilities for the visit. A Royal Guard of Honour was hurriedly 'stood up' and it was 'all hands to the pump' to ensure at least some of the vehicles and equipment were clean in order to provide a static display. Fortunately, Prince Andrew was none the wiser and once he had departed, the real post-exercise refurbishment could begin.<sup>31</sup> Although it was only brief and at the time somewhat of an unwelcome distraction, the visit did subtly contribute to further enhancing 10 Company's *Esprit de Corps*. It not only allowed Company members the opportunity of

---

<sup>30</sup> McKinney interview, 8 April 2011.

<sup>31</sup> Author's recollection.

interacting with their famous Colonel-in-Chief, but also encouraged the sense of pride that came with the unique honour of being some of 'The Duke of York's Own'.<sup>32</sup> For many, this must have been their first experience of this.

Six months later, on 25 April 2006, in another first 10 Transport Company was given the inaugural honour of representing the NZDF at the small Wairarapa settlement of Tinui on ANZAC Day. Ninety years previously, Tinui had been the first place in the world to hold a public service to commemorate the landings at Gallipoli the previous year, and as such, was accorded a special place in the history of New Zealand and Australia. As heavy rain pelted down, the OC gave the ANZAC Day address to the assembled crowd and a 10 Company firing party broke the silence of the dawn. Later that morning, several keen volunteers trekked to the summit of the Tinui Taipo (Mount Maunsell) where, nearly a century before, a large cross had been erected by the vicar and members of the settlement.<sup>33</sup> Although 10 Company's involvement ended there, Tinui has since been dubbed the 'new Gallipoli' as hundreds now make the pilgrimage each ANZAC Day to the tiny village. Seen as a more affordable option than travelling to Turkey, the interest in Tinui has been encouraged and applauded. Speaking on behalf of the government in 2009, Veterans' Affairs Minister Judith Collins agreed that Tinui holds a unique place in ANZAC history, saying "I would be delighted to see Tinui become a place where people come to pay their respects and remember those who have fallen."<sup>34</sup>

As a corollary effect of these activities, and the emphasis on regenerating *Esprit de Corps*, morale in 10 Company began to lift. Combined with an increased focus on company growth and balance, individual members and groups of the unit began to excel again. Good performances in sporting and other events were observed to improve markedly, finally culminating in 10 Transport Company

---

<sup>32</sup> *Army News*, 'Colonel-in-Chief RNZALR, Wellington, Issue 341, 4 October 2005.

<sup>33</sup> McKinney interview, 8 April 2011 and Author's recollection.

<sup>34</sup> *The Dominion Post*, 'Tiny Tinui proposed as our 'new Gallipoli'', 18 April 2009.

being awarded the 2nd Logistics Battalion Taiaha for Top Company in 2006, and again in 2007. Members of the company either won, or least came runner up, in the National DOTY competitions during this period also.

Alongside the emphasis on growing reputation and morale, the operational capability of the company also required some attention as a result of the damage caused by the tempo of the early 2000s. Whilst a large proportion of the company did have recent operational experience, the standard of knowledge and skills required to operate in a 'conventional' warfare environment was found wanting. A period of capability rebuilding therefore ensued, focusing individual and collective training on the 'bread and butter' skills required by all ranks. Using a graduated system of practice and assessment, individuals, sections and platoons were able to reacquaint themselves with transport operations on a larger scale. In late 2006, a company level field exercise – Exercise Playtime Warrior – was used to assess the company after two years of operational capability rebuild. The exercise found that, whilst still not at pre-East Timor levels, that the company was well on the way. Not only were 'old' skills practiced and perfected, but new SOPs and TTPs from more recent overseas missions were able to be tried and tested. The effect on the individual drivers was that they were now "confident and professional, and the Section Commanders, having had the chance to complete their trade and promotion courses, had a much better grasp and were strong in terms of leadership."<sup>35</sup>

During this time, most of the major tasks conducted, particularly by 103 Platoon, necessitated operating at section or platoon level, where drivers and NCOs spent a lot of time in the field and gained good experience in a variety of command roles. One former SNCO of the company recalled that having then subsequently been involved with a number of CSST HQ on exercise, where same-ranked personnel from other trades and units were represented, he

---

<sup>35</sup> McKinney interview, 8 April 2011 and author's recollection.



noticed a marked contrast in command ability against those 10 Transport Company personnel. He witnessed NCOs from other units “unsure of what to do and how to make decisions or take command when required, as they had never been exposed [before].”<sup>36</sup> The ‘people capability’ of 10 Transport Company had begun to flourish again, with the SNCOs leading the way. Allowed the opportunity to grow and develop themselves, these individuals not only coached and mentored the more junior members of the company, but provided good sounding boards and technical guiding hands for platoon commanders fresh out of the Officer Cadet School as well. However, even though 10 Transport Company’s technical and leadership capability had reached a much more acceptable level, the ‘re-skilling’ of its personnel was only one area that required attention. In order to achieve a credible operational capability, upgrading the company’s vehicles and equipment was also required. Fortunately for 10 Company, the Army was having similar thoughts.

In 2001, the Government had announced a series of decisions that built on its *Defence Policy Framework*<sup>37</sup> with the aim of “developing a modern, sustainable Defence Force that will concentrate defence resources in a range of affordable and sustainable military capabilities to meet our national requirements, strategic interests, and obligations.”<sup>38</sup> In order to achieve this, it was determined that it would be necessary to ‘modernise’ the New Zealand Army. In this case, modernising involved acquiring new weapons, new communications equipment, new intelligence, surveillance and reconnaissance capability, and new support vehicles and equipment to round out the Army’s capability.

---

<sup>36</sup> Edgecombe email, 22 September 2010.

<sup>37</sup> New Zealand Ministry of Defence, *The Government’s Defence Policy Framework – June 2000*, <http://www.defence.govt.nz/reports-publications/defence-policy-framework/defpol-frmwrk.html> (accessed 27 October 2011).

<sup>38</sup> New Zealand Ministry of Defence, ‘Defence Portfolio Briefing to the Incoming Government 2005’, <http://www.defence.govt.nz/reports-publications/election-brief-2005/capability.html> (accessed 10 June 2011).

Perhaps the greatest ‘modernising’ shift came with the procurement of the 8x8 New Zealand Light Armoured Vehicle (NZLAV) to replace the aging M113 family of vehicles. The first NZLAVs arrived in New Zealand in August 2003, and following a substantial period of testing and user trials, were handed over to the Army in October 2005.<sup>39</sup> The experiences of coalition allies in Iraq and Afghanistan had forced the Army to explore different options with how its soldiers could be, and would be, employed on some operations. It was decided that although primarily a ‘light infantry’ orientated force for a number of decades, the Army’s focus would now move towards adopting a more ‘motorised’ approach. The NZLAV was seen the means of achieving this, and the answer to providing New Zealand with a “world class vehicle capable of providing light armour protection to soldiers on the battle field.”<sup>40</sup> It was highly mobile, and came equipped with a lethal arsenal of weapons and systems making it ideal for combat, peacekeeping and peace support operations. The vehicle was a quantum leap forward in capability for the New Zealand Army, which allowed it to now work alongside other nations with a comparable capability in relatively high threat hostile environments.

The second major ‘modernisation’ acquisition occurred in 2006 with the introduction of a replacement vehicle for the venerable V8 Landrovers, now well past the end of their endurance and usefulness. The new vehicle chosen was the 6x6 Pinzgauer, manufactured in the United Kingdom and named after an Austrian breed of horse. The ‘Pinz’ – officially labeled in New Zealand as the Light Operational Vehicle (LOV) – came in eight different variants, of which the majority were General Service (GS) or Command and Control (C2) vehicles. Other types included ambulance, maintenance support and special operations variants, along with an armoured option to provide increased protection on operations. The Pinzgauer was an off-the-shelf ‘military-spec’ vehicle, its

---

<sup>39</sup> New Zealand Army Publications Website (DIXS).

<sup>40</sup> New Zealand Army, ‘NZ LAV (New Zealand Light Armoured Vehicle)’, <http://www.army.mil.nz/our-army/equipment/nzlav/default.htm> (accessed 10 June 2011).

capabilities already proven by the British, Swiss and Malaysian armed forces. It had a high degree of off-road capability particularly well suited to operate in concert with the Unimog and the NZLAV. With a payload of nearly two and a half tons, the ability to carry up to 12 passengers (GS variant), and with a range of 800 kilometres, it was a far cry from what the poor old Landrover could provide. In addition, all variants were able to be fitted with Army's recently acquired Tactical Mobile Communication System (TMCS) and two at a time could be carried by RNZAF C-130 Hercules aircraft with minimal preparation.<sup>41</sup> Initially, 10 Transport Company only received five of the GS variants to replace its fleet of 16 V8 Landrovers, with one new 'Pinz' immediately being 'allocated' to the RAMSI mission in the Solomon Islands. Only having four light vehicles in the company required some rethinking with regard to how the unit would operate in the field, but through inter-unit loans, task manipulation and an element of careful juggling, the requirements – for platoon level activities at least – were met.

In May 2006, Timor Leste (formerly East Timor) reignited. Dili, the capital, was once more the scene of widespread violence which, according to a UN Secretary General's report, was "a precursor to a political, humanitarian and security crisis of major dimensions."<sup>42</sup> Almost immediately, an Australian-led intervention force was deployed by invitation to stabilize the situation again and allow for a reformed UN mission to take over. On 25 May, the New Zealand Prime Minister, Helen Clark, announced that the NZDF would again deploy in support of the Australians to assist with stability and maintenance of law and order in the country.<sup>43</sup> Codenamed Operation Gyro, the deployment has seen a company sized element maintained in Dili ever since. Individuals from 10

---

<sup>41</sup> New Zealand Army, 'LOV (Light Operational Vehicle)', <http://www.army.mil.nz/our-army/equipment/lov/lov-variants.htm> (accessed 10 June 2011).

<sup>42</sup> United Nations Security Council, 'Report of the Secretary-General on Timor-Leste pursuant to Security Council resolution 1690 (2006)', 8 August 2006, <http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N06/448/33/PDF/N0644833.pdf> (accessed 1 April 2011).

<sup>43</sup> New Zealand Defence Force. 'Timor-Leste, NZ History', <http://www.nzdf.mil.nz/operations/deployments/east-timor/history.htm> (accessed 1 April 2011).

Transport Company have upheld a constant presence as part of the mission ever since its inception, mostly as drivers or HQ staff. However, in June 2009, a section sized element from 10 Transport Company deployed to the troubled nation. What made this deployment different, not only from the fact that it was a formed group, was that the drivers, many of them quite junior, went as infantry. Quickly becoming fully integrated with the other elements of the New Zealand contingent, they performed admirably in their new, albeit temporary, trade. Upholding the proud traditions of their transport forebears from Malaya and Vietnam, they proved the old adage true again – ‘soldier first, trade second’.<sup>44</sup>

A few months later, on 12 November 2009, a former OC of 10 Transport Company, Kath Gourdie, died after a long illness. On the day of her funeral, a large, well established macaranga tree immediately adjacent to the 10 Company HQ building, suddenly spilt completely down the middle. The structural integrity of what remained of the tree was compromised, and so, as a safety measure, the entire tree was subsequently removed. Other than a slight wind the night prior, there was no identifiable cause for this strange arboreal occurrence. Perhaps it was just coincidence? Perhaps it was not? Whatever the reason, some are convinced that that 10 Company had just achieved another first: its very own paranormal event.<sup>45</sup>

Even with all the operational activity, initiatives being introduced and changes occurring, the ability to fill the established posts within the unit continued to prove troublesome for 10 Transport Company. Finally, in late 2009, unable to continue to fill both a medium platoon and a heavy platoon with qualified drivers, the decision was made to amalgamate. The vehicles and more experienced drivers of 101 Platoon would be merged with 103 Platoon to form two mirrored platoons. Titled ‘A’ and ‘B’ Platoons, the intent was to ‘brigade’ available

---

<sup>44</sup> Craw interview, 21 April 2011.

<sup>45</sup> Ibid.

resources and provide some mentoring as well as continue to meet task commitments.

A Platoon became a composite platoon, with B Platoon acting as a training platoon designed to provide a better element of supervision and get the large number of junior drivers prepared for their Junior Transport Course. By this time 10 Company's only required output to the 2nd Logistics Battalion was a composite platoon which would form the transport component of a CSST, so amalgamation of 101 and 103 Platoon was seen as a good solution to achieve this.<sup>46</sup> The system had already been trialed with 3 Transport Company in Burnham for some time, but with mixed results. The unintentional limiting of trade and training progression was one issue of concern, and in time, operating 'twin' platoons tended to reduce the culture and identity of the unit.<sup>47</sup> Given the low level of manning however, 10 Company had little option.

In October 2010, after 18 months of amalgamation, A and B Platoons transitioned back into 101 and 103 Platoons. Overall the merger had achieved some limited objectives, namely 'spreading the hurt' of personnel shortages, meeting 2nd Logistics Battalion expectations in terms of providing a composite platoon element, and getting junior drivers trained and qualified. But, the change did not go entirely unchallenged. The lack of qualified JNCOs in some ways served to 'hamstring' the process and what could be seen as a lack of 'buy-in' was evident across the ranks.<sup>48</sup> This even went so far as a 'Bring Back 101 Platoon' group profile on the online social networking website Facebook!<sup>49</sup> In the long term however, there is no evidence to suggest that the temporary restructure did any damage other than impinge on a few egos. A similar exercise

---

<sup>46</sup> Craw email, 5 April 2011.

<sup>47</sup> Bliss email, 18 September 2010.

<sup>48</sup> Craw email, 5 April 2011.

<sup>49</sup> Facebook. 'Bring Back 101 Platoon', <http://www.facebook.com/home.php#!/pages/BRING-BACK-101-PLATOON/310070061313> (accessed 13 April 2011).

would probably be employed again as a stop-gap measure in the future if required.

As perhaps a harbinger of things to come, in September 2009, 2 LFG conducted a Humanitarian Assistance and Disaster Relief (HADR) exercise in the Wanganui area. A composite platoon from 10 Transport Company participated in what was essentially a “logistics centric and logistics led”<sup>50</sup> activity. Less than a month later, a massive tsunami hit the islands of Samoa. Having learned from their experience on the HADR exercise, in very short order 10 Company was able to mobilise and dispatch a transport section to deploy to the devastated islands. They would travel on the HMNZS *Canterbury*, which at that moment was being loaded in Auckland. However, after only getting as far as the township of Bulls (about 40 minutes drive from Linton), the section was recalled and stood down. As it transpired the section was not required, however two individuals from 10 Company did eventually deploy.<sup>51</sup>

Although a disappointment for the section, the Samoa Tsunami did highlight the importance of readiness and appropriate training for contingencies, especially those of a non-warfighting nature. This again became evident when, a year later, a massive earthquake struck the Canterbury region. At the time elements of 10 Transport Company were deployed a combined field exercise with 3 Transport Company in the South Island, so were well placed to respond. Five months later, another earthquake hit the province, this time causing even greater destruction and unfortunately, a large loss of life. This time, 10 Company were practiced and ready. The day following the earthquake, as dozens of aftershocks still rocked the region, 10 Company vehicles began moving all of 2 LFG’s stock of tentage and stretchers to Christchurch. Over the next two months, most members of the unit would rotate on tours of duty through the damaged city. There, they conducted tasks such as movement of MGB, cartage of vital stores and

---

<sup>50</sup> Craw interview, 21 April 2011.

<sup>51</sup> Ibid.

equipment, delivering bulk water to outlying areas, and distribution of thousands of chemical toilets to the effected population.<sup>52</sup>

The members of 10 Transport Company more-or-less wrapped up the decade as they had began; by fulfilling their professional role on operations. Ten years previously it had been in the inhospitable climate of East Timor, and now, in late 2010 and early 2011, they were on operations again, this time in their own land. The decade had again proved to be a busy one, dominated by ongoing and varying commitments to operations, but also subject to a series of challenges at home. Throughout the highs and lows, it would be fair to suggest that 10 Company members stood up to each test well. The post-East Timor malaise and personnel issues were undoubtedly a low point, however through the deliberate focus on rebuilding both the people and operational capability, the company managed to extract itself from the mire before any lasting damage was done. Overall, throughout the decade 10 Company had portrayed itself in a good light, upheld the tradition of professionalism and excellence expected of it, and achieved all that it had been asked to do. Importantly, through their dogged performance the officers and soldiers of 10 Transport Company had reestablished a reputation as the 'go-to' unit. Theirs was the best, and they could again draw strength and pride from that.

---

<sup>52</sup> Ibid.

## Chapter Eight

### Beyond 2010: An Uncertain Future

Given the operational and domestic tempo of 10 Transport Company over the last decade, many members would have been hoping for a reprieve. It seems unlikely however, as more and more the officers and soldiers of 10 Company are called upon to support their dependency at Linton Camp, provide individuals for operational deployments overseas, and yet somehow still train and prepare for whatever contingency that may present itself. Perhaps the best indication of the expected workload of the company in coming years was highlighted when, in November 2010, the Government released its first Defence White Paper in over a decade. In it, pains were made to clearly outline that “the next 25 years are likely to be more challenging than the 25 years just past.”<sup>1</sup>

New Zealand is highly unlikely to face a direct military threat, however, events elsewhere in the world will probably continue to require an expeditionary military response of some kind if it is in New Zealand’s national interest to do so. The *Defence White Paper 2010* laid out some of the key strategic issues that may illicit just such a response. High on the list was the assessment that the traditional rules-based international order is under pressure. Key international institutions are struggling with a range of trans-boundary issues, international economic weight is shifting, new military technologies are emerging all the time, the threat of weapons of mass destruction proliferation is growing, and terrorism is a continuing challenge. Importantly, the security situation in the South Pacific is seen as fragile, and the outlook for the Middle East reflects a continued period of instability.<sup>2</sup>

---

<sup>1</sup> *Defence White Paper 2010*, Wellington: Ministry of Defence, 2010, 10.

<sup>2</sup> *Ibid.*, 11.



Reinforced by the Minister of Defence, the Honourable Dr Wayne Mapp, in the NZDF's *Statement of Intent 2011-2014*,<sup>3</sup> the White Paper sets the direction for the Defence Force and the single Services. It confirms that the NZDF "needs to be prepared for many contingencies. These range from humanitarian and disaster relief, through state stability and security operations, to combat operations. New Zealand needs to be able to operate alone. It also needs to operate seamlessly with Australia, and with our friends and allies."<sup>4</sup> As a consequence, the White Paper prioritises the current capabilities of the NZDF and creates a blueprint for enhancing them over time. As such, one of the areas addressed is the Defence Force's ability to sustain land operations.<sup>5</sup>

Fortunately, none of this had come as a surprise to the Army. In 2007, a new conceptual construct – the Future Land Operating Concept (FLOC) – had been introduced to provide a better framework for analysing the future and how the Army may operate in an uncertain environment. The concept was based on the theory of Precision Manoeuvre, which "seeks to enhance and exploit greater force agility via decisive action and net work enabled manoeuvre in a Joint, Interagency, and Multinational (JIM) operational environment."<sup>6</sup> For logisticians, the FLOC places emphasis on maintaining secure 'bubbles' around CSS locations and moving resupply groups without trying to secure the whole length of all Lines of Communication (LOC) all the time. CSS elements no longer operate in the relative safety of the rear area, so a focus on survivability, without drawing heavily on combat force elements for protection, is necessary.

In order to achieve the greater level of survivability, CSS elements moving in a non-contiguous operating environment require more robust Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR), command and

---

<sup>3</sup> New Zealand Government. 'Statement of Intent 2011-2014: New Zealand Defence Force', <http://www.nzdf.mil.nz/public-documents/strat-plan/default.htm> (accessed 19 May 2011).

<sup>4</sup> New Zealand Government. 'Statement of Intent 2011-2014', 4.

<sup>5</sup> Ibid., 5.

<sup>6</sup> New Zealand Army, *Future Land Operating Concept: Precision Manoeuvre 2020*, Wellington: Government Printer, 2007, i.

control, and security capabilities. In 10 Transport Company's case, this would equate to substantial enhancements in vehicle capability, equipment and TTPs before any viable contribution to the concept of Precision Manoeuvre could occur. As a minimum, the necessary enhancements would include such things as networked vehicle communications, mounted crew-served weapons, enhanced sensor capabilities, ability to access direct and indirect fire support, individual protective armour, an organic ability to conduct 24 hour security operations, Night Vision Equipment (NVE) to operate at night, access to intelligence for force protection, and armoured protection in cabs and on the underside of vehicles.<sup>7</sup> Maintaining interoperability, particularly with New Zealand's allies and potential coalition partners, is also clearly important. The requirements in this area must actively underpin vital actions such as information sharing, standardising operating procedures, and in some cases, procurement and usage of common equipment. Greater interoperability also contributes to relationship building and increased effectiveness when operating alongside other nation's forces whose military capabilities, doctrine, and cultural background may differ markedly from that of New Zealand.<sup>8</sup>

By 2009, it began to become apparent that CSS capability in units like 10 Transport Company was a long way off meeting the needs of the FLOC. The gap between 'what was', and 'what should be', was substantial. The Army's response was to instigate what became known as the Combat Service Support Immediate Needs Programme. The programme was designed to specifically ensure that the entire force would be equipped to support the range of operations and training that it may be expected to carry out in the future. Commenting at the time, former OC and then Assistant Chief of General Staff (Capability), Colonel Phil Collett, highlighted the significance of the programme: "It is important that our combat forces are supported by well-

---

<sup>7</sup> Ibid., 3-19.

<sup>8</sup> Lott, Charles. 'Maintenance Engineering Vision 2020', *Army Sustainer*, Issue 2, August 2010, 29.

equipped and trained combat service support elements. It will allow us to better support operations by improving maintenance as well as our ability to transport equipment and vehicles.”<sup>9</sup> As such, a better level of compatibility with allies and coalition partners would need to be maintained, in addition to the acquisition of larger vehicles in order to meet the needs of ‘containerised’ forces.

As part of the Immediate Needs Programme, in 2009 the Army acquired a tranche of new Heavy Equipment Transporters (HET), each capable of carrying a very credible 26 tonnes. In February 2010, two of these were introduced into service with 10 Transport Company. The commercial-off-the-shelf 8x4 tractor units, supplied by Mercedes Benz, are based on the ACTROS model truck designated as MB 3248L/4S. Configured to tow a new low bed semi-trailer, they can lift a LAV, two LOV, or one 20-foot ISO container. The trailers have their own engines powering hydraulic systems for a widening deck, landing legs, main ramps and an on-board 10-tonne winch. The rear two axles are self-steering and the deck lowers on air bags for loading. The trailer also boasts two decks, an upper and a lower. Inoperable vehicles can be winched on and off the lower deck and short portable ramps are provided to allow one or two axles of a light vehicle access to the upper deck, depending on its length and weight.<sup>10</sup>

But even though the HET vehicles represent the latest in heavy transporter capability, they still do not carry any armoured protection, their mobility is limited to roads and well formed tracks, and they cannot carry weapons for self protection. They are, in effect, non-operational ‘operational’ vehicles. This means that whilst providing a very good training and administrative support vehicle to move LAV and other loads, their employment in most of New Zealand’s recent overseas operational contexts would be severely limited. Perhaps, once again, the reality of financial constraint proved the decider in the

---

<sup>9</sup> New Zealand Army, ‘NZ industry build vital equipment for Army’, *Your Army in Review 09/10*, Wellington: Defence Communications Group, 2010, 28.

<sup>10</sup> New Zealand Defence Force, ‘A fully supported Army equipped to win’, *One Force: An update from the New Zealand Defence Force*, Issue #4, April 2010, 14.

vehicle's purchase rather than acquiring an operational fit-for-purpose model. Military 'spec' equipment is often vastly more expensive and so its acquisition needs to be carefully balanced against necessity. In this case, given the enhancement requirements necessary to enact the FLOC, questions must still remain regarding the HET's intended employment.

Whilst the FLOC did look at the Army's future operating environments and what capabilities would be required to meet expected outputs, what it did not do was balance those capabilities against the fiscal reality of New Zealand's economic environment or how to best to provide value for money to Government as part of the wider Defence Force. It was not until late 2009 that Army General Staff produced the *Army Strategic Plan*<sup>11</sup> which did just that. Until the development of the Plan, which was endorsed by the *Defence White Paper 2010* when it was published, "we did not have a coherent view of where we wanted to go. This is our first attempt to look at the next 25 years" candidly explained the then Chief of Army, Major General Rhys Jones<sup>12</sup>, in an interview. "The key is not necessarily the organisation or equipment, but what we are going to do."<sup>13</sup>

Within the context of projected budgetary limitations, the *Army Strategic Plan* seeks to strengthen the Army so that there are sufficient numbers for the deployment of a Combined Arms Task Group (CATG) of up to 800 personnel capable of mid-intensity combat, sustainable for up to three years, in addition to a Light Task Group (LTG) of up to 500 personnel for stability operations.<sup>14</sup> With the recent purchase of new helicopters for the RNZAF and the continuing development of an amphibious capability with the RNZN, with the CATG and

---

<sup>11</sup> New Zealand Army (NZDF intranet). *Army Strategic Plan: Briefing Pack*, [http://org/l-ags/AGS\\_TEST/Strategic%20Plan%20Documents/Army%20Strat%20Plan.pdf](http://org/l-ags/AGS_TEST/Strategic%20Plan%20Documents/Army%20Strat%20Plan.pdf) (accessed 31 October 2011).

<sup>12</sup> Major General Jones became the Chief of Defence Force, with the rank of Lieutenant General, in January 2011.

<sup>13</sup> *Land Warfare International*. 'Parting Shot', *Land Warfare International*, December 2010, <http://www.shepherd.co.uk/magazines/land-warfare-intl/14> (accessed 16 February 2011).

<sup>14</sup> Greener, Peter. 'Preparing for an Uncertain Future: Force Structure Implications of the New Zealand Defence White Paper 2010', *Security Challenges*, Vol 7, No. 1 (Autumn 2011), 31.

LTG concept Jones believes that there is far more ability for the Army to do different things in order to meet the challenges posed by the strategic environment. In particular, he sees the capacity to contribute to operations in a littoral environment – similar to the US and British marines – will be increased and Special Forces operations will have greater support options.<sup>15</sup>

Instead of a hindrance, Jones believes that the Army's operational tempo "can and should be a driver of transformation, rather than an obstacle" and combat effectiveness can be enhanced through "being agile and adaptive for future environments."<sup>16</sup> With this in mind, the Army has launched a range of new projects that will help define the ability to be agile and adaptive within the confines of the FLOC and the *Army Strategic Plan*. Two of these projects – the Logistic Enablement and Mobility Programme and Land Logistics Transformation – will examine how 10 Transport Company, as part of the wider logistics capability, can best support its dependency in the future. It is clear that the Army needs not only a domestic transport capability to support Force Elements in New Zealand, but also a much better operational transport capability to provide a greater range of support options overseas. A trained futurist, Major General Jones' thoughts reflect those of many currently serving members of 10 Transport Company as to what may be required in terms of vehicles and equipment: "We need IED-protected vehicles, cross-country mobility and a very good communications system so that we can develop precision logistics."<sup>17</sup>

But what is still uncertain is whether 10 Transport Company's traditional role, extant structure and current doctrine will meet the requirements of the *Army Strategic Plan* and enable the concepts behind the FLOC to be realised. Logistics Command (Land) have assessed that traditional 2<sup>nd</sup> line logistic

---

<sup>15</sup> *Land Warfare International*, 'Parting Shot', December 2010.

<sup>16</sup> New Zealand Army, 'Chief of Army Forward', *Your Army in Review 09/10*, Wellington: Defence Communications Group, 2010, 3.

<sup>17</sup> *Land Warfare International*, 'Parting Shot', December 2010.

support is becoming redundant and a technical complexity. The 'sensor-shooter-supporter' relationship may have evolved to become fractured over time, so further in-depth examination is required. That analysis is to occur under the banner of the Land Logistics Transformation Programme (LLTP). The programme has been tasked with reviewing and modernising land logistics doctrine, particularly lines and levels of support. It will also look at optimising the Army's logistics footprint by examining the size and shape of support organisations, in order to cement the justification (or otherwise) for retaining them doctrinally.<sup>18</sup>

Interestingly, another project emanating from Army General Staff, titled 'Army 2015: Operationalising the Army', seems to have already reached a number of conclusions in this regard. As part of an overarching 'operationalising' intent, it clearly states that both 1<sup>st</sup> line logistics capability and the 2<sup>nd</sup> Logistics Battalion will be enhanced, and that the garrison support responsibility will be civilianised as soon as possible. It also goes so far as to provide an indicative 2015 Order of Battle (ORBAT) which shows the 2<sup>nd</sup> Logistic Battalion with three sub-units: a CSST North, a CSST South and the Auckland Regional Support Company.<sup>19</sup>

Exactly what 'enhancement' means in terms of 1<sup>st</sup> line capability is unclear. 'Army 2015: Operationalising the Army' sees 1 RNZIR transitioning back to a light infantry unit from their motorised function, whilst also re-establishing QAMR as a third manoeuvre group, but with a cavalry flavour. Over time, both of these units organic logistic support has eroded to the point where it is questionable whether they are still effective. More often than not, 2<sup>nd</sup> line logisticians have been required to bolster 1<sup>st</sup> line numbers to enable any sort of worthwhile collective training or exercises in the field. Any 'enhancement' of 1<sup>st</sup> line

---

<sup>18</sup> Logistics Command (Land). 'Land Logistics Transformation' brief to Land Component Commander, 15 February 2011, (internal DIXS intranet) <http://org/l-ags/pages/Log-Exec/Log-Exec-home.aspx> (accessed 22 June 2011).

<sup>19</sup> Land Component Commander. 'Operationalising the Army' brief to Trentham-based Army personnel, 22 June 2011, (internal DIXS intranet) <http://org/l-ags/Pages/OSM/Army-2015/Army-2015-Home.aspx> (accessed 22 June 2011).

capability would therefore firstly have to address the manning of these units' logistic elements, before any attention could be paid to vehicles or equipment. History has also shown that units such as 1 RNZIR don't necessarily know how to best utilise the support assets (i.e. vehicles and drivers) they have at their disposal. The continued training and mentoring of those attached to other units has been an issue, and "away from the transport 'mothership', drivers tend to lose their trade *Esprit de Corps*." <sup>20</sup>

What 'enhancement' means for the 2<sup>nd</sup> Logistics Battalion is equally uncertain. If the LLTP determines a new way of doing business is required for 2<sup>nd</sup> line support units, it seems entirely likely that changes will result in how 10 Transport Company is structured, equipped and employed. Alternatively, the focus may fall on other functions within the battalion and the transport company may not be touched at all. Former Master Driver (Army), WO1 Mark Mortiboy, who has been advising the LLTP, believes that whatever the eventual determination, there is still a real role for 10 Transport Company in any 'enhanced' 2<sup>nd</sup> Logistics Battalion or CSST. "10 will continue to exist in the medium term, but there is still lots of work to go yet on establishing its exact role. A CSST still needs someone just to move stuff, and needs someone to move it expertly, so that is the point of difference. The CSST transport function still needs professional driver skill sets and that capability still needs to reside somewhere. Perhaps 10 Company could be that Centre of Excellence?" <sup>21</sup>

The current Master Driver (Army), WO1 Mike Dower, agrees with his predecessor. "In the short to medium term, I believe 10 Company will survive. It will be responsible for medium and heavy lift transport but may transition to distribution platoons to provide greater versatility. In the longer term I believe heavy will disappear and medium will become the current heavy. Spec[ialist] vehicles will feature as well. Regardless, there will always be a role for the

---

<sup>20</sup> McKinney interview, 8 April 2011.

<sup>21</sup> Mortiboy interview, 21 April 2011.

drivers but who knows what organisation they will be part of?”<sup>22</sup> Both of these senior transport trade representatives agree that the existing structure of the company lends itself to operating in the field and operational environments, and so is already well suited to transition to a greater ‘operationalised’ role if necessary.<sup>23</sup> According to Mortiboy, “transport is the most ‘infantry’ of logistic units, and the most ‘logistic’ of logistic units.”<sup>24</sup> However Dower is quick to point out that – just as it had occurred a half-decade prior – “for the trade there has been a necessary focus on licensing, fam[iliarisation] courses and compliance, at the expense of operational capability. Civilianisation and commercialisation could go some way to address that, so gradually drivers would again become more operationally focused, but there is still some way to go.”<sup>25</sup>

Civilianisation and commercialisation are both being examined as part of a general move away from garrison support functions. Domestic tasks in-camp and around New Zealand do provide some training benefit, but it seems logical that costs, time and effort can be saved by either civilianising or contracting these more static functions. A greater emphasis could then be placed on training and preparation for operations, whilst making more efficient use of scarce transport resources.<sup>26</sup> That said, training and preparation for operations themselves also need to be reviewed. Given the role of transport in the modern battlespace, future training needs to address the complexities of the expected operating environment. No longer is it safe to assume that transport elements will not be directly engaged by the enemy or not require protection because they are not ‘front line’ troops. As has been proven time and time again in recent conflicts such as Iraq and Afghanistan, there is no ‘front line’ in asymmetric warfare.

---

<sup>22</sup> Dower interview, 19 April 2011.

<sup>23</sup> Mortiboy interview, 21 April 2011.

<sup>24</sup> Ibid.

<sup>25</sup> Dower interview, 19 April 2011.

<sup>26</sup> McKinney interview, 8 April 2011.



In addition, the modern warrior, regardless of trade or gender, needs certain individual skills in order to survive. Proficiencies such as the ability to call-for-fire, employing communications equipment and combat lifesaver skills are just some examples.<sup>27</sup> Transport commanders must also be competent at leading their subordinates in complex situations and in unfamiliar environments. They must maintain situational awareness and be decisive both in, and out of contact with an enemy. Commanders must also be able to employ the weapon systems and fire support available to them effectively.<sup>28</sup> To some extent training of these skill-sets is already underway, but for it to occur properly, 10 Transport Company needs the equipment to train, practice and operate with. Increased use of computer generated simulation can go some way to address the deficiencies, but without increased funding – which is unlikely – acquisition of limited ‘hard’ training aids such as communications equipment and weapon systems for non-manoeuve units remains problematic.

As the acquisition of the HET has signaled, in future operating environments drivers will be required to operate bigger, more complex vehicles with larger loads. Drivers must therefore be trained to competently operate their vehicle and it's ‘on board’ systems well before deployment. They must be able to secure, protect and account for their loads, they must be able to use the range of vehicle-mounted weapons, communications, navigation and situational awareness aids available to them, and they must be able to ‘fight’ their vehicle and fight from their vehicle. Importantly, drivers must be able to operate as part of a vehicle crew rather than as individuals, and they must be able to maintain their vehicle and equipment in a task-worth condition regardless of the physical environment.<sup>29</sup> These are the points of difference between RNZALR drivers, and other vehicle operators. Because of their level of advanced training, RNZALR drivers can fully maximize the utility and capacity of the vehicle, over varying

---

<sup>27</sup> Mortiboy interview, 21 April 2011.

<sup>28</sup> Mortiboy, Mark. ‘Senior Trade Advisory Board: Transport’, *Army Sustainer*, Issue 1, May 2010, 12.

<sup>29</sup> Ibid.

terrain, in all environmental conditions, by day or night. They can do this independently, or as part of larger element. Without them, the distribution function within the battlespace would cease and the mission would fail.

In terms of non-operational proficiency, members of 10 Transport Company must also continue to develop themselves as professional drivers. In this regard, the New Zealand legislated graduated driver licensing system has proved effective, allowing drivers to incrementally progress in terms of confidence and ability, without compromising themselves or other road users. Combined with ongoing practical experience, supervision and mentoring, the system remains crucial in order to enable driver competence, but more importantly, driver safety.<sup>30</sup> For more senior members of the Company, the provision of driver training and testing will remain (for now) part of the driver trade (DVRALR) model and a continuing requirement day to day. Although civilianisation may remove components of these functions, it is likely that some aspects, particularly coaching and mentoring during driver continuation training, will “continue to necessitate subject matter expertise from within our [transport] ranks.”<sup>31</sup>

In terms of future identity, the indicative 2<sup>nd</sup> Logistics Battalion ORBAT outlined in ‘Army 2015: Operationalising the Army’ clearly points to the adoption of a collective CSST concept in favour of function-specific companies.<sup>32</sup> Whilst this does reflect a more ‘operational’ posture, it could well be the death-knell for 10 Transport Company as a stand-alone entity. For obvious reasons, the majority of current and former members of the company will not be in favour of such a measure. 10 Transport Company is now 60 years old – the second oldest Regular Force unit in the New Zealand Army – with a unique history of service that is unparalleled. For many, emotion understandably runs high when thoughts of disbandment or integration are mentioned. Others though, are more

---

<sup>30</sup> McKinney interview, 8 April 2011.

<sup>31</sup> Mortiboy, ‘Senior Trade Advisory Board: Transport’, *Army Sustainer*, 12.

<sup>32</sup> Land Component Commander ‘Operationalising the Army’ brief to Trentham-based Army personnel, 22 June 2011.

pragmatic: “If the Brits can scrap units that originally formed in the Crimean War, we can too. In the current climate we need to be brutal and not have sacred cows.”<sup>33</sup>

It may be possible that the ORBAT proposed in ‘Army 2015: Operationalising the Army’ is merely indicating the operational output of the 2<sup>nd</sup> Logistics Battalion, rather than its day to day structure. But this scenario seems unlikely. It makes far more sense to organise, train and equip a unit in-camp just as it would be organised and employed on operations. As the structure and output of future deployed CSS elements is clearly multifunctional, it seems logical that this should be mirrored in the ‘in-camp’ context. Several hard questions will have to be asked: What benefit does retaining a separate transport company have? Are there any savings to be made, both in financial terms and resourcing? What are the human costs of moving to a CSST structure? Will professional driver expertise be diluted and, if so, is that an acceptable risk? Can a CSST still be a transport Centre of Excellence? If not, where will the expertise reside? Can a CSST still provide driver trade overview and sponsorship? What will be the effect, if any, on morale?

What is certain is that the future of 10 Transport Company is unassured. Whilst the status quo of structure, training and provision of support appear to be meeting current expected outputs, changes in the future direction of the Army and the various projects looking at rationalisation across the organisation provide no guarantee that this will remain so. Change is likely, but the manner in which the change is conducted, and the exact form of that change, has yet to be determined. The *élan* and legacy of service that 10 Transport Company has will mean little if the wider organisation deems the transport company concept redundant. The inherent sense of pride and *Esprit de Corps* within the Company should assist the members’ transition to whatever new organisation may be

---

<sup>33</sup> Mortiboy interview, 21 April 2011.

created, but to lose their historic and unique identity will undoubtedly have a lasting impact. More than any other time in its 60 year history, the next few years could very well be a watershed for 10 Transport Company.

## Conclusion

For much of the second half of last century, in a strategic context the armed forces of New Zealand were committed to playing their part in the Cold War. The primary role of the New Zealand Army during this period was to “provide a combat force for deployment overseas, alongside New Zealand’s allies, in the event of ‘major hostilities’ with the Communist Bloc.”<sup>1</sup> At this strategic level, the Army’s role remained constant, only really starting to reorient in the early 1980s. However, the advent of the Korean War in 1950 had shown that Western stability and security could still be undermined in situations falling short of ‘major hostilities’. This therefore confronted New Zealand’s military Service Chiefs with a continuing tension between ‘hot’ and ‘cold’ war requirements. Government advisors argued that the first essential to defeating the Soviet Union in the Cold War was responding decisively to any aggression shown by its smaller, ideological allies. By doing so, the West might deter any wider ‘hot’ war, whilst also preventing the accretion of Soviet strength.<sup>2</sup>

So, when North Korea invaded its southern neighbour in 1950, it was deemed an imperative for New Zealand to demonstrate its support of the fledgling United Nations and what it stood for. There was also no question of the country standing aside while Britain and the United States waded into the fray either. With its expeditionary capability still recovering from demobilisation and downsizing following World War II, the New Zealand Armed Forces were, to a large extent, not ready to respond to anything warlike: hot *or* cold. Initially, the RNZN was the only Service able to respond to the UN Security Council’s request for assistance, dispatching two ships almost immediately. The RNZAF were unable to field any credible air combat capability and the Army’s Regular Force was already fully committed to running the compulsory military training scheme. But increasing pressure from New Zealand’s allies and the United

---

<sup>1</sup> Fenton, *A False Sense of Security*, 201.

<sup>2</sup> McGibbon, *New Zealand and the Korean War, Vol I*, 284.

Nations Secretary General persuaded the government that a ground force contribution was a more appropriate and perhaps more 'acceptable' response. The difficulty of providing a credible ground component was surmounted by raising an additional force, specially recruited from volunteers. Kayforce quickly came into being and once it deployed to Korea, although confronted with some challenges, swiftly proved its worth amongst its peers in the Commonwealth Brigade. Driven predominantly by American pressure, the expansion of Kayforce with additional service units followed.

Had the expansion of Kayforce not occurred, the consequences and eventual outcomes of this period could have been very different. First and foremost, the demands of the Americans would not have been appeased. The United States had considerable international influence, having not only a permanent seat on the Security Council, but also having responsibility for overall command of operations in Korea. In strategic terms, New Zealand needed its strong defence relationship with the United States, forged in World War II, to continue. The security of the Asia-Pacific region was still an American affair so, as such, New Zealand's courtship of the Western superpower needed to be maintained. The second consequence had Kayforce not expanded in the way it did was more domestic in nature. As the suggested expansion elements were HQ, service and support units, they were seen as easier to train, equip and deploy than a combat unit. There was also the view that these units were far less likely to incur casualties and therefore, were a more 'palatable' option. Only five years had passed since the end of World War II and the New Zealand public had little appetite for war. If Kayforce had been expanded with additional combat units, as had been asked for by the Americans, popular public support of New Zealand's role in Korea may very well have been impacted.

Next, the Kayforce expansion provided benefit by meeting the reorganisation requirements of the proposed new Commonwealth Division. This allowed New Zealand the opportunity to play a greater role in direct partnership with its

closest allies and to continue to cultivate all-important strategic commonwealth relationships. Had the Kayforce expansion not occurred, these opportune gains would not have been achieved and New Zealand may have been relegated to a lesser status in the eyes of commonwealth leaders. Lastly, the 1951 increase in New Zealand's ground force commitment to UN operations in Korea resulted in the formation of 10 Transport Company. Had this not occurred, the company's war record and subsequent 60-year legacy of service to the New Zealand Army would not exist. To say that another transport unit would not have been raised over time is perhaps somewhat naïve, but one of the strengths that the company has drawn on is its unique history, starting in Korea. When it comes to pride, morale and *Esprit de Corps*, that history constitutes a key point of difference.

When the expansion of Kayforce did occur, there was again no shortage of volunteers. The issue however was that this new tranche of volunteers had very little or no prior military service experience. The original Kayforce contingent had had a small cadre of experienced Regular Force personnel that deployed with it, but due to CMT requirements and large-scale waterside industrial action in New Zealand, the Expansion Draft did not. An effective and credible Officer Commanding was therefore required in order to provide the leadership and technical stewardship that the new transport company would require. The appointment of Captain Ainge addressed these requirements but his leadership skills were to be tested before the company even reached Korea. It is unknown how he dealt with the multiple incidents of drunkenness and disorderly behaviour en route, but the fact that they were recurrent suggests that both he, and his subalterns, were perhaps underprepared and learning as they went. This was reflected in the comments and actions of the Kayforce Commander, Brigadier Park, when he drew attention to the leadership deficiencies of the Expansion Draft and was forced to make a number of appointment changes to compensate.

As there was no existing Army transport element in New Zealand with an expeditionary capability, the structure of 10 Company RNZASC was based on the British system and that used by the 2NZEF in World War II. In practice, this proved ideal for effective command and control as well as seamless integration into the higher level Commonwealth Division structure. Had a different organisational structure been adopted for the company, for example an American model, its ability to 'fit in' and immediately commence operations, as it was required to do for Operation Commando, would have been substantially reduced.

Once committed to operations, weighty expectations were set and heavy demands were placed on the members of the company. These demands came in the form of living and working in the harsh Korean environment, the constant danger posed by the enemy and the deteriorating road system, and the very high operational tempo. To their credit, for the most part the members of 10 Company managed well, approaching these challenges with a typically 'Kiwi' spirit, and not succumbing to the pressures of their new reality. As their forebears in World War II had done, they relied on a mix of sport, military tourism, alcohol and dubious 'leisure pursuits' as their coping mechanisms. Had these activities not been available to 'blow off steam', it could be argued that the incidence of psychological casualties amongst the company would have been far greater. Although not entirely socially acceptable, by allowing the men some minor freedoms and latitude when possible, the 'learning as they went' leaders of 10 Company showed a good understanding of personnel welfare and individual well-being. This would have served to enhance the company's operational efficiency, maintain good morale and foster company *Esprit de Corps*. This was particularly important as the company started to incur casualties from late 1952 onwards.

The years spent on operations in Korea can be described as pivotal and one of the defining periods for 10 Transport Company. This period laid and set the



foundation for the succeeding sixty years of service and professionalism that the company has achieved. The reputation and accolades attained by the company 'at the sharp end' in Korea and the resultant reverence with which 10 Company Kayforce veterans are viewed, validates this view. The standard of the unit's operational performance had a lot riding on it, particularly as it was representing New Zealand's continued commitment to the UN operation. Even though its ranks were filled with non-regular volunteers, they were keen to do their part, show their naysayers that they were up to the task, and eager to make their country proud. The professional standards and reputation they forged in Korea were to prove second to none. This was reflected in the range of awards and decorations bestowed on members of the company<sup>3</sup>, but also New Zealand's decision to have the company remain on active service, in Korea, longer than any other New Zealand unit.

Yet, had it not been for the 1958 'Review of Defence' by the new Labour government, the life-span of 10 Company may very well have been limited to its service as part of Kayforce. As it was, the changed strategic focus and requirements that stemmed from the Review of Defence, from raising a division for service in the Middle East to provision of an infantry brigade group to serve in South East Asia, provided the life-line for the continuity of 10 Company. British and American opinion at the time pointed to South East Asia as being the most likely area of communist confrontation, and stressed the vital importance of holding firm on the region's 'front line', Indo-China.<sup>4</sup> This advice, and New Zealand's involvement in Korea and Malaya, had illustrated the need for a more adaptable and flexible range of military options. Accordingly, the Army's subsequent restructure focused on developing a more responsive deployable capability and necessitated the reactivation of a number of defunct units. 10 NZ Transport Company was one such unit.

---

<sup>3</sup> See Appendix 2: Honours and Awards.

<sup>4</sup> McGibbon, *New Zealand and the Korean War, Vol I*, 284.

From the outset however, obtaining the numbers required to meet the new organisational structure's needs proved impossible. The National Service Scheme was introduced to address the shortfall and although it did successfully deliver close to the raw numbers of men it intended to, it was unable to achieve the level of training required for those men to be effective. The deployment plans for the Combat Brigade Group, including 10 NZ Transport Company, envisioned it being committed to operations within just a few months of mobilisation. The fact is, the level of training received by the conscripts under the scheme left them woefully under-prepared for the role and the timeframes allocated for mobilisation did not allow enough extra training time to rectify this.<sup>5</sup> In addition, 10 NZ Transport Company struggled with a lack of Regular Force personnel as it was forced to 'double-hat', trying to maintain both operational and garrison support tasks, which now including a catering, supply and Territorial Force management responsibility. The incidence of organisational restructures throughout the 1960s only compounded the company's ability to meet its outputs. It is remarkable that throughout this period of change and divided focus that 10 Transport Company was still able to function and meet its expected outputs. It is a credit to those in the company that ensured it happened, and helps to highlight some of the enduring characteristics and foundations of the unit that appear time and time again. These characteristics are difficult to quantify, but can be broadly labeled as professionalism, a 'can-do' attitude, and a strong *Esprit de Corps* based on teamwork and pride.

For the officers and soldiers of 10 Transport Company, the 1970s provided a decade of change. The creation of HQ Field Force Command in 1970 not only saw alterations in reporting lines, but also ensured a more coordinated focus to supporting operations. 10 Transport Company still had to provide static garrison functions through its platoons in Linton and Trentham, however operational outputs, expectations and tasks were more clearly defined. Soon after, the

---

<sup>5</sup> Fenton, *A False Sense of Security*, 203.

abolition of the National Service Scheme in 1972 barely raised an eyebrow in the company. Most National Servicemen had exercised the option of completing their service in the Territorial Force rather than filling the ranks of the Regular Force, however the cessation of the scheme meant that Territorial Force service was no longer required. This served to further deplete an already diminishing part-time Army, which was somewhat concerning as part-time soldiers fulfilled an important role and constituted a large proportion of 10 Transport Company's overall establishment. The company relied on the Territorial Force to enable it to meet its outputs. In order to retain the numbers required in the Territorial Force, now all volunteers, the Army's solution was to revise the conditions of service. These were gradually improved for the 'Terries' over time, allowing greater flexibility for the individual and providing added monetary benefits. Had these changes not occurred, it stands to reason that for 10 Transport Company, like some other units, the number of part-time members would have dwindled to the point of ineffectiveness, and thereafter dissolution. Had this been the case, the company would not have been able to meet its newly determined 'operationally focused' outputs, thereby undermining the capability of the Army as a whole.

The introduction of the Driver of the Year (DOTY) Competition only reinforced the retention of the Territorial Force members of the company. Unleashing their competitive spirit helped to reinvigorate both the Regular and Territorial members of 10 Transport Company at a time when morale was ebbing, and also 'raised the stakes' in terms of skill and professionalism. Two years later, their professionalism was put to the test when 10 Transport Company was chosen to provide the first air cargo-handling and ship-unload team to the Antarctic programme. That first contingent validated the skill and worth of the New Zealand soldier and established a standard of excellence that has ensured New Zealand's place as a key contributing nation ever since.

The latter half of the decade saw continued growth in 10 Transport Company with the introduction of new vehicles, the establishment of new platoons and a

renewed focus on training. Nothing however, had as much of an impact on the company as did the events of 12 May 1979. The formation of the RNZCT that day provided the company with something unique that they could call their own. Not only did they have a new parent Corps – with a name that reflected much better what they did – but they also received a new company name and distinctive new dress embellishments. For the members of the company, these honours assisted to underpin the already-strong *Esprit de Corps*. Even if it was unintentional, by enabling the officers and soldiers of 10 Transport Company to feel special, by imbuing a sense of being identifiably different, and by placing value on their ability through recognition in unique ways, the Army had developed a powerful unit. Collective and individual morale inevitably benefitted, ensuring 10 Transport (now) Squadron ended the 1970s ‘on a high’.

Unfortunately, the arrival of the 1980s signaled another period of hurt with regard to operational effectiveness. New vehicles had replaced many of the old however their introduction came at a cost. 10 Transport Squadron struggled to practice and perfect its key operational roles as its NCOs and drivers had to cope with the competing demands of familiarising with the new fleet, attending vehicle qualification courses, assisting other units with introducing new vehicles into their units, and the usual garrison support responsibilities. Annual Camps and training exercises had developed a reputation for fun rather than professional development, and the gap widened between what the squadron was supposed to provide, and what it could actually deliver. However, another Defence Review in 1983 and the subsequent creation of the RRF and IEF helped to once again check the direction 10 Transport Squadron was headed. The restructure of the RNZCT to better support the new organisations, and the squadron’s subsequent ‘independence’, further ‘realigned’ the thinking and actions within the unit. It was no coincidence that 10 Transport Squadron was chosen to provide the first driving team to deploy to the Sinai in 1988. By then, the standards of driver knowledge, skill and operational proficiency had increased markedly. Like the initial support provided to the Antarctic programme,

those first members of 10 Transport Squadron to deploy to the Sinai were able, without doubt, to set a standard of high professionalism. Since then, the maintenance of that standard has not only contributed directly to the success of the MFO mission, but also enabled the NZDF to play a credible role in New Zealand's commitment to the Middle East and ultimately, its international presence.

Amidst the operational and professional rejuvenation of that period, the presentation of the 'Princess Alice Banner' to the RNZCT provided a timely rallying point for the members of 10 Squadron. The return of 1 RNZIR from Singapore meant that Linton Camp was no longer the sole domain of the engineers and the 'pogues', and required a new level of flexibility and understanding to adapt to the demands of the new-comers. Once again, the members of 10 Transport Squadron were up to the task. The formation of 103 Troop, specifically to meet the needs of 1 RNZIR, provided the means to achieve the interoperability required and has ensured that a close working relationship (and friendly rivalry) has endured.

With the withdrawal from Singapore, the Army's focus now began to shift further afield. Peacekeeping missions had become more prominent around the globe and the Gulf War had shown that the ability to conduct conventional operations was still a real requirement. Accordingly, military flexibility and consistency were emphasised in the 1991 Defence White Paper, although this ideal was then tempered by the economic realities of maintaining a 'credible minimum defence force'.<sup>6</sup> For 10 Transport Squadron, day to day this meant very little. The squadron was still required to meet its support requirements to the RRF and 1 Brigade, as well as carrying out its garrison transport and catering responsibilities. The professional manner in which these expected outputs were met singled out the squadron as a suitable option to deploy to Somalia in 1993.

---

<sup>6</sup> *The Defence of New Zealand 1991*, 29-30.

Whilst this contingency did not eventuate, the process did underscore the fact that if a good standard of readiness was upheld and mastery of driver skills were maintained, deployment could happen at any time. Gradually, attitudes, mindsets and training focus began to alter. The squadron had developed a good foundation of proficiency, however this was still very much based on Australian doctrine which had grown out of the Cold War and South East Asian legacy. As selected individuals began to deploy to places like Bosnia, Somalia and Angola, they returned to Linton with 'contemporary' experience and a better appreciation of the new peacekeeping paradigm. The result was that training in the squadron began to take on a peacekeeping flavour, using scenarios and situations from real missions to add an element of authenticity, and utilising New Zealand TTPs rather than foreign doctrine.

Whilst resented by many of those affected, the disbandment of the RNZCT in 1996 was the next logical step in the Army's drive for rebalancing. The creation of the RNZALR as its successor had better met the Army's requirements for integration, efficiency and logistic support effectiveness, particularly when it came time to provide multifunctional logistic support overseas. The subsequent name-change of the squadron back to '10 Transport Company' ensured a continued link with the past, yet many struggled with the transition to a combined logistic regiment and still lamented their loss of identity within the Army. The solution arrived in the form the Prince Andrew Banner and the moniker of 'The Duke of York's Own'. These initiatives contributed significantly to quelling the disquiet, growing morale in the company and providing a sense of pride in the new regiment that had not existed previously. It was a timely intervention as 10 Transport Company were about to launch on a high tempo period of training activities and exercises. Before the decade was out, the formula of combining RNZALR *Espirt de Corps* with proficiencies developed from good training would enable the company to successfully support operations in Bougainville and East Timor.

The first few years of the new millennium were dominated by New Zealand's commitment to these troubled nations, particularly the latter. Individuals, sections and at one time an entire platoon from 10 Transport and Movements Company (as it was then called) deployed to the fledgling nation. As such, operations in East Timor created a legacy that continued for some time. It had been the first time for many that they had experienced a 'real' operational environment and equally the first time that many had been performed their primary role as professional drivers overseas. For the first time since Korea, driver training regimes and collective development opportunities were able to be validated against real-world requirements. TTPs were able to be developed and, for the first time, New Zealand doctrine could assume precedence over foreign concepts and material. However, the period of the East Timor commitments between 1999 and 2002 also had delayed adverse effects. Lack of key personnel during this time had resulted in what could be called 'organisational reshuffle'. Command responsibility and reporting lines had become confused, heavy demands were placed on those individuals left behind and equipment and stores were 'lost' to the unit. As a consequence it took some years to grow the company's capacity back to a point where it was able to claim a respectable level of collective operational effectiveness again. Had it not been for the determination and drive of a few key officers and NCOs, this process would have taken even longer.

Splitting the movements function away from the transport element provided 10 Transport Company (as it had been titled again) the impetus it required to grow. Operational commitments in the form of the Solomon Islands and Afghanistan continued to tax the company's ability to 'catch their breath', but slowly, over time, progress was made. Bit by bit the company began to once more develop its personnel professionally, rebuild its operational capability and re-establish its élan within the organisation. Key to this were the steps taken to link the modern day 10 Transport Company with its proud and unique heritage during this period; the legacy of these initiatives remaining with the company ever since. Korea

Way still provides a 'home' location for the company, the unit patch still adorns signs and clothing, and the drive to live up to past accomplishments still plays a big role in achieving success in battalion or regimental competitions.

In terms of capability growth, the 'modernising' of the Army throughout the mid-2000s required 10 Transport Company to adapt to the introduction of the NZLAV, LOV, TMCS and new weapons systems. This required a substantial amount of rethinking, redefining and 'test and adjust' to incorporate these capabilities seamlessly into the existing company TTPs. The culmination of all of these activities should have been the high point during the decade for 10 Transport Company, but it was not to be. The resurgence of violence in Timor Leste quickly drew away personnel, vehicles and equipment to deploy. This, combined with a lack of experience within the ranks of new drivers, once again limited the company's ability to meet its support obligations and concurrently maintain its professional skill base.

The strategic assessment provided by the *Defence White Paper 2010* outlined clearly some of the issues that could illicit an expeditionary military response from New Zealand. Whilst the future is never one of certainty, indications are that global security and stability over the next 25 years are likely to be more challenging than ever before. As a consequence, the NZDF needs to be prepared for many contingencies, across a range of operation types, in complex environments. The FLOC was introduced to address just such uncertainty and, as such, relies on the tenets of Precision Manoeuvre to be realised. However, the means to enable the FLOC do not exist within 10 Transport Company. As it stands the company would require significant enhancement to meet the fundamental requirements of supporting Precision Manoeuvre, specifically in the areas of survivability, command and control and interoperability. These gaps in 10 Transport Company's capability have, in part, been addressed by the purchase of the HET under the auspices of the Immediate Needs Programme. But, whilst the HET is a substantial improvement over the existing aging



Mercedes-Benz tractor units and low bed trailers, it is still a non-operational support vehicle. It lacks armoured protection, weapons and communications systems, and has limited mobility, thereby restricting its employment in many environments. This seems at odds with the intent of the FLOC and raises questions as to 10 Transport Company's ability to support a CATG or LTG in the future. Similarly, the existing fleet of Unimogs and 8-tonners also have limited application by age and type, so what effect does that have on 10 Company's usefulness to Precision Manoeuvre? No doubt the new logistics projects that are currently underway will seek to determine the answers, or, as is more likely, provide options that then must be balanced against fiscal limitations.

If traditional systems of support are becoming a thing of the past, how 10 Transport Company contributes in the future logistic paradigm needs to be carefully examined. Whilst domestic and garrison tasks can be largely civilianised, the operational transport function in any environment still requires professional driver skill sets, and that skill base must reside somewhere. Perhaps then, 10 Company's future role will be determined by the collective expertise of its members, rather than a doctrinal requirement?

The adoption of a Centre of Excellence concept for 10 Transport Company seems the most likely future scenario, whereby the company would produce trained individuals for a CSST or manoeuvre unit. Individuals would be taught the warrior skills required to operate in an asymmetric environment, particularly how to survive and how to best employ the various systems available. This would allow the company identity to remain, at least in the medium term, but a collective company-level operational output would no longer be required. The trainers would, however, need to be rotated through other units and operations far more regularly in order to stay current with in-use SOPs and TTPs. This, in turn, may generate issues with regard to staffing continuity and personnel stability and, ultimately, individuals' welfare and morale.

Whatever the case, the history of 10 Transport Company has been one of constant change and nothing is ever certain. Seldom has any unit in the New Zealand Army been restructured, renamed or rerolled as much as this one. From its genesis as a divisional transport company in Korea, to its likely future as a small transport Centre of Excellence, the company has ridden the rollercoaster of progress, regress, and status quo. Yet, throughout the years of organisational turmoil, one thing has remained consistent, and that is the pride displayed by both serving and former members of the company. 10 Transport Company has a special *Esprit de Corps* that is hard to define. It is based on a combination of professionalism, competition, heritage and service. Members of the company have always prided themselves on performing to their very best and realise that they have an ongoing responsibility to live up to the company's reputation of excellence. That pride and responsibility has been observed time and time again both in New Zealand and overseas, which in turn has renewed and 'fed' the company's collective professionalism, attitude and *élan*.

It could be argued that through these traits, 10 Transport Company has served as a de facto anchor for the driver trade and the 'Centre of Gravity' of the New Zealand Army's road transport capability. As individuals have come and gone, the Company has held fast the collective *esprit* of the trade and provided an element of consistency and surety in an organisation of continual change. It is more good fortune than anything else that has kept the Company in existence and largely unchanged for such an extended period of time, but luck and past endeavours certainly provide no guarantee that it will be able to continue to fulfill the 'mothering' role in the future.

One cannot say however, that 60 years of survival has seen 60 years of growth. On the contrary, only two periods seem to have stood out as distinctly formative. The first is the years that the company spent in Korea. In a very short space of time, the company had to be formed, trained, deployed and committed to operations in support of the Commonwealth Division. In human terms, the

company was conceived, born, and parented through infancy, childhood and adolescence into adulthood, in only a few months. It then had to learn and develop on the job to perform at very high levels, in a hostile environment, and then maintain those standards for an extended period. Lessons learned in the previous war had to be learned again the hard way, and the Company's performance and ability were all the while under the watchful gaze of others. In the end, the reputation achieved by 10 Company in Korea was second to none. Its understated exploits, professionalism and approach set the benchmark and provided the legacy for the Company's successors. Since its reformation in 1960, members of 10 Transport Company have been able to leverage off this legacy, claiming as their own and drawing pride and satisfaction from it.

The second defining period in 10 Transport Company's history is more recent, and could be said to reflect the New Zealand Army's modern commitment to operations. This period spans from the early 1990s, when New Zealand started to become involved in international peacekeeping operations, to the early 2000s, when this involvement meant New Zealand forces were deployed across the globe in a range of security and stability scenarios. This period of 10 years or so, perhaps more than any other, has focused 10 Transport Company on the 'operational' side of soldiering. No other time period since Korea has seen more members of the company committed to operations than this one. Throughout this period, real threats, real casualties, real tasks, in hostile environments, provided real-life experiences to highlight what needed to be taught, learned and practiced. Left in no doubt that deploying on operations into a hostile environment was only a matter of waiting for their turn to come around, New Zealand's commitments overseas meant that 10 Transport Company's soldiers and leaders were forced to accept the realities of their profession. This created the impetus required for excellence, and ultimately, reinvigorated the company's professional spirit.

10 Transport Company's primary *raison d'être* has always been to provide trained, competent, professional drivers and leaders to serve on operations. Whilst achievement of that ideal has not always been easy, many serving and former members of 10 Company claim that 'how they did business' in New Zealand, how they trained and what they learned, was 'spot on' and validated when it came to applying those skills on operations.<sup>7</sup> This perhaps, is the highest accolade that 10 Transport Company could receive and illustrates the depth of feeling and self-esteem evident amongst those who have past through its ranks. To have served with 10 Transport Company is indeed an honour that not all have had the fortune of being endowed. Each of those that have been fortunate enough, in their own way, have contributed to enhancing '10's' lasting reputation, wittingly or not. Whilst in the current climate the Company's future is uncertain, its legacy of 60 years of service, its reputation and the memories of those who have served, will live on regardless. Whatever it's eventual fate, 10 Transport Company can rightly claim an honoured place in the history of the New Zealand Army, and the nation it serves.

---

<sup>7</sup> McKinney, interview 8 April 2011.

### ***Appendix 1: Principal Appointments***

#### **OFFICERS COMMANDING 10 TRANSPORT COMPANY / SQUADRON**

<b>Ser.</b>	<b>Name</b>	<b>From</b>	<b>To</b>
1.	Maj R.W.K. Ainge	1 Jul 51	9 Dec 51
2.	Maj K.G. Miles	16 Dec 51	21 May 52
3.	Maj A.W. Cooper	21 May 52	10 May 53
4.	Maj J.M Mabbett	10 May 53	7 Jan 54
5.	Maj K.G. Miles	7 Jan 54	2 Dec 54
6.	Maj L.W. Roberts, MBE, ED	2 Dec 54	28 Feb 55
6.	Maj N.C. Rowlands	28 Feb 55	18 Apr 55
7.	Maj W.L Dillon	18 Apr 55	16 Feb 56
8.	Maj S.R Lewis	16 Feb 56	15 May 56
<i>Company disbanded on return from Korea in 1956. Re-established 1960.</i>			
9.	Maj R.W. Langley	30 Dec 59	1962
10.	Capt C.M. Dixon	23 May 63	1964
11.	Capt G. Maddaford	19 Jan 65	1966
12.	Capt R.C. Tanner	13 Jun 66	1968
13.	Maj G.W. Talbot	21 Aug 68	1969
14.	Capt R.J. Shepherd	14 Jun 69	Late 1969/Early 1970
15.	Capt Hollingsworth	Late 1969/Early 70	1972
16.	Maj R.J. McGill	1972	1974
17.	Maj R.C. Tanner	1974	1976
18.	Maj J.M Young	Dec 75	15 Dec 78
19.	Maj C.P. Sinclair	16 Dec 78	1981
20.	Maj D.A. Armstrong	1981	1984
21.	Maj B.G McGregor	1984	1987
22.	Maj I.J.M. Gordon	At least Oct 1987	1989
23.	Maj P. Cathcart	9 Jan 89	1991
24.	Capt K.A. Gourdie (w)	1991	Dec 1992
25.	Maj T.L. Gall	Dec 1992	1993
26.	Maj J.P. Broadley	1993	Dec 1994
27.	Maj P.J. Collett	Dec 1994	Dec 1997
28.	Maj G.P. Davies	Dec 1997	Dec 1999
29.	Capt/QM G.P. Telford	Jan 2001	-

30.	Maj C.W. Dagleish	Dec 2002	Jul 2004
31.	Maj G.J. Morris	Dec 2004	Oct 2006
32.	Maj M.J. Ryder (w)	Oct 2006	Apr 2009
33.	Maj S.J. Craw (w)	Jun 2009	Dec 2011
34.	Maj S.C. Cooper	Dec 2011	-

**COMPANY / SQUADRON SERGEANTS MAJOR  
10 TRANSPORT COMPANY / SQUADRON**

<b>Ser.</b>	<b>Name</b>	<b>From</b>	<b>To</b>
1.	WO2 Rundle	1951	1952
2.	WO2 Nicholson		At least 2 May 52
3.	WO2 McFarlane	At least 9 Jun 52	At least 11 Apr 53
4.	WO2 Hitchcock	15 Feb 54	-
5.	WO2 Cocker	1954	1955
6.	WO2 Flowerday	18 Mar 55	-
7.	WO2 Armstrong	1955	1956
8.	WO2 Benge	Apr 1955	At least 25 Oct 55
9.	WO2 P. Beale	1956	1956
<i>Company disbanded on return from Korea in 1956. Re-established 1960.</i>			
10.	WO2 Milne	1960	1961
11.	WO2 N. Behrent	1961	1962
12.	WO2 P. Ferry	1963	1964
13.	WO2 T. Williams	1965	1966
14.	WO2 Te H. Bennett	1966	1968
15.	WO2 W. Bentley	1968	1970
16.	WO2 P. Dillon, MBE, MM	1976	1979
17.	WO2 H. Waldron	1979	1980
18.	WO2 T.J. Makea	1980	1981
19.	WO2 H. Haitana	1981	1982
20.	WO2 F. Varga	1982	1984
21.	WO2 G.L. Child	1985	1987
22.	WO2 D.L. Nees	1987	1990
23.	WO2 D. Knight	1991	1993
24.	WO1 D. Te Pania	Oct 1993	Mar 1996
25.	WO2 D.B. Ackroyd	Mar 1996	Dec 1996
26.	WO1 G.P. Telford	Dec 1996	Dec 1997
27.	WO2 N. Wilkinson	Dec 1997	May 1998
28.	WO1 R.K. Milner	Jun 1999	Dec 2000
29.	WO1 M.J.R. Mortiboy	May 2001	Dec 2003
30.	WO2 P.J.T. Harimate	Dec 2003	Dec 2004
31.	WO2 P.D. McKinney	Dec 2004	Dec 2007
32.	WO2 M.S. Dower	Dec 2007	Apr 2010

33. WO2 N.G. Grace Jun 2010 -

*[These lists have been compiled from information sourced from personal files, war diaries, media releases, personal recollections, activity reports and routine orders, not all of which is consistent. Ranks and awards shown reflect the incumbent's at the time.]*



***Appendix 2: Honours and Awards<sup>1</sup>*****Member of the Most Excellent Order of the British Empire**

Maj A.W. Cooper, RNZASC

Capt A.S. Fotheringham, RNZASC

WO2 P. Dillon, MM, RNZASC

**British Empire Medal**

SSgt R.F. O'Brien, RNZASC

**Mentioned in Dispatches**

Maj J.M. Mabbett, RNZASC

Sgt D.M. Coulter, RNZASC

Sgt T. Jordan, RNZASC

LCpl I.L. Hawkes, RNZASC

**Queen Elizabeth II Coronation Medal**

Maj A.W. Cooper, RNZASC

Capt D.S. Smith, RNZASC

WO1 R.C. Johnston, RNZASC

SSgt G.J. McKinnon, RNZASC

Cpl L.J. Crowley, RNZASC

**Chief of General Staff / Chief of Army Commendation**

SSgt R.G. Devery, RNZALR

Pte N.B. Lock, RNZALR

---

<sup>1</sup> Received whilst serving with 10 Tpt Coy / 10 Tpt Sqn.

***Appendix 3: Memorial Roll of Honour***

Dvr B. Whangapirita, RNZASC – Korea, 23 June 1952

T/Cpl F.W. Parker (a.k.a. Williams), RNZASC – Korea, 17 March 1953

Dvr D.N. Rodgers, RNZASC – Korea, 27 December 1953

Dvr C.F Taylor, RNZASC – Korea, 17 May 1953

Dvr J.E. Burborough, RNZASC – Korea, 4 November 1954

Cpl A. May, RNZASC – Korea, 21 November 1954

Dvr H.L. Humm, RNZASC – Korea, 21 October 1955

SSgt P.J.J. Sheehan, RNZCT – New Zealand, 2 May 1987

Pte K.J Shelford, RNZALR – New Zealand, 13 October 1998

Pte C.N.M. Harwood, RNZALR – New Zealand, 17 February 2001

Pte D.R. Johnston, RNZALR – East Timor, 28 July 2002.

Pte D.J. Partington, RNZALR – New Zealand, 9 March 2005

Pte T.D. Tahapeehi, RNZALR – New Zealand, 26 April 2010

*[This list has been compiled from information sourced from personal files, war diaries, media releases, personal recollections, activity reports and routine orders, not all of which is consistent. A best effort was made to compile a comprehensive list however this may not be the case]*

### **Appendix 4: The Rocky Road**

*Most drivers take it easy,  
And never try to fly,  
But those \*?##\* Kiwi drivers,  
Can't understand just why.*

*An Aussie truck will take you,  
Along the smoothest track,  
But a Kiwi likes to mangle,  
Everything that's 'in the back'.*

*They know no traffic signals,  
And to them, no traffic yields,  
They never travel on the roads,  
They like the paddy fields.*

*It's up and down and round about,  
As if it was quite lawful,  
And what happens to their cargo  
Is something \*/#?\*#? awful.*

*Whenever we went on a stunt,  
First Batt's only survivors,  
Were the blokes, who, by act of God,  
Didn't strike Kiwi drivers.*

*Although they bruised the lot of us,  
And made us sick and sorry,  
When we go to Heaven, we want to go,  
In the back of a Kiwi lorry.*

By Private Banjo Peterson  
1<sup>st</sup> Battalion, Royal Australian Regiment  
Korea, 1953

## Bibliography

### Primary Sources

#### ***Interviews***

Stephanie Craw, 21 April 2011.  
 Mike Dower, 19 April 2011.  
 Peterjohn Harimate, 6 April 2011.  
 Paul McKinney, 8 April 2011.  
 Mark Mortiboy, 21 April 2011.  
 Rua Pani, 15 December 2010.  
 Stu Stubbs, 13 September 2010.  
 Graham Telford, 21 April 2011.  
 Jim Young, 9 December 2010.

#### ***Correspondence***

Jim Bliss, 18 September 2010.  
 Tim Cocks, 5 October 2010.  
 Phil Collett, 14 September 2010 and 10 February 2011.  
 Peter Connor, 21 March 2011 and 11 April 2011.  
 Helen Cooper, 15 September 2010.  
 Stephanie Craw, 5 April 2011.  
 Paul Dodds, 8 February 2011.  
 Mike Dower, 14 September 2010.  
 Jason Edgecombe, 22 September 2010.  
 Peterjohn Harimate, 6 October 2010.  
 Valanda Irwin, 17 September 2010.  
 Mark Mortiboy, 20 September 2010.  
 Vic Mottram, 25 September 2010.  
 Rua Pani, 15 September 2010.  
 Kevin Philip, 5 September 2010.  
 Stu Stubbs, 26 September 2010.  
 Graham Telford, 2 May 2011.  
 Clint Whitewood, 16 September 2010.  
 Jim Young, 8 November 2010.

#### ***Photograph Albums***

10 Transport Company, 'At War' Photograph Album.  
  
 10 Transport Company, 'Kayforce 1955' Photograph Album.  
  
 10 Transport Company, '10 Tpt Coy 1997' Photograph Album.

***History Sheets***

Unit History of 10 Transport Squadron, February 1977 - October 1979

***Archives New Zealand (Wellington)***

Army Department - AD 1: Inwards Letters and Registered Files

War Archives - WA-K1: Korean Emergency: War Diaries and Supplementary Material

Ministry of Defence Headquarters - AALJ: Organisation - NZ Army Policy Papers and Directives

Headquarters New Zealand Defence Force – ABFK: NZ Army Policy Papers and Directives

***NZDF Archives (Wellington)***

Chief of General Staff Directive 07/96 dated 4 April 1996.

Service Records/Personal File: Brigadier R.W.K. Ainge, OBE.

***Defence Library***

Vertical Files – Antarctica

Vertical Files – NZ Army Territorials

Vertical Files – NZ Army RNZASC

Vertical Files – NZ Army RNZCT

Vertical Files – NZ Army Driver of the Year

Vertical Files – NZ Army 10 Transport Company

Vertical Files – NZ Army Organisation

***Secondary Sources***

***Defence Reviews***

*Review of Defence 1958*, Wellington: Government Printer, 1958.

*Review of Defence Policy 1961*, Wellington: Government Printer, 1961.

*Review of Defence Policy 1966*, Wellington: Government Printer, 1966.

*1978 Defence Review*, Wellington: Government Printer, 1978

*Defence Review 1983*, Wellington: Government Printer, 1983.

*The Defence of New Zealand 1991: A Policy Paper*, Wellington: Government Printer, 1991.

*Defence White Paper 2010*, Wellington: Ministry of Defence, 2010.

**General**

25<sup>th</sup> Infantry Division Association, 'The Units', <http://www.25thida.com/21stinf.html> (accessed 13 July 2010).

Bates, P.W. *Supply Company*, Wellington: War History Branch, Department of Internal Affairs, 1955.

Bentley, G. and Conly, M. *Portrait of an Air Force: The Royal New Zealand Air Force 1937-1987*, Wellington: Grantham House, 1987.

Boag, Stuart (ed). *Ice and Fire: New Zealand and the Korean War 1950-1953*, Wellington: Agenda, 2001.

Bramble, Tom (ed). *Never a White Flag: The Memoirs of Jock Barnes*, Wellington: Victoria University Press, 1998.

Clayton, G (ed). *New Zealand Army: A History from the 1840's to the 1990's*, Christchurch: New Zealand Army, 1990.

Crawford, J. 'An Overview of New Zealand Defence Force Operations in East Timor 1999-2002', New Zealand Army Publications Website (internal DIXS intranet), Document 10, <http://reference/army-publications/Documents/Forms/default.aspx> (accessed 25 August 2010).

Crawford, J. *In the Field for Peace: New Zealand's contribution to international peace-support operations: 1950-1995*, Wellington: New Zealand Defence Force, 1996.

Crawford, J. and Harper, G. *Operation East Timor: The New Zealand Defence Force in East Timor 1999-2001*, Auckland: Reed, 2001.

Eaddy, Robert. *New Zealand and the Korean War: The First Year. A Study in Official Government Policy*, MA Thesis, University of Otago, 1983.

- Facebook. 'Bring Back 101 Platoon', <http://www.facebook.com/home.php#!/pages/BRING-BACK-101-PLATOON/310070061313> (accessed 13 April 2011).
- Fenton, Damien. *A False Sense of Security: The Force Structure of the New Zealand Army 1946-1978*, Wellington: Centre for Strategic Studies – New Zealand, Victoria University of Wellington, 1998.
- Gillespie, Oliver. *The Pacific*, Wellington: War History Branch, Department of Internal Affairs, 1952.
- Greener, Peter. 'Preparing for an Uncertain Future: Force Structure Implications of the New Zealand Defence White Paper 2010', *Security Challenges*, Vol 7, No. 1 (Autumn 2011), 31-43.
- Grey, Jeffrey. *The Commonwealth armies and the Korean War*, Manchester: Manchester University Press, 1988.
- Henderson, Jim. *RMT: Official History of the 4<sup>th</sup> and 6<sup>th</sup> Reserve Mechanical Transport Companies, 2 NZEF*, Wellington: War History Branch, Department of Internal Affairs, 1954.
- Horner, David (ed). *Duty First: A History of the Royal Australian Regiment*, 2nd Edition, Crows Nest: Allen & Unwin, 2008.
- Kidson, A.L. *Petrol Company*, Wellington: War History Branch, Department of Internal Affairs, 1961.
- Koorey, Paul (ed). *1<sup>st</sup> Battalion Royal New Zealand Infantry Regiment 1957 - 2007: From South East Asia to Afghanistan, The First Fifty Years*, Christchurch: Wilson Scott, 2007.
- Land Warfare International*. 'Parting Shot', *Land Warfare International*, December 2010, <http://www.shepherd.co.uk/magazines/land-warfare-intl/14> (accessed 16 February 2011).
- Lott, Charles. 'Maintenance Engineering Vision 2020', *Army Sustainer*, Issue 2, August 2010, 29-32.
- Lowe, Peter. *The Korean War*, Basingstoke: MacMillan Press, 2000.

McGibbon, Ian. *New Zealand and the Korean War, Volume I: Politics and Diplomacy*, Auckland: Oxford University Press, 1996.

McGibbon, Ian. *New Zealand and the Korean War, Volume II: Combat Operations*, Auckland: Oxford University Press, 1996.

McGibbon, Ian (ed). *The Oxford Companion to New Zealand Military History*, Auckland: Oxford University Press, 2000.

Martin, Judith. 'Bougainville Brokers' in *New Zealand Defence Quarterly*, No. 20, Autumn 1998.

Millen, Julia. *Salute to Service: A history of the Royal New Zealand Corps of Transport and its predecessors 1860-1996*, Wellington: Victoria University Press, 1997.

Ministry of National Defense. Republic of Korea. *The History of the United Nations Forces in the Korean War, Volume II*, Seoul: War History Compilation Committee, 1973.

Mortiboy, Mark. 'Senior Trade Advisory Board: Transport', *Army Sustainer*, Issue 1, May 2010.

Multinational Force and Observers. 'New Zealand', <http://www.mfo.org/contingents-New%20Zealand.html> (accessed 19 October 2010).

North Atlantic Treaty Organisation. Press Release – 2001 124 – 12 September 2001, <http://www.nato.int/docu/pr/2001/p01-124e.htm> (accessed 27 May 2011).

New Zealand Army, *Future Land Operating Concept: Precision Manoeuvre 2020*, Wellington: Government Printer, 2007.

New Zealand Army, *Your Army in Review 09/10*, Wellington: Defence Communications Group, 2010.

New Zealand Army, *New Zealand Publication 1D*, 1977.

New Zealand Army, 'NZ LAV (New Zealand Light Armoured Vehicle)', <http://www.army.mil.nz/our-army/equipment/nzlav/default.htm> (accessed 10 June 2011).



New Zealand Army, 'LOV (Light Operational Vehicle)', <http://www.army.mil.nz/our-army/equipment/lov/lov-variants.htm> (accessed 10 June 2011).

New Zealand Army (NZDF intranet), *Army Strategic Plan: Briefing Pack*, [http://org/-ags/AGS\\_TEST/Strategic%20Plan%20Documents/Army%20Strat%20Plan.pdf](http://org/-ags/AGS_TEST/Strategic%20Plan%20Documents/Army%20Strat%20Plan.pdf) (accessed 31 October 2011).

New Zealand Army Publications (NZDF intranet), NZ P50 Land Operations Doctrine, <http://reference/army-doctrine/NZ%20P50%20Part%202/Transport.aspx> (accessed 25 August 2010).

New Zealand Army Publications (NZDF intranet), NZ P78 Section 9 – The New Millennium, <http://reference/army-publications/NZ%20P78/Forms/default.aspx> (accessed 19 May 2011).

New Zealand Defence Force, 'A fully supported Army equipped to win', *One Force: An update from the New Zealand Defence Force*, Issue #4, April 2010, 14-15.

New Zealand Defence Force, *Defence Force Orders (Army) Volume 4: Support Matters*, Issue 4, January 2010.

New Zealand Defence Force. 'Medals by Campaign 3 September 1945 to 2010', <http://medals.nzdf.mil.nz/info/Campaign.html> (accessed 25 May 2010).

New Zealand Defence Force. 'Operations – Deployments – Egypt', <http://www.nzdf.mil.nz/operations/deployments/egypt/default.htm> (accessed 19 October 2010).

New Zealand Defence Force. 'Overseas Deployments: Afghanistan', <http://www.nzdf.mil.nz/operations/deployments/afghanistan/nz-prt/nzprt-8.htm> (accessed 1 April 2011).

New Zealand Defence Force. 'Solomon Islands – RAMSI', <http://www.nzdf.mil.nz/operations/deployments/solomon-islands/default.htm> (accessed 1 April 2011).

New Zealand Defence Force. 'Timor-Leste, NZ History', <http://www.nzdf.mil.nz/operations/deployments/east-timor/history.htm> (accessed 1 April 2011).

New Zealand Defence Force. *Observations from New Zealand Forces in East Timor (NZFOREM): September 1999-March 2003*, Wellington: Headquarters Joint Forces New Zealand, 2003.

New Zealand Government. 'Statement of Intent 2011-2014: New Zealand Defence Force', <http://www.nzdf.mil.nz/public-documents/strat-plan/default.htm> (accessed 19 May 2011).

New Zealand Government Website, 'New Zealand to lead Provincial reconstruction Team in Afghanistan', 7 July 2003, <http://www.beehive.govt.nz/release/new-zealand-lead-provincial-reconstruction-team-afghanistan> (accessed 24 May 2011).

New Zealand History online. 'The 1951 Waterfront Dispute.' <http://www.nzhistory.net.nz/politics/the-1951-waterfront-dispute> (accessed 29 March 2010).

New Zealand Ministry of Defence, 'Defence Portfolio Briefing to the Incoming Government 2005', <http://www.defence.govt.nz/reports-publications/election-brief-2005/capability.html> (accessed 10 June 2011).

New Zealand Ministry of Defence, *The Government's Defence Policy Framework – June 2000*, <http://www.defence.govt.nz/reports-publications/defence-policy-framework/defpol-frmwrk.html> (accessed 27 October 2011).

*Nil Sine Labore: Broadsheet of the Royal New Zealand Corps of Transport*, Issue No. 56, July 1989.

Office of the Prime Minister. Press Release: 'Background to New Zealand's Involvement in the Korean War', 14 April 2003, <http://www.scoop.co.nz/stories/PA0304/S00284.htm> (accessed 24 February 2010).

Poulton, Wilfred. *K Force in Korea: A Soldiers Life in the 16<sup>th</sup> New Zealand Field Regiment*, Palmerston North: Wilfred Poulton, 2004.

'RL Bedford: 1959-1989', *Army Sustainer*, Issue 2, August 2010.

*RNZALR History Book*, 2009, NZDF Intranet <http://org/l-tts/General%20Docs/RNZALR%20History%20Book.pdf> (accessed 14 June 2010).

Scott, Dick. *151 days: History of the great waterfront lockout and supporting strikes, February 15 – July 15, 1951*, Auckland: New Zealand Waterside Workers' Union, 1952.

The New Zealand Maritime Record, *T.S.S. Wahine 1913 – 1951*, New Zealand National Maritime Museum, <http://www.nzmaritime.co.nz/wahine1.htm> (accessed 27 August 2010).

'The Role of the Royal New Zealand Army Service Corps in the Modern Army', New Zealand Army pamphlet, circa 1972.

Thomson, John. *Warrior Nation: New Zealanders at the Front 1900-2000*, Christchurch: Hazard Press, 2000.

Trade Training School, '32<sup>nd</sup> National Driver of the Year Competition 2010' Handbook, Wellington: Trade Training School, 2010.

United Nations Security Council, Press Release SC/7212 'Security Council sets United Nations course for supporting new governance in Afghanistan; urges no reprisals (Resolution 1378)', <http://www.un.org/News/Press/docs/2001/sc7212.doc.htm> (accessed 27 May 2011).

United Nations Security Council, 'Report of the Secretary-General on Timor-Leste pursuant to Security Council resolution 1690 (2006)', 8 August 2006, <http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N06/448/33/PDF/N0644833.pdf> (accessed 1 April 2011).

United Nations Security Council, 'Resolution 1386 (2001)', 20 December 2001, <http://daccess-dds-ny-un.org/UNDOC/GEN/N01/708/55/PDF/N0170855.pdf?OpenElement> (accessed 24 May 2011).

Watmuff, David. 'New Zealand's Role in the Bougainville Crisis: A Case Study in Conflict', in *The New Zealand Army Journal*, No.21, July 1999, 18-23.

Wickstead, M. *The New Zealand Army: A History from the 1840s to the 1980s*, Wellington: New Zealand Army, 1982.

### **Newspapers**

*Army News*, Wellington, Issue 85, 8 June 1994.

*Army News*, Wellington, Issue 94, 12 October 1994.

*Army News*, Wellington, Issue 113, 23 August 1995.

*Army News*, Wellington, Issue 146, 18 February 1997.

*Army News*, Wellington, Issue 160, 2 September 1997.

*Army News*, Wellington, Issue 163, 14 October 1997.

*Army News*, Wellington, Issue 237, 13 February 2001.

*Army News*, Wellington, Issue 337, 9 August 2005.

*Army News*, Wellington, Issue 341, 4 October 2005.

Chang, G.G. 'How to Stop North Korea's Weapons Proliferation', *The Wall Street Journal*, 1 July 2009, <http://online.wsj.com/article/SB124640610149276731.html> (accessed 27 May 2010).

*The Daily News*, New Plymouth, 8 October 1966.

*The Dominion*, Wellington, 17 February 1956.

*The Dominion Post*, 18 April 2009, <http://www.stuff.co.nz/national/2343111/Tiny-Tinui-proposed-as-our-new-Gallipoli> (accessed 14 May 2011).

*The Dominion Post*, 4 August 2010, 'Soldier Tim O'Donnell killed in Afghanistan', <http://www.stuff.co.nz/national/3989301/Soldier-Tim-O'Donnell-killed-in-Afghanistan> (accessed 27 May 2011).

### ***Papers and Theses***

Cowie, J.W. 'The New Zealand Defence Forces Contribution to the New Zealand Antarctic Programme', Commandants Paper, RNZAF Command and Staff College, 1987.

Pederson, Mark. 'Aid to the Civil Power: The New Zealand Experience', MA thesis, Massey University, 1987.

Sinclair, C.P. 'The RNZCT Commitment to the N.Z. Army', Commandants Paper, RNZAF Command and Staff College, 1982.

### ***Presentations***

Land Component Commander. 'Operationalising the Army' brief to Trentham-based Army personnel, 22 June 2011, (internal DIXS intranet) <http://org/l-ags/Pages/OSM/Army-2015/Army-2015-Home.aspx> (accessed 22 June 2011).

Logistics Command (Land). 'Land Logistics Transformation' brief to Land Component Commander, 15 February 2011, (internal DIXS intranet) <http://org/l-ags/pages/Log-Exec/Log-Exec-home.aspx> (accessed 22 June 2011).