

# NZDF Output Plan

## FY 2021/22



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**WELLINGTON**

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## NZDF OUTPUT PLAN 2021/22

### Chief of Defence Force Direction to the Defence Force

1. These general orders are issued and promulgated pursuant to Section 100 of the *Defence Act 1990*. They provide for the correct and proper delivery of New Zealand Defence Force (NZDF) outputs for FY 2021/22.
2. As the Chief of Defence Force, I am accountable to Parliament for ensuring the delivery of NZDF outputs and the expenditure of public money is managed correctly and efficiently.
3. The Government expects the NZDF to contribute to all-of-government efforts to secure New Zealand against external threat, to protect our sovereign interests, including in the Exclusive Economic Zone (EEZ), the Extended Continental Shelf (ECS) and those states for which New Zealand has constitutional responsibilities.<sup>1</sup> The NZDF must also be prepared to meet likely contingencies in our strategic area of interest, and respond to internal contingencies such as pandemics.
4. The Output Plan provides a robust means of managing and reporting performance to assure the Government and the New Zealand public that the NZDF is delivering outputs to expected standards and within the limits of the resources provided.
5. Our outputs are focused on the NZDF's core responsibility: to be successful in operations, while ensuring affordability and preparing for future operational challenges.
6. The NZDF is supporting the Government's response to the current global pandemic, deploying approximately 1,300 people. This is the largest military commitment since Timor-Leste in 1999, and it is expected to last until at least mid 2022. The combined effects of the pandemic and Op PROTECT are inhibiting training to prepare military capabilities for other operations resulting in a regeneration effort that could be as long as three years, particularly for Army.
7. On 20 May and 29 Jun 2021, I advised the Minister of Defence that the overall ability of the NZDF to provide certain outputs is expected to reduce over time. The combination of Op PROTECT, increased maintenance for ageing platforms, the timing of some capability programmes and operational release of platforms, means that some capabilities will be either unavailable, or available only in restricted form throughout FY 2021/22.
8. Activities are to be continually reviewed to minimise impacts as much as possible. Where delivery of outputs is likely to fall below directed levels, the impact (both in-year and out-years) is to be reported to me without delay. Impact reports are to include the following:
  - a. an assessment of the most likely missions to which a response could be provided and sustained, noting the Government's priority for support operations in the South West Pacific region;
  - b. changes to response times, sustainability requirements and concurrency considerations (including the ability to provide essential military capability within New Zealand if forces are deployed); and

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<sup>1</sup> Cook Islands, Tokelau and Niue

- c. the resources and activities required to regenerate readiness, noting that additional funding will not necessarily improve response times.
9. All activities that generate outputs must be judiciously controlled, prioritised and only conducted where funding has been allocated and remains available.
10. Variations to the standard performance measures for FY 2021/22 are detailed in the table for each output class.

### **Accountabilities**

11. Chiefs of Service and the Commander Joint Forces New Zealand (COMJFNZ) are accountable to me for the delivery of their Outputs, while other commanders and senior executives are accountable to me for supporting the delivery of the prescribed outputs and remaining within their allocated funding envelope; specifically:

- a. The Chief of Navy is accountable to me for the delivery of Output 1 and supporting the delivery of all other outputs in this plan, where appropriate;
- b. The Chief of Army is accountable to me for the delivery of Output 2 and supporting the delivery of all other outputs in this plan, where appropriate;
- c. The Chief of Air Force is accountable to me for the delivery of Output 3 and supporting the delivery of all other outputs in this plan, where appropriate;
- d. COMJFNZ is accountable to me for the delivery of:
  - (i) those specific tasks and activities of Output 4 assigned to COMJFNZ;
  - (ii) deployed operations conducted under Output 5 where operational command has been assigned to COMJFNZ;
  - (iii) supporting the delivery of all other outputs in this plan, where directed; and
  - (iv) informing those government agencies supported by the Defence Force of the resources and capabilities that may be made available for tasks under Output Four.
- e. The accountability for the delivery of Output 6 rests with:
  - (i) the Chief of Staff, HQNZDF for the delivery of Output 6.1 (in concert with MoD) and 6.3; and
  - (ii) the Chief Defence Intelligence for the delivery of Output 6.2.
- f. The Chief People Officer is accountable to me for the delivery of Output 7.

12. Senior NZDF executives with portfolio responsibilities are accountable to me for supporting the delivery of all NZDF Outputs specified in this Plan and must make every endeavour to ensure that the NZDF meets its obligations.

### **Output Plan**

13. The Output Plan 2021/22 implements the Government's requirement of the Defence Force and the outputs to be delivered within the fiscal constraints of the appropriations promulgated in the Estimates of Appropriation for the Government of New Zealand (External Sector) for the year ending 30 June 2022.

14. This Output Plan details the allocation of funding and output delivery and performance measures for Vote Defence Force. It specifically details the delivery of military capability and

other services, and establishes readiness for contingent military operations to ensure the NZDF efficiently provides effective military contributions when required by the Government.

15. This Plan is to be read in conjunction with the classified annex which specifies the readiness for contingent military operations and other key capabilities involved in preparing and delivering military capability.

16. Cabinet approved the Defence Force Output Framework in 2014<sup>2</sup> and the publication entitled *Delivering Outputs and Managing Performance*<sup>3</sup> provides a detailed explanation of the Defence Force output model.

17. The Output Plan 2021/22 is to be made available on the NZDF ILP.<sup>4</sup>

### **Statutory Reporting**

18. Contributions to reports required by the *Public Finance Act 1989* (such as the *Statement of Intent and Annual Report*) or any other relevant acts must be lodged with the Chief Defence Strategy Management (CDSM) as and when directed.

19. The *Annual Report to Parliament* must be presented to the House of Representatives in accordance with the requirements of the *Public Finance Act 1989* and any other instructions issued by the Auditor-General.

20. The *Annual Report to Parliament* must clearly describe the activities undertaken by the Defence Force, unambiguously report on the output performance and substantiate the level of funding used for the output delivery. Where new funding is negotiated or existing funds transferred within Vote Defence Force, it must be allocated to the appropriate output or output class and reported accordingly.

### **KR SHORT**

Air Marshal

Chief of Defence Force

November 2021

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<sup>2</sup> CAB Min (14) 9/5 refers

<sup>3</sup> NZDF Intranet; How We Work/Corporate Documents

<sup>4</sup> *ibid.*

## MANAGING OUTPUTS

1. The Defence Force is to prepare for the conduct of military operations and related tasks directed by the Government. It is to ensure the organisation retains the capacity, within the limits of allocated resources, to provide effective contributions to operations that prevent, manage, and resolve conflict and maintain international order.
2. Under the United Nations (UN) Peacekeeping Capability Readiness System (PCRS) military capabilities are only declared available to the UN with the expectation they will be utilised. Currently New Zealand has not declared any military capabilities to the UN under the revised system. The classified annex will be updated to reflect this and relevant response times adjusted.

### **Readiness for contingent military operations**

3. Readiness for military operations is the most significant output the Government purchases from the NZDF through the appropriations. Readiness<sup>5</sup> for contingent military operations is a risk managed posture, based on response time, sustainability and cost. It provides an effective hedge against future uncertainty, facilitating the ability to generate relevant military responses for given situations.
4. The NZDF's readiness for military operations, contribution to resource and border protection operations and availability to assist the civil power are incorporated in the Illustrative Planning Scenarios supporting the suite of response options that may be made available to the Government.
5. Readiness is achieved through the conduct of training activities directly related to the Illustrative Planning Scenarios and guided by the relevant Mission Essential Tasks. These activities are shaped by approved training schedules based on military doctrine, national training regimes and those of partner nations, experience gained on operations, professional military judgment, and war gaming to test and prove future operating concepts.

### **Master Activity Schedule (MAS)**

6. The MAS is a pan NZDF rolling four year programme of the Defence Force's training activities, defence international engagement activities and significant domestic tasks. It informs budget planning processes and decisions on resource allocation. It also details:
  - a. a programme of approved joint capability generation activities;
  - b. planned assistance to the civil power and civil authorities including resource and border protection operations;
  - c. the agreed defence diplomacy schedule, visit and conference programmes and identifies emerging activities; and
  - d. capacity building activities and participation in all-of-government regional security activities.

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<sup>5</sup> Readiness States are measured as being the time from when the Government decides it will prepare for the employment of the Armed Forces in a particular circumstance to when the designated forces will be ready to be deployed.

7. The MAS is managed and maintained within the LIGHTHOUSE application on the DIXS Restricted network to provide NZDF wide access. The application is key to reporting against NZDF Outputs 4 and 5. The updated NZDF exercise calendar, provided at the following link is the principal reference for all exercises and activities for FY 2021/22:

s. 9(2)(k)

8. There is uncertainty around the activities specified in the MAS due to COVID-19. Many countries are unsure of their ability and/or whether it is appropriate to host exercises and conferences. In many cases, exercises, activities or events are expected to be programmed however we have yet to receive invitations, and the shape and size of any activities that do proceed may be significantly affected. This situation is also impacting the planning of capability regeneration. It is expected the circumstances will change as nations slowly begin to open their borders or enact agreed “national bubbles” and the global vaccination programme reduces the impact of the pandemic.

### **Managing and Reporting of Readiness**

9. The Chief of Defence Force directs the delivery of Defence Force outputs through this plan and on the recommendations of the Executive Committee and advice of the Outputs Sub-Committee.

10. Individual output owners must monitor and manage their respective plans and meet output performance specifications for those areas for which they are accountable.

11. Forecast and analysis of the readiness for contingent military operations is critical to managing allocated resources and meeting the Government’s readiness requirements for military operations and other tasks. Analysis of performance and input to readiness reporting is to be managed through the Operational Preparedness Reporting and Evaluation System (OPRES) under the direction of the Outputs Committee. The current situation with the NZDF deployed on Op PROTECT and the additional issues affecting the Services mean a watch is to be maintained on the pulse of the NZDF to monitor its overall capability and readiness.

### **Quarterly Reports**

12. Since the beginning of FY19/20 Quarterly Reports have been managed via the TORCH application. With the introduction of TORCH as the OPRES reporting tool, the quarterly reporting regime has adopted a ‘forward focus’.

- a. First quarter: covering Jul – Sep 21 (report due mid Oct 21);
- b. Second quarter: covering Oct – Dec 21 (report due mid Feb 22);
- c. Third quarter: covering Jan – Mar 22 (report due mid Apr 22);
- d. Fourth quarter: covering Apr – Jun 22 (report due mid Jul 22); and
- e. Annual Report: covering Jul 21 – Jun 22 (report due for publication Oct 22).

### **Risk**

13. The NZDF Strategic Risks in Plan 25 remain valid for this plan. Output owners are responsible for identifying and managing risks that may impact on the ability to deliver outputs to the required performance specifications.

## Summary of Output Appropriations

14. The Minister of Defence is responsible for Defence Force appropriations in Vote: Defence Force, totalling \$4,287 million (including capital expenditure of \$1,165 million) for the 2021/22 financial year.

15. This includes \$3,049 million for departmental output expenses (excluding Veteran Affairs) covering the following:

- a. a total of \$2,372 million; with allocations for Naval Forces of \$501 million, for Army \$886 million and for Air \$985 million for capabilities prepared for joint operations that provide the Government with a range of military forces to protect and advance the security and interests of New Zealand<sup>6</sup>; and
- b. a total of \$677 million for Multi-Category Appropriations for Advice to the Government, Operations Contributing to New Zealand's Security, Stability and Interests, and the Protection of New Zealand and New Zealanders.

16. The Minister for Veterans is responsible for related appropriations in Vote Defence Force for Veterans' Affairs totalling \$73 million for the 2021/22 financial year.

17. The full details of the appropriations, including the reasons for changes to appropriations, are set out in Parts 2–4 of the *Estimates of Appropriation for Vote Defence Force* for the year ending 30 June 2022, which is available on the NZDF ILP under Corporate Documents.

## Variations to 2021/22 Output Plan from FY 2020/21

18. Some of the following significant operational changes made to the 2020/21 Output Plan are still applicable for 2021/22 to enable the Defence Force to remain within the parameters of the resources available and appropriations of Vote Defence Force for FY 2021/22. Administrative changes reflect those since 2020/21.

### Operational

19. The availability of maritime capabilities normally delivered by major fleet units is limited:

- a. Following the Frigate Systems Upgrade (FSU) project, the Naval Combat Force (NCF) will be limited to one ship with reduced capability while new equipment is introduced into service and capability is regenerated. s. 6(a)

[Redacted text]

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<sup>6</sup> These capabilities are held at appropriate states of readiness to protect New Zealand's territorial sovereignty and to contribute to regional and global security efforts. These capabilities will also contribute to a range of services to other government departments and the New Zealand community when not committed to operations overseas.



- b. In order to fully regenerate the NCF capability, it is critical that the Naval Helicopter force (NHF) is integrated into the NCF, and overseas high intensity training is available.
  - c. HMNZS AOTEAROA is expected to reach Interim Operating Capability (IOC) after the first Antarctic resupply mission in Q3. The replenishment capability will be available from the beginning of FY 2021/22 with other capabilities being released during Q1 and Q2.
  - d. HMNZS MANAWANUI is expected to achieve full operational release in Q4 FY 2021/22 and be fully able to meet her outputs. The regeneration of Naval diving during FY 2020/21 means that the Littoral Warfare Force will be back to full operational capability by the end of FY 2024/25.
  - e. s. 6(a) [REDACTED]
20. The ability to deploy Land Task Groups or sustain operations is limited due to:
- a. Deployment of personnel to Op PROTECT; and
  - b. Personnel shortages and the introduction of refreshed and new capabilities (e.g. Network Enabled Army (NEA), Protected Mobility Capability Project (PMCP), Consolidated Logistics Project).
21. The availability of aircraft to support civil authorities has been updated:
- a. the planned delivery of the air surveillance and response output is reduced;
  - b. the capacity to surge the air surveillance and response output is very limited without additional funding;
  - c. the planned delivery of strategic and theatre air mobility output is reduced; and
  - d. s. 6(a) [REDACTED]

**Administrative Changes**

22. Mandated operations under Outputs 5.1 and 5.2 have been updated to better reflect the types of regional and global operations the NZDF prepares to undertake.
23. There are minor changes to some Veterans' Affairs output performance measures and a minor change in scope for one Non-Departmental Output.

**VOTE DEFENCE FORCE OUTPUT STRUCTURE FY 2021/22 (\$000)**

Departmental Output Expenses		Multi-Category Appropriations				
OE 1 Navy capabilities prepared for joint operations and other tasks (\$500,253)	OE 2 Army capabilities prepared for joint operations and other tasks (\$898,062)	OE 3 Air Force capabilities prepared for joint operations and other tasks (\$985,297)	OE 4.1 Resource and Border Protection Operations (\$224,357)	OE 4.2 Defence International Engagement (\$107,080)	OE 4.3 Assistance to the Civil Power and Provision of a Public Service in Emergency Situations (\$198,312)	OE 4.4 Military Assistance to Civil Authorities in Non-Emergency Situations (\$38,894)
<b>Non-Departmental Output Expenses</b>		OE 4.5 Defence Support to the Community (\$59,464)	OE 5.1 Military Operations in support of a Rules-Based International Order (\$30,286)	OE 5.2 Military Operations that Contribute to Regional Security (\$69)	OE 6.1 Policy Advice (\$3,900)	OE 6.2 Situational Awareness (\$11,289)
Development and Maintenance of Services Capabilities OE 7.4 (\$746)		OE 6.3 Supporting Ministers (\$2,019)	OE 7.1 Services and Payments to Veterans (\$7,353)	OE 7.2 Administration Services (\$2,894)	OE 7.3 Policy Advice (\$230)	
<b>Non-Departmental Other Expenses</b>		OE 7.5 Impairment of Debt for Benefit or Related Expenses (\$256)	OE 7.6 Support for Vietnam Veterans (\$1,100)	OE 7.7 Fair Value Write Down on a Veteran Trust Loans and Trust Encumbrance (\$203)	OE 7.8 Veteran Assistance to Attend Commemorations at Frontal Battlegrounds (\$200)	
OE 7.9 Grant Payments to Non-Government Organisations (\$275)	OE 7.10 Service Cost - Veterans' Entitlements (\$20,000)	OE 7.11 Unwind of Disarm Rate - Veterans' Entitlements (\$40,000)	<b>Departmental Capital Expenditure</b>			
			NZDF Capital Expenditure PLA (\$1,164,711)			

### Summary of Defence Force outputs to be delivered and allocation of funds

24. A summary of outputs to be delivered by the Defence Force to the Minister of Defence (Output Expenses 1-6) and Minister for Veterans (Output Expense 7) for FY 2021/22, together with costs<sup>7</sup> and reference to output expense specifications is detailed below:

OUTPUT	OUTPUT TITLE	COST (\$000)
EXPENSE 1	<b>Navy Capabilities Prepared for Joint Operations and Other Tasks</b>	<b>500,253</b>
EXPENSE 2	<b>Army Capabilities Prepared for Joint Operations and Other Tasks</b>	<b>886,062</b>
EXPENSE 3	<b>Air Force Capabilities Prepared for Joint Operations and Other Tasks</b>	<b>985,297</b>
EXPENSE 4	<b>MCA for Protection of New Zealand and New Zealanders</b>	<b>629,091</b>
4.1	Resource and Border Protection Operations	224,351
4.2	Defence International Engagement	107,080
4.3	Assistance to the Civil Power and Provision of a Public Service in Emergency Situations	199,312
4.4	Military Assistance to Civil Authorities in Non-Emergency Situations	38,894
4.5	Defence Support to the Community	59,454
EXPENSE 5	<b>MCA for Operations Contributing to New Zealand's Security, Stability and Interests</b>	<b>30,795</b>
5.1	Military Operations in Support of a Rules-Based International Order	30,286
5.2	Military Operations that Contribute to Regional Security	509
EXPENSE 6	<b>MCA for Advice to the Government</b>	<b>17,208</b>
6.1	Policy Advice	3,900
6.2	Situational Awareness	11,289
6.3	Supporting Ministers	2,019
EXPENSE 7	<b>Veterans' Affairs New Zealand</b>	<b>10,447</b>
7.1 -7.3	MCA for Policy Advice and Other Services to Veterans	10,447
<b>Total Departmental Expenses</b>		<b>\$3,059,153</b>
EXPENSE 7	<b>Veterans' Affairs New Zealand (Non-Departmental and Benefits Related Expenses)</b>	<b>62,774</b>
7.4	Non Departmental Output Expenses	746
7.5 – 7.10	Non-Departmental Other Expenses	62,028
<b>Total Departmental, Non-Departmental and Benefits Related Expenses</b>		<b>\$3,121,927</b>

<sup>7</sup> Outputs are fully costed in that they include direct costs of the force elements, and a portion of support and overhead costs attributed to that output. They also include both fixed and variable costs.

## OUTPUT CATEGORIES 1 – 3: PREPARED

*The preparedness of combat forces that can be deployed, sustained, recovered and regenerated at the scales of effort required to meet the Government's strategic objectives.*

1. The Government's military capabilities are held for unforeseen emergencies or to reinforce existing operations. This could include New Zealand contributions to multinational operations or United Nations mandated missions, however, the forces are held principally to allow the NZDF to respond to security events in which New Zealand acts alone to protect national interests.
2. Sustaining a contingent military capability involves the maintenance of a conventional warfighting capability. This is comprised of command and control and intelligence capabilities together with naval combat and support units, land force combat capabilities and logistic support groups, specialised and enabling air capabilities and the means of projecting and sustaining deployed forces.
3. The Navy, Army and Air Force are the primary components of the Defence Force. The Chiefs of Service have primary responsibility for the management of activities to ensure their own Force Elements are trained, equipped and prepared for operational employment including engaging joint enablers for some functions. The personnel component of these capabilities comprises full-time and part-time uniformed personnel including specialists needed to support deployed operations and others available to individually augment operational forces. COMJFNZ delivers integrated joint force capabilities through additional training activities and pre-deployment validation and assessment.
4. These activities prepare sailors, soldiers, airmen, commanders and units to operate and succeed in an uncertain operational environment where the battle-space can deteriorate without warning. While there is some commonality in the way each Service generates operational capability, each is optimised to meet specific environmental imperatives.
5. Navy capability generation is driven by the need to maintain and deliver ships, embarked aviation and their crews at readiness. The fleet training programme differs from the activities of the other Services in that maritime deployments cover a range of concurrent tasks including maritime exercises, defence diplomacy, potential operations and some training. The training cycle of a unit is influenced by personnel changes and the class maintenance cycle. The Army operates an annual training plan with units and formations moving through progressive stages of preparation and contingency planning before being ready for employment. Air Force processes are driven by the need to train and maintain aircrews at the directed state of readiness and provide air capabilities sufficient to concurrently sustain domestic outputs and deployed operations.
6. The number of operations the NZDF might undertake concurrently is constrained by the size and composition of the task organisations required to conduct them. Expeditionary responses also need to be balanced with the requirement to conduct domestic tasks, provide standby commitments and the need to sustain deployed forces.

## Output 1: Navy Capabilities

*This category of output expense is limited to the generation of Navy capabilities that achieve the levels of readiness for military operations and other tasks directed by the Government of New Zealand.*

1. The Navy's maritime forces are a component of the NZDF's joint and integrated capability to defend New Zealand, contribute to maritime domain awareness, regional security, enforce compliance with international law and protect national interests offshore.
2. The Navy generates and prepares combat-capable, multi-purpose maritime forces with integrated air capabilities able to operate in a coalition maritime task force in the open-ocean and littoral regions of the world. It maintains the capability to command New Zealand or coalition naval forces at the Task Group level. Navy also maintains the capability to command amphibious operations and exercises in accordance with the requirements of the establishing authority.
3. The Navy manages the generation and maintenance of maritime capabilities and utilises these same capabilities for non-combat tasks to assist the civil power and support other government agencies. This is accomplished by bringing maritime forces to directed states of readiness for operations by organising personnel, equipment and materiel, as well as the provision of individual, unit, collective and joint training. The delivery of maritime capabilities is set out in the following paragraphs and in the operational performance specifications annex of the NZDF Output Plan.
4. The naval combat capability comprises two frigates with embarked warfare optimised naval helicopters, prepared to conduct maritime warfare and security operations within a coalition naval Task Group. Task Group tasks include the protection of military and commercial shipping and related operations to enforce international law and prohibit the movement of specified items, people or vessels. The Naval Combat Force (NCF) will be available in a limited role from Q1 FY 2021/22 as the ships either complete introduction into service of new equipments or post upgrade trials. Capability release will increase from Q3 FY 2021/22 in accordance with the plan for a graduated return to operational service from the Frigate Systems Upgrade (FSU) project. The NCF is a global capability subject to availability of appropriate support.<sup>8</sup>
5. An amphibious and sealift capability prepared to project forces from the sea and sustain deployed forces. The core of this capability is HMNZS CANTERBURY, but there is capability and capacity inherent in HMNZ Ships AOTEAROA, MANAWANUI and the offshore patrol vessels. HMNZ Ships CANTERBURY and MANAWANUI are typically employed around New Zealand and regionally.
6. A strategic replenishment capability prepared to project and sustain deployed maritime, land and air forces. This capability is met by HMNZS AOTEAROA in terms of maritime forces. Sustainment of land and air forces will be met by a combination of HMNZ Ships AOTEAROA and CANTERBURY as the situation demands. Strategic maritime replenishment is a global capability.
7. A naval patrol capability prepared to carry out surveillance, deter unlawful activity and interdict vessels of interest. This capability contributes to government efforts to secure borders, protect resources, enable New Zealand law to be enforced at sea and assist regional nations in ensuring the security of their respective maritime domains. The Naval

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<sup>8</sup> Supporting logistics shipping, host nation support or NZDF shore deployed logistics elements .

Patrol Force (NPF) comprises two Offshore Patrol Vessels (OPV) and two Inshore Patrol Vessels (IPV). The NPF is a local and regional capability.

8. A deployable littoral warfare capability prepared to conduct operations to safeguard access to and the use of harbours, inshore waters and littoral zones in New Zealand and wherever NZDF elements are required to operate. The Littoral Warfare Force (LWF) includes the shore based element, HMNZS MATATAUA and the dive support vessel, HMNZS MANAWANUI. HMNZS MATATAUA provides hydrographic survey, mine countermeasures and maritime explosive ordnance disposal. HMNZS MANAWANUI can host all elements of HMNZS MATATAUA and facilitates operations from the sea, including salvage operations. The LWF is predominantly a local and regional capability, although detachments may be deployed globally.

9. A shore-based capability able to implement naval cooperation and guidance for shipping and provide for the naval supervision of shipping in a crisis. This capability is provided by RNZN reserve forces to meet the requirements of the 1951 Radford-Collins Agreement.

**Output 1: Standard Performance and Variations for FY2021/22**

NAVY CAPABILITIES PREPARED FOR JOINT OPERATIONS AND OTHER TASKS	
Capability	Role
<b>Naval Combat Force</b>  <b>2 x NZ variant ANZAC class frigates</b>	<p><b>Maritime Warfare Operations (MWO)</b> MWO are warfighting activities and represent the highest level of combat capability. The NCF may be deployed globally on MWO tasks and would normally require support from a fleet tanker.</p> <p><b>Requirements:</b> (a) Naval combat forces, with integrated air capabilities, prepared for maritime warfare and security operations within a coalition or multinational task force; to locate, classify and track surface vessels, submarines and aircraft and, when necessary, apply force against those targets until they no longer present a threat to the Task Force or assigned mission.</p> <p>(b) Naval combat forces, with integrated air capabilities, prepared to protect military and commercial shipping from any threat posed by an adversary to the freedom of navigation and safe passage.</p> <p>(c) Naval combat forces with integrated air capabilities, prepared to contribute to the protection of land forces, from the sea, within the range and limitations of fitted weapons systems and those of the embarked aircraft.</p> <p>s. 6(a)</p>
	<p><b>Maritime Security Operations (MSO)</b> MSO are core operational tasks for the NCF in a peacetime setting. There is no difference in the preparation time required for MWO and MSO. The NCF may be employed globally on MSO tasks and would normally require support from the fleet tanker.</p> <p>Naval forces, with integrated air capabilities, prepared to conduct maritime security operations in a coalition or multinational maritime task force including intelligence, surveillance and reconnaissance tasks, and maritime interdiction</p>

	<p>operations to prohibit the movement of specified items, people or vessels and, in extremis, maintain the capability to deal with surface, air, and subsurface threats should they be present.</p> <p>s. 6(a)</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p><b>Naval Patrol</b>  <b>2 x Offshore Patrol Vessels (OPV)</b>  <b>2 x Inshore Patrol Vessels (IPV)</b></p>	<p><b>Naval Patrol Operations</b>  The NPF is a regional and domestic force.</p> <p><b>Requirements:</b>  Naval patrol capabilities prepared to carry out surveillance, deter unlawful activity and interdict vessels of interest; to contribute to government efforts to secure borders, protect resources and enable New Zealand law to be enforced at sea and assist regional nations in ensuring the security of their respective maritime domains.</p> <p>s. 6(a)</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Platform availability will be limited throughout FY 21/22 due to personnel constraints and Op PROTECT.</p>
<p><b>Projection and Sustainment</b>  <b>1 x Landing Ship Logistics (HMNZS CANTERBURY)</b>  <b>1 x Auxiliary Oiler Replenishment (HMNZS AOTEAROA)</b></p>	<p><b>Amphibious and Sealift</b>  This capability refers primarily to the Landing Ship Logistics (LSL) – HMNZS CANTERBURY, although the Auxiliary Oiler Replenishment (AOR) – HMNZS AOTEAROA, and elements of the NPF may support both amphibious and sealift operations. The LSL has a global capability but is typically used regionally to ensure availability for regional Humanitarian Assistance and Disaster Relief (HADR).</p> <p><b>Requirements:</b>  Naval surface forces prepared to conduct operations in a national-led military operation or multinational maritime Task Force to enable the projection of a Landing Force and tailored air group (helicopters) and the sustainment of military forces from the sea with specialist amphibious shipping, in a permissive to low-threat environment.</p> <p><b>Replenishment</b>  This capability refers to the AOR and is a global capability.</p> <p><b>Requirements:</b>  Specialised naval forces prepared to be assigned to a national-led military operation or multinational maritime task force, to conduct underway replenishment of fuels, cargo and personnel for naval forces in a mid-intensity environment, and undertake intelligence, surveillance and reconnaissance tasks.</p> <p><b>Performance variations for FY 2021/22</b>  Naval replenishment capability was released in Q3 FY 20/21. HMNZS AOTEAROA will reach full operational release in Q3 FY 21/22.</p>
<p><b>Littoral Warfare</b></p>	<p><b>Littoral Warfare Force</b></p>

<p><b>HMNZS MANAWANUI (Diving Hydrographic Vessel - DHV) And HMNZS MATATAUA (Maritime Advance Force - MARITIME ADVFOR)</b></p>	<p>Specialised naval forces prepared to provide a wide range of combined maritime capabilities including:</p> <ul style="list-style-type: none"> <li>• Mine Countermeasures,</li> <li>• Maritime Explosive Ordnance Disposal,</li> <li>• Search, survey and recovery (including salvage diving)</li> <li>• Expeditionary reconnaissance (chart survey missions, preparation of inshore waters and beachheads for maritime and amphibious operations in a national or allied task force and short-notice, short-duration rapid environmental assessment).</li> </ul> <p><b>Performance variations for FY 2021/22</b>  HMNZS MANAWANUI will achieve full operational release in Q4 FY 21/22. s. 6(a)</p> <p>[REDACTED]</p> <p>[REDACTED]<sup>9</sup></p>
<p><b>Maritime Trade Operations</b></p>	<p><b>Naval Guidance and Supervision of Shipping</b></p> <p>Maritime capabilities prepared to be integrated into a multinational maritime shipping coordination centre(s); undertaking naval cooperation and guidance for shipping and naval supervision to enable a Theatre or Operational Commander to manage risk by providing situational awareness and real-time clarity of the maritime shipping picture, to ensure the safe passage of merchant shipping in a crisis.</p>
<p><b>Performance Target:</b> 100% of Government directed readiness levels achieved and maintained.</p>	

**Priorities for FY 2021/22**

12. The principal priorities for Naval Forces are to:
- a. address critical personnel and training issues by strengthening the workforce/personnel planning and management foundations;
  - b. progress introduction into service of new and upgraded capabilities; and
  - c. complete the planning of the capability regeneration of the RNZN in the post Op PROTECT environment. s. 9(2)(g)(i)
- [REDACTED]

<sup>9</sup> s. 6(a)

[REDACTED]

[REDACTED]



## Output 2: Army Capabilities

*This category of output expense is limited to the force generation of Army capabilities that achieve the levels of readiness for military operations and other tasks directed by the Government of New Zealand.*

1. The New Zealand Army protects New Zealand's interests at home and abroad, and is a key contributor to providing a safe and secure environment in which New Zealand citizens can live and prosper. It is those same highly trained soldiers who are currently supporting the Government with its COVID-19 response, who assist at short notice with natural disasters here in New Zealand and in the South West Pacific Region, while also providing credible contributions to regional and global peace and security, and the maintenance of the rules-based international order. Unique to the Army, is the ability to deliver a persistent presence in the Land environment; something that is vital to building partner capacity resilience, relationships and the provision of human security.
2. The Army generates combat capable, multi-purpose, Land and Special Operations Forces (both Regular and Reserve) that are able to operate globally as part of a coalition and or multi-national force; lead independent operations or command coalition or multi-national forces within a regional context.
3. These same capabilities are utilised for non-combat tasks such as assistance to the civil power, support to other government agencies, and humanitarian and disaster relief operations.
  - a. For Land Forces, the Army employs the Multi-Role Battalion Group (MRBG) as the force generation framework (raise, train and sustain) that brings Land Forces to the directed states of readiness for operations. This is accomplished through individual and collective training (unit, combined arms and joint) to achieve mandated performance specifications. This approach enables the Army to leverage the sum of its parts, and results in a resource pool of trained, properly equipped, and prepared land capabilities.
  - b. For Special Operations Forces, the Army employs a force generation construct that closely matches directed military response options in response to the readiness levels required in policy across its whole force. This is accomplished through the simultaneous provision of personnel to the Special Operations Task Group, Explosive Ordnance Disposal Task Unit, Counter Terrorist Task Group and the Regional Response Special Operations Task Unit.
4. This suite of Army capabilities provides a range of flexible military response options that can be scaled and tailored to efficiently meet the Government's security needs. This allows Army to balance concurrent operational commitments with readiness for future contingencies. The delivery of Army capabilities is detailed in the operational performance specifications annex of the NZDF Output Plan, specifically:
  - a. Conduct combat operations globally within a coalition or multi-national force context;<sup>10</sup>

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<sup>10</sup> Drawn from Land Combat 16 (LANDCBT 16) tile description.

- b. Conduct and lead independent, coalition or multi-national regional Stability and Support operations;<sup>11</sup> and
- c. Conduct highly responsive national, regional and global Special Operations independently or within a coalition or multi-national force context.<sup>12</sup>

5. The Army's preparedness for combat operations enables the delivery of military capability in support of security events across the spectrum of conflict. It also facilitates the following standing commitments and contingency forces:

- a. s. 6(a) [REDACTED]
- b. s. 6(a) [REDACTED]
- c. Provide immediate response personnel and equipment to assist Fire and Emergency New Zealand in rural fire-fighting operations and provide first-responder capabilities and attendance at road traffic incidents in the Central Plateau (Output 4.3).
- d. Provision of contingency military forces prepared to assist the Civil Power when dealing with major disasters, the maintenance of law, order and public safety, and support to the community (Output 4.3).
- e. Maintenance of high-readiness contingency forces capable of providing a designated high-readiness Land and Special Operations capabilities prepared to respond to a regional crisis (Output 5.2):
  - (1) security related - assist with the restoration of law and order; or
  - (2) military capability employed in response to Humanitarian Assistance and Disaster Relief (HADR) activities to meet the immediate needs impacted states and relieve the suffering of devastated peoples.
- f. Contribute Land capabilities to the generation of a deployed national command function. The actual size of deployment will have an impact on the level and composition of a National Command Element (NCE) to be deployed but includes:
  - (1) A Land contribution to a National Command Element (NCE) function embedded within a coalition or multi-national force in a global context (Output 5.1).
  - (2) A Land contribution to Headquarters Deployable Joint Inter-Agency Task Force (HQ DJIATF) operating as either a part of a coalition or independently within a regional context (Output 5.2).
- g. Contribute to the generation of a deployable National Support Element (NSE) to undertake the theatre support function. The NSE scale will be dictated by the location, length, and complexity of the deployment. For land based operations,

<sup>11</sup> Drawn from Stability and Support Operation (SASO 22) tile description.

<sup>12</sup> Drawn from Special Operations Force 6 (SOF 6) tile description.

globally and regionally, this support will primarily be drawn from the Army's logistic capability (Output 5.1 and 5.2).

- h. Provision of military capability to deliver effective military intelligence services, advice and support to the Government (Output 6).
- i. Through the maintenance of Reserve Forces; provide a permanent military presence domestically in the regions, able to support local government crisis responses through the provision of military capabilities and expertise by virtue of training for warfighting (Output 4.3).
- j. Provision of military force elements and capabilities as components of Output Classes 1 and 3, specifically in logistics, health and military policing.

6. To achieve the force generation of these capabilities, Army needs to invest significant resources into fundamental enabling components; such as training, governance and ensuring compliance with all statutory and regulatory requirements.<sup>13</sup> Additionally, there are key military capabilities that deliver outputs daily in New Zealand. Without these key enabling base operations the Army would not be able to force generate military capability. These base operations are implicit within Output 2 but not explicitly captured therein:

- a. Force Health. Defence Health capabilities are required to generate force elements to provide health support to deployed forces – referred to as Mission Health. The NZDF must comply with New Zealand law when providing healthcare to service personnel regardless of being in barracks or deployed overseas. Without the provision of domestic health support for all of the NZDF's medical, dental, physical conditioning, and rehabilitation needs; the NZDF would not be able to comply with all the special legislative and regulatory requirements for the provision of medical support. This would inhibit the Army from force generating military capabilities.
- b. Police the force. The maintenance of military police, investigative, and custodial capabilities are pre-requisites to the NZDF retaining an independent Military Justice System; without which military capability cannot be generated. The Joint Support Group generates and delivers these functions for the whole of the NZDF on a continuous daily basis through an ongoing 'operational output' – Police the force. In addition to this, Land specific Military Police force elements and capabilities are generated under Output 2 to support Outputs 4 and 5 – Police the Mission.
- c. Logistics base operations. Effective logistic base operations are fundamental to the Army's ability to generate, deploy and sustain operational forces in support of outputs. Logistics base operations provide the foundation to generate competent logistic expertise, the delivery of effective education and training,


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<sup>13</sup> This consists of Support Personnel Required in Uniform (SPRU) and Enterprise Support Personnel Required in Uniform (EPRU). SPRU: consists of those uniformed Army personnel posted within the Army domain undertaking roles of military speciality, command, training, legislative, ceremonial, personnel under training and the structural overlay. From a base operations perspective SPRU is characterised by those personnel who contribute to the raise, train and sustain functions in support of enabling Army to force generate. EPRU: consists of those uniformed Army personnel who are posted to positions that are outside of the Army domain. These posts are often referred to as 'purple', 'centre', 'enabling' or 'enterprise' and include both service-tied and tri-service positions. The NZDF is required to meet statutory requirements, deliver regulatory oversight and governance and supply Government with the appropriate military advice and guidance. Army supports the NZDF in the delivery of these capabilities by posting personnel to EPRU positions.

and to ensure resilience in both the NZDF's organisational structure and the deployed operation's life support. Logistics base operations incorporate the full span of military logistic capability, including: equipment maintenance and repair; supply and warehousing; asset compliance and management; catering; and transportation of personnel, equipment and stores.

7. Land combat is fundamentally human, and therefore land operations by their very nature are unpredictable. Using the MRBG force generation framework, Army can generate and sustain the right number and mix of military capabilities (both Land and Special Forces) that can be task organised to deal with the range of situations Army may be called upon to respond to.

**Output 2: Standard Performance and Variations for FY 2021/22**

ARMY CAPABILITIES PREPARED FOR JOINT OPERATIONS AND OTHER TASKS	
Capability	Role
Global Land Combat <sup>14</sup>	<p><b>Land Combat Operations</b></p> <p>Generate and sustain a medium scale land combat capability comprising of one combined arms company group with organic combat support and combat service support components capable of conducting joint land warfighting operations, globally within a coalition or multi-national force context, in complex mid-intensity environments. The integral task units may be based on light infantry or light armour but could also include: protected mobility, offensive support, engineer, military intelligence, command support, logistic and medical functions. The actual composition of the deployed force will be dependent on the task, duration, threat and deployment context. For independent operations any deployed elements must be prepared to be largely self-sufficient.</p> <p><b>Performance variations for FY 2021/22<sup>15</sup></b></p> <p>s. 6(a)</p> 
	<p><b>National Command Element</b></p> <p>Land capabilities, force generated, as part of a tri-service contribution to a National Command Element (NCE) function; within coalition or multi-national force in a global context (Output 5.1).</p>
	<p><b>National Support Element<sup>16</sup></b></p> <p>Land capabilities, force generated, as part of a tri-service contribution to a National Support Element (NSE) function; within coalition or multi-national force in a global context (Output 5.1).</p>

<sup>14</sup> LANDCBT 16 tile. This military response option is not available if the battalion sized Task Group (SASO 22) is deployed.

<sup>15</sup> All DRAFT performance variation statements are drawn from CA minute to CDF; OP PROTECT Impacts upon Army Operational Preparedness 2021-2023; dated 19 Feb 21.

<sup>16</sup> Army GS, through the Force Design Project, is working with CAPBR to generate a 'Global NSE construct' to address this. The draft concept is currently under refinement and will be submitted to the Outputs Committee for ratification in due course.

	<p><b>Regional Stability and Support Operations Task Group</b></p> <p>Generate and sustain 'light' forces able to be deployed by air and sea; prepared to conduct stability operations.<sup>18</sup> At the largest scale the commitment will consist of an all-arms battalion sized Task Group. When combined with HQ DJIATF, able to lead and conduct independent regional Stability and Support Operations (SASO) or as part of a coalition or multi-national operation in a mid intensity SASO environment. The Task Group is complete with infantry, protected mobility, offensive support, engineer, military intelligence, command support, logistic and medical functions. If the battalion sized Task Group is not deployed land forces are able to provide:</p> <ul style="list-style-type: none"> <li>• high-readiness contingency forces (High Readiness Task Unit - HRTU and HADR Task Unit);</li> <li>• concurrent bespoke medium sized task groups (including global options under LANDCBT 16) or smaller task units and/or task elements.</li> </ul> <p>These military response options are structured and equipped to provide credible combined arms contributions to all types of SASO and can command additional attached sub-units, including force elements from contributing partner nations.</p> <p><b>Performance variations for FY 2021/22</b></p> <p>s. 6(a) [REDACTED]</p>
<p><b>Regional Stability and Support Operations<sup>17</sup></b></p>	<p><b>Regional High Readiness Task Unit (HRTU)<sup>19</sup></b></p> <p>Designated high readiness, contingency, Land capabilities, based on an Infantry Company. The HRTU is able to be deployed by air in order to quickly respond to security related regional crises and assist with the restoration of law and order. The HRTU can be employed independently, as part of a coalition, within an amphibious Joint Task Force, as a task unit within a NZ Task Group or in support of the SOTG/Special Operations Forces.</p> <p><b>Performance variations for FY 2021/22</b></p> <p>s. 6(a) [REDACTED]</p>
	<p><b>Regional Humanitarian Assistance and Disaster Relief (HADR) force<sup>20</sup></b></p> <p>Designated high readiness, contingency Land capability force of Task Unit size; based predominantly (but not exclusively) on military Engineer, Medical and Logistic components. The HADR force is prepared to conduct Regional Humanitarian Aid and Disaster Relief activities to meet the immediate needs of impacted States and relieve the suffering of devastated peoples; either independently or as part of a multi-national response.</p> <p><b>Performance variations for FY 2021/22</b></p> <p>Able to meet, with risk, specified high readiness Regional Stabilisation (Humanitarian Assistance and Disaster Relief Task Unit) military response.</p>

<sup>17</sup> SASO 22 tile with SASO 20 (DJIATF) tile.

<sup>18</sup> Note that the term 'light' reflects a force's agility, deployability, sustainability and its light scales of equipment; it does not imply that it is based on 'light' infantry. In general the force will be self-supporting (less theatre-level logistic support), possess high levels of tactical protected mobility (terrain appropriate) but with moderate levels of protection and firepower. The actual nature of the task to be completed and the environment within which it is to be undertaken will ultimately dictate the force composition of the Army's military response option.

<sup>19</sup> If the battalion sized Regional Stability and Support Operations Task Group is not deployed.

<sup>20</sup> If the battalion sized Regional Stability and Support Operations Task Group is not deployed.

	<p><b>Concurrent Medium and Small Scale Military Response Options<sup>21</sup></b></p> <p>Land capabilities consisting of medium scale Task Groups (including global options under LANDCBT 16) or smaller Task Unit sized forces. The integral task units may be based on light infantry, offensive support, engineer, intelligence, command support, logistics and medical functions. Response options will be constituted from already formed teams with integral command and support elements and will be able to conduct independent regional Stability and Support Operations (SASO) or as part of a coalition or multi-national operation, complete with protected mobility in a mid-intensity environment.</p> <p><b>Performance variations for FY 2021/22</b></p> <p>s. 6(a) [REDACTED]</p> <hr/> <p><b>Deployed Joint Inter Agency Task Force Headquarters/National Command Element</b></p> <p>Land capabilities, force generated, as part of a tri-service contribution to a deployable national command capability able to command joint, interagency, multinational and coalition military operations within a regional context (Tile SASO 20, Output 5.2).</p> <hr/> <p><b>National Support Element<sup>22</sup></b></p> <p>Land capabilities, force generated as part of a tri-service contribution to a National Support Element (NSE) function either within a lead nation or as part of a coalition or multi-national force within a regional context (Output 5.2).</p>
<p><b>Domestic operations (in addition to LANDCBT 16 and SASO 22)</b></p>	<p><b>Standing Commitments</b></p> <p>Specialist Land capabilities prepared to provide immediate response personnel and equipment to augment Fire and Emergency New Zealand capacity with assistance in rural fire-fighting operations and provision of first-responder capabilities and attendance at road traffic incidents in the Central Plateau (Output 4.3).</p> <p>Provision of military capability to deliver effective military intelligence services, advice and support to the Government (Output 6).</p> <p><b>Contingency Forces</b></p> <p>Provision of contingency military forces (both Regular and Reserve) prepared to assist the Civil Power when dealing with major disasters, the maintenance of law, order and public safety, and support to the community (Output 4.3).</p>
	<p><b>Special Operations Task Group</b></p> <p>s. 6(a) [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

<sup>21</sup> If the battalion sized Regional Stability and Support Operations Task Group is not deployed.

<sup>22</sup> AGS, through the Force Design Project, is working with CAPBR to generate a 'Regional NSE construct'.

Special Operations <sup>23</sup>	<p>s. 6(a)</p> <p>Special Operations Task Unit for Regional Response</p> <p>s. 6(a)</p>
	<p>Counter Terrorist Task Group</p> <p>s. 6(a)</p>
	<p>Explosive Ordnance Disposal Task Unit</p> <p>Immediate readiness forces capable of supporting the Police and other agencies to counter improvised and explosive threats to New Zealand. These forces are designed to integrate precisely with domestic partners and expected to match domestic employment considerations, including legal and governance frameworks. s. 6(a)</p>
<p><b>Performance Target:</b> 100% of Government directed readiness levels achieved and maintained.</p>	

**Output Sustainability and Concurrency**

8. As the largest scale Land military response option, the Army can sustain one large battalion-sized Task Group. If the Task Group is not deployed, the Army can sustain a combination of concurrent medium and smaller forces, including non-sustainable high readiness regional contingency forces. s. 6(a)

s. 6(a)


- a. s. 9(2)(g)(i)

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<sup>23</sup> SOF 6 tile. Resourced from SOF 6 tile and Assistance to the Civil Power (ACP) Tiles 8 (EODTU). SOF Outputs also meet the direction in ACP 12, 14, 16 (CTG).

<sup>24</sup> s. 6(a)

s. 9(2)(g)(i)




- b. Army can sustain a combination of concurrent medium and smaller forces (including high readiness regional contingency forces) only if the battalion-sized Task Group is not deployed.<sup>27</sup> Concurrent deployments that require force elements to be drawn from the second rotation would mean these deployments would be declared as 'non-enduring'. This would mean that 'output sustainment' can only be re-declared after appropriate force regeneration.
- c. The Reserve component is integral to Army's ability to be able to field military capability to sustain Army's outputs. The initial deployed Land force contains key specialist skillsets only held in the Reserves. Subsequent rotations rely on an increasing Reservist contribution until a steady state is achieved. The Reserve contribution will consist of both individual augmentation (both specialist and generalist) as well as formed Force Elements. The actual numbers and nature of the contributions will be tailored accordingly to the mission, context and duration.

s. 6(a)



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<sup>25</sup> s. 6(a)



<sup>26</sup> Military sustainability is based on the 'rule of 3' – to sustain one force in the field you actually need three to create a 'Force Generation' cycle. These consist of the 'Deployed' force (those actually on operations), the 'Generating' Force (those preparing to take over from those on operations) and the 'Regenerating' force (those recuperating post operational deployment).

<sup>27</sup> Clearly articulated in DMRR13, DWP16 and DCP19.

<sup>28</sup> It is notable that the Army provides the only specialist military capabilities made permanently available to assist the civil power; the Counter-Terrorist Task Group and Explosive Ordnance Disposal Task Unit. In addition, regular Special Operations Forces training with Joint Forces assets, provides Police and other agencies with national response options of significant scale and lethality and maintains the projection timeframes expected for regional response.



### Output 3: Air Force Capabilities

*This category of output expense is limited to the generation of Air Force capabilities that achieve the levels of readiness for military operations and other tasks directed by the Government of New Zealand.*

1. The Air Force's unique capabilities contribute to the overall capacity of the Defence Force to defend New Zealand, contribute to regional security, enforce compliance with international law and protect national interests offshore.

2. The Air Force generates and prepares combat-capable, multi-role air capabilities that can provide air power, with specialised mission and expeditionary support capabilities. The Air Force retains the capability to contribute to and be integrated within a coalition Combined Air Operations Centre.

3. The Air Force manages the generation and sustainment of air capabilities and utilises these same capabilities for non-combat tasks to assist the civil power and support other government agencies. This is accomplished by bringing air capabilities to the readiness states for operations by organising personnel, equipment, materiel and supplies, as well as the provision of individual, unit, collective and joint training, that prepares and delivers air capabilities to the performance specifications detailed in the annex to the NZDF Output Plan, specifically:

- a. a surveillance and response capability prepared for counter sea operations in support of maritime warfare operations;
- b. a surveillance and response capability prepared for intelligence, surveillance and reconnaissance operations in support of maritime security operations;
- c. a naval air combat capability for embarkation in surface ships for maritime warfare and security operations;
- d. a surveillance and response capability prepared to support special operations forces and other specified forces in the land and maritime environments;
- e. a strategic air mobility capability prepared to deploy, sustain and recover deployed forces;
- f. a theatre air mobility capability prepared for personnel movement and cargo operations within a designated theatre of operations; and
- g. a tactical air mobility capability prepared to support land operations, special operations forces, aeromedical evacuation and joint personnel recovery.

4. s. 6(a) [Redacted]  
[Redacted]  
[Redacted]  
[Redacted]

**Output 3: Standard Performance and Variations for FY 2021/22**

<b>AIR FORCE CAPABILITIES PREPARED FOR JOINT OPERATIONS AND OTHER TASKS</b>	
<b>Capability</b>	<b>Role</b>
<b>Air Surveillance and Response</b>	<p><b>Maritime Warfare and Security Operations</b></p> <p>Air surveillance and response forces prepared to conduct counter sea and surveillance operations in support of maritime warfare operations in a coalition or multinational task force; to locate, classify and track surface vessels, submarines and aircraft and, when necessary, apply force against those targets until they no longer present a threat to the assigned mission.</p> <p><b>Performance variations for FY 2021/22</b> The availability for sustained deployed operations is reduced.</p>
	<p><b>Surveillance and Response Operations</b></p> <p>Air surveillance and response forces prepared to conduct intelligence, surveillance and reconnaissance tasks in support of coalition and multinational maritime interdiction operations that prohibit the movement of specified items.</p> <p>Air surveillance and response forces prepared to conduct intelligence, surveillance and reconnaissance tasks, and close-in support for designated land combat forces.</p> <p><b>Performance variations for FY 2021/22</b> The availability for sustained deployed operations is reduced.</p>
<b>Naval Operations</b>	<p><b>Maritime Warfare and Security Operations</b></p> <p>The provision of integrated air and naval combat capabilities and embarkation of helicopters in surface ships, for coalition and multinational maritime operations including intelligence, surveillance and reconnaissance tasks, maritime interdiction operations, sea-control operations and tactical helicopter operations in the land and maritime environments.</p>
<b>Security and Stability Operations</b>	<p><b>Theatre Air Mobility</b></p> <p>The provision of aircraft and personnel for theatre air mobility operations; prepared to project and sustain deployed forces, aero-medical evacuation, special operations, search and survivor assistance and support for civilian organisations involved in stabilisation operations.</p>
	<p><b>Tactical Air Mobility</b></p> <p>The provision of aircraft and personnel for tactical helicopter operations; for the conduct of special operations, movement of troops, civilians and materiel, non-combatant and aeromedical evacuation operations and humanitarian aid tasks within the land and maritime environments.</p>

<p><b>Projection and Sustainment</b></p>	<p><b>Strategic Air Mobility</b></p> <p>The provision of aircraft and personnel for strategic airlift operations prepared to project and sustain deployed forces, aeromedical evacuation (which may require non-NZDF specialist medical staff), and support for civilian organisations involved in stabilisation operations.</p>
<p><b>Performance Target:</b> 100% of Government directed readiness levels achieved and maintained.</p>	

## OUTPUT 4: PROTECT

### Protection of New Zealand and New Zealanders

*The single overarching purpose of this appropriation is to protect New Zealand's sovereignty and provide security and other services for New Zealanders.*

1. Protecting New Zealand's sovereignty and the provision of security for New Zealanders, whether at home or abroad, is not the business of any one government agency, nor any one Service of the NZDF.
2. There are a range of contingencies where the Government may commit New Zealand's Armed Forces, including border and resource protection, assistance to civil authorities<sup>29</sup> in emergency and non-emergency situations as well as providing support to the New Zealand community. Furthermore, a programme of defence international engagement contributes to international rules-based order and the security of New Zealanders.
3. This Output Class utilises the generation of military combat capability delivered to the Government through our principal outputs (Outputs 1 – 3). It involves the integration and preparation of Force Elements (joint and common enabling capabilities, and deployable command capabilities) and formation of Joint Task Forces, Task Groups and specialised forces for employment to protect New Zealand's sovereignty and provide security for New Zealanders. It provides a rapid response capability to a security event or crisis within New Zealand, where there is a need to conduct humanitarian assistance and disaster relief or support to New Zealand authorities in the conduct of security duties. Through Defence Attachés, it plays a fundamental role in defence diplomacy.
4. This Multi Category Appropriation comprises five discrete outputs:
  - a. **Resource and Border Protection Operations.** The sharing of information and provision of resources to support all-of-government efforts to protect New Zealand's borders and offshore maritime interests.
  - b. **Defence International Engagement.** The provision of services and utility of the Defence Force to support foreign policy objectives that strengthen security and avert conflict.
  - c. **Assistance to the Civil Power and Provision of a Public Service in Emergency Situations.** The provision of specialist military capabilities and Defence Force resources provided to the civil power in an emergency and for urgent work of national importance.
  - d. **Military Assistance to Civil Authorities in Non-Emergency Situations.** The provision of NZDF resources, services and non-emergency assistance periodically provided to the Government and civil authorities.
  - e. **Defence Support to the Community:** The provision of NZDF resources for the betterment of the community at large and to inform the public's awareness of the proficiency and practice of the Armed Forces.

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<sup>29</sup> For avoidance of doubt; Civil Power means the New Zealand Police and Civil Authorities means any governmental department or agency that has the authority to call on Defence Force capabilities (normally arranged through the provisions of a Memorandum of Understanding).

## Overall performance for this appropriation

Protection of New Zealand and New Zealanders	Objective	Target
	The degree of satisfaction expressed by authorities requesting assistance in accordance with their annual programmes	Meet
	Regular evaluation of significant issues, the capacity to react to requests for assistance and the provision of adequate support from the limited resources available.	Meet

### Output 4.1: Resource and Border Protection Operations

*This category of output expense is limited to the sharing of information and provision of resources to support all-of-government efforts to protect New Zealand's borders and offshore maritime interests.*

1. The Defence Force contributes to all-of-government efforts to secure the nation's sovereign and economic borders through detecting, reporting and responding to unlawful activities in the offshore maritime zones in accordance with the Government's direction.
2. The NZDF is the major provider to the National Maritime Coordination Centre (NMCC) for domestic security operations to protect the nation's sovereign and economic borders. The Government's area of interest also covers those nations for which New Zealand has constitutional obligations (Cook Islands, Niue and Tokelau), the Southern Ocean and the Ross Dependency.
3. The NMCC is responsible for the planning and coordination of government and other agencies' collective needs for information on maritime activities and for the compilation of New Zealand's maritime domain awareness. The Commander Joint Forces New Zealand is responsible for tasking available military capabilities to meet NMCC requirements ensuring that civil authorities are informed of relevant activities in the maritime domain.
4. The Navy generates and manages maritime capabilities that contribute to all-of-government efforts to secure the borders, observe and record to inform maritime domain awareness, and manage marine resources.
5. The Air Force generates and manages a range of air surveillance capabilities that enhance the compilation of New Zealand maritime domain awareness and ensures that civil authorities are informed of activities occurring in New Zealand's sovereign territory and the adjacent maritime domain.

#### Concurrency

6. These same specialised maritime and air capabilities are utilised for search and rescue missions, counter-terrorist operations, humanitarian assistance, and support to disaster relief operations and other high priority domestic tasks, and may not always be available for border protection operations.

#### **Output 4.1: Deliverables**

7. The Defence Force manages the generation of air and maritime capabilities that enable civil authorities to understand the maritime environment and to detect, locate, track, interdict and inspect vessels of interest in those areas under New Zealand's oversight. Specifically:

- a. The provision and exchange of information on maritime traffic, suitably adapted to civil needs, to the NMCC.
- b. The provision of air and maritime capabilities for the conduct of routine surveillance and interdiction tasks in the high-risk areas of the territorial waters, Exclusive Economic Zone, Southern Ocean and the Ross Dependency, including those areas managed under the auspices of the CCAMLR.
- c. The provision of assistance to Antarctica NZ operations in New Zealand and at Scott Base and the Ross Dependency and contributions to the Joint US/NZ Logistics Pool.
- d. The availability of air and maritime capabilities to respond to actual or potential non-compliance with New Zealand legislation under the direction of civil authorities.
- e. The provision of routine assistance to government agencies for servicing New Zealand's offshore islands.

## Output 4.1: Performance

Resource and Border Protection Operations	Deliverable	Performance Target	Further Information
<p style="text-align: center;"><b>Contribute to all-of-government efforts to maintain the integrity of New Zealand's sovereign territory and cover maritime enforcement tasks and surveillance of the maritime zones</b></p>	Government agencies are informed of activities going on in the maritime zones of national interest to New Zealand.	100% of information on maritime traffic, suitably adapted for civil needs, is passed to the NMCC in an actionable timeframe.	
	Air surveillance capabilities are available for the conduct of pre-planned missions in support of the NMCC.	Not less than 90% of the total agreed pre-planned air surveillance tasks requested by the NMCC met.	The NZDF provides at least one air surveillance and response aircraft for domestic tasks.
	Air surveillance capabilities are available to meet NMCC requirements to investigate vessels of interest and respond to actual or potential non-compliance with New Zealand and international legislation.	Not less than 90% of the total air surveillance response tasks requested by the NMCC within the agreed notice to move are met.	
	Naval patrol and surveillance capabilities are available for the conduct of pre-planned missions in support of the NMCC.	Not less than 90% of the total agreed pre-planned maritime tasks requested by NMCC met.	Naval patrol and surveillance capabilities are drawn from available assets. The naval patrol force comprises 2 x OPV and 2 x IPV. Typically one vessel will be available at any given time. Rotary wing aircraft may be used for routine inshore surveillance tasks.
	Naval patrol capabilities are available to meet the NMCC requirement to investigate vessels of interest and respond to actual or potential non-compliance with New Zealand and international legislation.	Not less than 90% of the total response tasks requested by the NMCC within the agreed notice to move are met.	
	Support New Zealand's right of sovereignty over the Ross Dependency and continuous presence on the Antarctic continent.	Not less than 90% satisfaction with the NZDF's specialised military capabilities to support Antarctica New Zealand's operations in New Zealand and on the Antarctic continent, including contributions to the Joint United States/New Zealand logistics pool.	The Defence Force provides strategic airlift, aeromedical evacuation capabilities and cargo handling facilities in Christchurch and at Scott Base for the summer season and at other times when aircraft are able to operate on the ice runway.

Resource and Border Protection Operations	Deliverable	Performance Target	Further Information
	Contribute to New Zealand's efforts to manage Antarctic marine living resources.	Not less than 90% satisfaction of the Ministry of Foreign Affairs and Trade for the NZDF's provision of specialised military capabilities to support New Zealand's efforts to manage marine living resources on and about the Antarctic continent.	New Zealand is a party to the CCAMLR. The Convention sets out obligations to protect and preserve the environment and ecosystem within agreed boundaries.
	Naval and air capabilities are available to conduct pre-planned missions to service the offshore islands and demonstrate New Zealand's sovereignty.	Not less than 90% of total pre-planned tasks requested by the NMCC are met.	The NZDF provides ships, helicopters, aircraft and personnel support for up to 6(a) pre-planned offshore tasks each year.
<p><b>Note:</b> While the ideal performance target is the completion of 100% of requests, these operations can be significantly influenced by a number of factors, (for example, weather conditions) that are outside the control of the Defence Force and requesting agencies.</p>			

#### Performance variations for FY 2021/22

8. s. 6(a) [redacted]  
[redacted] <sup>30</sup>
9. s. 6(a) [redacted]
10. s. 9(2)(g)(i) [redacted]  
[redacted]

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<sup>30</sup> The Ministry for Foreign Affairs and Trade will determine how New Zealand's CCAMLR obligations will be met.



## Output 4.2: Defence International Engagement

*This category of output expense is limited to the provision of services and utility of the Defence Force to support foreign policy objectives that strengthen security and avert conflict.*

1. Defence International Engagement supports the Government's foreign policy priorities and contributes to international peace and security.
2. Defence relationships assist in building confidence between nations. They are important to ensuring we can work in an international environment with trusted partners in crises. They can also provide access to equipment, information and intelligence and training opportunities.
3. Defence Attachés<sup>31</sup>, in particular, play a fundamental role in defence diplomacy. Their interaction is instrumental in building alliances, coalitions, and partnerships to ensure co-operation, burden-sharing and interoperability and provides critical situational awareness, information and influence within multinational organisations.
4. Closer to home, regional engagement is normally characterised by joint inter-agency missions, conducted on a bilateral or multinational basis to provide foreign aid and assist with capacity building in selected nations. These activities are intended to shape the security environment and are aimed at encouraging local or regional stability and resilience. They offer opportunities for nations to create a secure environment for economic growth and the social wellbeing of the population.
5. Defence Force contributions typically involve regular operations with other government departments and international organisations, assisting regional nations to manage their marine resources and to support the provision and distribution of aid to Pacific Island nations (e.g. NZ Aid Programme, assistance provided during operational exercises, and specific international assistance programmes like *Pacific Partnership*).

## Output 4.2: Deliverables

6. Through the generation of military capabilities for operational roles and specific national representation abroad, the Defence Force contributes to Government's foreign policy objectives and maintains a comprehensive network of valuable defence-related relationships. The defence diplomacy element of this output specifically captures the following:
  - a. Military-to-military engagement;
  - b. Participation in formal arrangements and alliances;
  - c. Senior officer visits;
  - d. Maritime deployments and ship visits;
  - e. Regional engagement and capacity building activities (including support for the management of marine resources and military exercises that are mandated to provide civil and military co-ordination to a host nation);
  - f. Military exercises that help develop confidence and security-building measures;

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<sup>31</sup> Includes other Defence Force advisers appointed to specific posts (for example, United Nations Military Advisor, Maritime Security Advisers).

- g. In-country, and non-resident representation by Defence Attachés and Advisers and permanent staff at international strategic and operational headquarters (e.g. US Central Command - CENTCOM, North Atlantic Treaty Organisation - NATO, US Indo-Pacific Command - USINDOPACOM, Permanent Joint Head Quarters - PJHQ etc.); and
- h. Membership of multinational defence-related organisations (e.g. Australia, Canada, New Zealand, United Kingdom, United States - AUSCANZUKUS, America, British, Canadian, Australian and New Zealand - ABCANZ, Air Force Interoperability Council – AFIC, The Technical Cooperation Programme - TTCP, Western Pacific Naval Symposium - WPNS etc.) to ensure that New Zealand remains well informed on defence matters and advances in defence-related technology.

**Output 4.2: Performance**

Defence International Engagement	Deliverable	Target	Further Information
<p><b>Maintain an effective network of relationships to ensure that Defence’s international engagement complements broader foreign policy objectives, promotes security and enhances Defence partnerships</b></p>	<p>Maintain a contemporary network of multilateral and bilateral military relationships that advances the professional capacity of the NZDF</p>	<p>Ensure the programme of military engagement through a network of multilateral and bilateral military relationships provides for a range of interactions that informs Defence of emerging advances in military operations, provides for professional development, fosters interoperability and enhances the reputation of New Zealand and the NZDF.</p>	<p>The NZDF has an overseas visit and training, and information-sharing programme that enhances military-to-military relationships with security partners, provides for professional development and improves interoperability between the NZDF and the Armed Forces of other countries.</p>
	<p>Support recognised alliances and other arrangements that foster peace and security</p>	<p>100% of exercises and related activities participated in that support the Government’s foreign policy objectives.</p>	<p>The Master Activity Schedule includes participation in multinational readiness training activities that maintain New Zealand’s membership of key alliances and arrangements (e.g. FPDA, RIMPAC etc.) and enhance interoperability between military forces.</p>

Defence International Engagement	Deliverable	Target	Further Information
	The visit schedule for senior military officers maintains a strong network of professional relationships and complements the Government's broader foreign policy objectives	100% of approved Senior Officer visit programme completed.	
	Maritime deployments and ship visits satisfies all-of-government efforts to enhance New Zealand's reputation	100% of maritime deployments, exercises with security partners and ship visits to selected nations completed that are cognisant of the Government's foreign policy and defence engagement priorities.	
	Regional engagement	100% of regional activities participated in that contribute to the Government's foreign policy objectives to improve the resilience, economic and social wellbeing of Pacific Island nations.	This includes the contributions the Defence Force makes to the training of regional security forces through the Mutual Assistance Programme.
	Contribute to confidence and security building measures	100% of multilateral and bilateral confidence and security building activities participated in that contribute to initiatives that prevent the proliferation of weapons of mass destruction and further New Zealand's foreign policy objectives, as directed by the Government.	
	Contribute to the maintenance of peace and security through the assignment of Defence Attachés and Advisers	100% of resident and non-resident Defence representation maintained through the assignment of Defence Attachés and Advisers in host nations and in accordance with the Government's direction.	
	The NZDF remains well-informed about defence doctrine and advances in defence-related technology	Maintaining active participation in specific military fora to enable the NZDF to remain well-informed about military doctrine, current military operations and future changes and exchanges of information related to the profession-of-arms.	The NZDF retains full membership or observer status in the following military and technology fora: CDR, AUSCANZUKUS, ABCANZ, AFIC, NATO, TTCP, WPNS

Defence International Engagement	Deliverable	Target	Further Information
		Maintaining a network of relationships with external scientific and technology organisations that contribute to the development of solutions for the Government, the Defence Force, and New Zealand's national security agencies, and supports the provision of military capability and promotion of security.	

**Performance variations for FY 2021/22**

7. Non-operational posts will be reviewed throughout the year with increased priority on Pacific engagement. Due to COVID—19, Defence Attaché (DA) travel will be constrained, with travel to accredited states being restricted. DAs will also be limited in their ability to escort senior host-nation personnel on visits to NZ.

### **Output 4.3: Assistance to the Civil Power and Provision of a Public Service in Emergency Situations**

*This category of output expense is limited to the costs of specialist military capabilities and Defence Force resources provided to the civil power in an emergency and for urgent work of national importance.*

1. This particular output involves responding to requests from the civil power to save lives, prevent human suffering and mitigate exceptional property damage (e.g. following a major disaster), Search and Rescue and recovery operations and responses to maritime incidents.
2. The output also covers the NZDF high-readiness capabilities available to assist the civil power when asymmetric threats (acts of terrorism, bomb threats) and other incidents could affect critical national services or impact upon the safety of the population.
3. The output focuses on the provision of military assistance to the civil power using specialised military capabilities or equipment in situations that are beyond the capacity of the civil power to deal with and where the Defence Force is able to provide unique capabilities not held elsewhere. Specifically, the Defence Force contributes to all-of-government efforts, in times of emergency, to maintain supplies and services essential to the life and the health and safety of the community; to save lives and mitigate the impacts of a natural disaster or major emergency, and to maintain public safety.
4. While constituted and maintained as New Zealand's military instrument of national power, Defence Force capabilities (particularly the ability to deploy significant numbers of personnel quickly and across large distances) can provide valuable support in the event of public security and public welfare emergencies and can assist other government departments and agencies in times of crises.
5. Under section 9 of the *Defence Act 1990*, the Armed Forces may be used to perform any public service and assist the civil power in time of emergency.
6. Under the provision of a public service, the NZDF is expected to assist government departments to sustain services in an emergency or when a situation exceeds the capabilities of the civil power, including during periods of industrial unrest.
7. The NZDF's contribution to domestic tasks is provided through military capabilities and procedures unless exceptional circumstances require otherwise. In domestic tasks, the NZDF responds to requests from lead civil agencies; with the exception of routine sovereignty operations and its defence-of-New Zealand role, the Defence Force is always in support. For matters of public safety, assistance will routinely be to the NZ Police, as the lead organisation, which also includes Defence Force support for police-led security and law enforcement operations. Working together with the civil power and civil authorities ranges from formally agreed and documented arrangements to informal coordination on matters of common interest.
8. In contributing a military response, the NZDF makes available Regular and Reserve Forces at varying degrees of notice to move. Unlike specialised units, these forces do not train for these types of tasks but are able to provide the required capabilities by virtue of training for warfighting. A contribution may or may not be associated with a declared disaster or civil emergency and, except where formal arrangements exist, authorisation at the appropriate level is required before the NZDF provides assistance in many circumstances.

### Output 4.3: Deliverables

9. These standing commitments and specific assistance for various security events reported under this output include:

- a. the conduct of counter-terrorist operations in the land and maritime domains;
- b. the disposal of explosive ordnance<sup>32</sup>, improvised explosive devices<sup>33</sup> and response to chemical, biological and radiological threats in the land and maritime environments;
- c. search and rescue and recovery;
- d. assistance to the civil power for law enforcement operations;
- e. assistance to Fire and Emergency New Zealand;
- f. cordon duties, i.e. controlling access to an incident scene;
- g. assistance to the National Emergency Management Agency;
- h. aeromedical evacuation and medical rescue at sea;
- i. mitigation of the effects of adverse weather conditions;
- j. response to maritime incidents and marine pollution;
- k. the mass evacuation of persons from high-risk environments;
- l. response to major bio-security incidents;
- m. response to pandemic crises;
- n. assistance to the Department of Corrections;
- o. all-of-government contingency planning activities;
- p. multi-agency training activities;
- q. assistance to Customs and NZ Police for the generation of their specialist diving teams;
- r. provision of Defence Force airfield facilities as an alternate for large civilian aircraft during short notice closure of scheduled destinations due to weather or other emergencies; and
- s. support to all-of-government intelligence activities.

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<sup>32</sup> The location, identification, rendering safe and final disposal of ammunition, pyrotechnics and explosive stores which may have not functioned, or which may have not been fired.

<sup>33</sup> The location, identification, rendering safe and final disposal of improvised explosive devices; devices fabricated in an improvised manner designed to destroy, disfigure, distract or harass.

**Output 4.3: Performance**

Assistance to the Civil Power and Provision of a Public Service in Emergency Situations	Deliverable	Target	Further Information
<p><b>Contribute to all-of-government efforts that provide for public safety, protection of national infrastructure, emergency response and recovery operations in order to satisfy critical humanitarian needs</b></p>	<p>Conduct capability generation activities and inter-agency training to maintain the readiness of the national counter-terrorist capability.</p>	<p>100% of the levels of operational capability and readiness as directed met.</p>	
	<p>Generate the necessary capabilities to deal with complex chemical, biological, radiological, explosives and improvised explosive devices and maintain the readiness of the national response capability in support of the Civil Power.</p>	<p>100% of the levels of operational capability and readiness as directed met.</p>	<p>s. 6(a)</p>
	<p>Assist the Civil Power maintain security when asymmetric incidents in the land and maritime environment threaten public safety or national interests.</p>	<p>100% of agreed notice to move met for the specialised Counter-Terrorist Task Group to respond to requests from the Civil Power for assistance.</p>	<p>s. 6(a)</p>
	<p>Assist the Civil Power maintain security when CBRE and IED incidents threaten public safety or national interests.</p>	<p>100% of agreed notice to move met for the specialised Explosive Ordnance and Improvised Threat Response capability in support of requests from the Civil Power.</p>	<p>The Littoral Warfare Force provides a sub-surface EOD and IED response capability in support of Civil Power requirements, s. 6(a)</p>
	<p>Provide specialised and complementary military capabilities to assist NZ Police law enforcement operations.</p>	<p>Subject to the availability of resources, 100% of requests met to assist NZ Police law enforcement operations.</p>	<p>Typically the NZDF provides a range of capabilities in support of NZ Police operations, including law enforcement operations, drug recovery, and the protection of critical infrastructure and assets from unlawful interference. s. 6(a)</p>

Assistance to the Civil Power and Provision of a Public Service in Emergency Situations	Deliverable	Target	Further Information
	Maintain contingency forces at camps and bases with the capacity to assist the civil power deal with major disasters.	100% of contingency forces and specialised military capabilities available to assist the civil power deal with major disasters when not deployed on operations.	Response groups are maintained on each camp and base to assist civil authorities attend to emergency tasks if requested.
	Availability of specialised military capabilities to assist the civil power conduct search and rescue and recovery operations within New Zealand, the NZSRR and adjacent regional SRR areas.	100% of agreed notice to move met for specialised military capabilities to assist the civil power to move to conduct search and rescue and recovery operations within New Zealand and the maritime search and rescue and regional rescue coordination centre areas.	The NZDF maintains maritime, land and air capabilities at short notice to assist civil authorities save lives concurrently with sustaining current operations and maintaining readiness for contingent military operations.
	Availability of specialised military capabilities to assist the civil power evacuate persons from high-risk environments in New Zealand.	100% of contingency plans in place to assist the civil power evacuate persons from high-risk environments in New Zealand.	Aircraft, ships and land transport are normally available when not deployed on operations.
	The NZDF has the capacity to assist Fire and Emergency New Zealand when incidents exceed the capabilities of the local resources.	100% of requests met to augment the capacity of Fire and Emergency New Zealand to deal with a wide range of incidents involving safety of life, protection of property and related actions to mitigate the effects of fire.	The NZDF is a Rural Fire Authority for some tracts of Defence Estate and is a first responder to a range of fire and non-fire incidents, especially in rural and isolated areas. Typically the NZDF attends some 200 – 230 incidents annually including motor vehicle accidents, rural, domestic and structural fires, and alarm activations.
	Availability of specialised military capabilities to assist the civil power respond to a maritime disaster and mitigate the effects of degradation of the marine environment.	100% of contingency plans in place to assist the civil power mitigate the effects of a maritime disaster and degradation	



Assistance to the Civil Power and Provision of a Public Service in Emergency Situations	Deliverable	Target	Further Information
		of the marine environment.	
	Availability of specialised military capabilities to conduct aeromedical evacuation and medical rescue at sea at the Government's direction.	100% of contingency plans in place to assist the civil power within the agreed notice to move.	The NZDF maintains maritime, land and air capabilities at short notice to assist civil authorities save lives.
	The provision of specialised capabilities that augment the capacity of the Civil Power to maintain law and order and public safety.	Subject to availability of resources, 100% of requests met for specialised military capabilities to assist New Zealand Police operations to maintain law and order and public safety.	
	Assist the Department of Corrections maintain the integrity of prisons when normal custodial arrangements fail.	100% of contingency plans in place to mobilise the Armed Forces to assist the Department of Corrections.	
	Enhance central and local governments' preparedness for responses to crises.	100% NZDF participation in central and local governments' planning and multi-agency training exercises to enhance the all-of-government preparedness for responses to community-scale crises.	The NZDF provides a wide range of capabilities that can assist multi-agencies prepare and practice contingency plans including the utilisation of aircraft, ships, land transport and personnel.

### Domestic Tasks – Standing Commitments

10. The NZDF has two specialised capabilities that are made available to the civil power on a permanent basis. The following capabilities are held at a very short notice to respond to requests for assistance:

- a. Specialised Counter-Terrorist Task Group (CTTG), s. 6(a) [redacted] and tactical airlift and helicopter support to assist the NZ Police and National Security System in Counter-Terrorist operations and related asymmetric threats; and

- b. the national response for complex Chemical, Biological, Radiological Explosives (CBRE) and the disposal of explosive ordnance and improvised explosive devices.

NZDF SPECIALISED CAPABILITIES PERMANENTLY AVAILABLE TO THE CIVIL POWERS	
Capability	Role
Counter Terrorist Forces	Counter - Terrorist Task Group (CTTG) s. 6(a)
Explosive Ordnance Disposal Forces	Explosive Ordnance Disposal Task Unit s. 6(a)

11. Under this Output NZDF provides personnel to support the Governments COVID-19 response effort. The NZDF is planning to continue the commitment of up to 1200 personnel on average from across the Services until at least mid 2022. This planning figure includes force preparation, rotation and stand down requirements.

12. The Defence Force makes available other military capabilities and responds to civil emergencies in New Zealand at the request of the civil authorities. With the exception of the National Emergency Management Agency response teams, these same assets are used when responding to regional crises or conducting search and rescue and recovery missions.

13. At any one time, the following military capabilities are made available to the civil authorities at the agreed Notice to Move (NTM):

- a. one Air Surveillance and Response aircraft (P-3K2 Orion, or C-130H(NZ) Hercules) at 2 hours NTM;
- b. one additional Air Surveillance and Response aircraft (P-3K2 Orion, or C-130H(NZ) Hercules) at 24 hours NTM;
- c. one NH90 aircraft at 2 hours NTM;
- d. one additional NH90 aircraft at 14 hours NTM for contingencies;
- e. two A109 aircraft at 14 hours NTM;
- f. one Theatre Air Mobility aircraft (normally a C-130H(NZ) Hercules) at 14 hours NTM for contingencies;
- g. a specialised underwater search and recovery detachment at 6 hours NTM;
- h. one Fleet Unit at 8 hours NTM, including Seasprite when embarked;

- i. the Landing Ship Logistic(LSL) (Amphibious & Sealift) at 72 hours NTM throughout the cyclone season (01 Nov – 30 Apr annually)<sup>34</sup>;
- j. emergency management response groups at each Base and Camp at 12 hours NTM;
- k. two reserve emergency (100 pers) response groups at 72 hours NTM;
- l. one 500 person NZDF emergency response group (includes all previous response groups) at 72 hours NTM; and
- m. an emergency capability to respond immediately to road traffic incidents and fires in the central plateau region (Waiouru).

**Availability to respond to emergency situations as directed by the Government or requested by the principal civil authority.**

Event	Military Capability	Notice To Move
<b>Counter-Terrorist Operations and Threats to Public Safety</b>	s. 6(a)	
<b>Search and Rescue and Recovery Tasks</b>	One P-3K2 Orion or C-130H(NZ) Hercules	2 hours
	One P-3K2 Orion or C-130H(NZ) Hercules	24 hours
	One NH90	2 hours
	Additional NH90	14 hours
	One fleet unit (with aircraft when embarked)	8 hours
	One specialised underwater search and recovery detachment to support NZ Police	6 hours
	Ship and Diving Detachment to support offshore diving operations	12 hours
	A limited number of personnel to assist land SAR tasks (All NZDF personnel)	24 hours
<b>Evacuation of persons from high-risk areas Medical Evacuation</b>	One NH90	2 hours
	Additional NH90	14 hours
	One C-130H(NZ) Hercules	14 hours
	One Boeing 757	72 hours
<b>Maritime Incidents and Marine Degradation</b>	One P-3K2 Orion or C-130H(NZ) Hercules	2 hours
	One Fleet Unit (with aircraft when embarked)	8 hours
	Littoral Warfare Unit (MCM and Mil Hydro)	12 hours

<sup>34</sup> There will be a period during FY21/22 when the LSL is unavailable due to mid-life maintenance in Singapore.

Event	Military Capability	Notice To Move
<b>Emergency Management</b>	<b>Army</b> HQ Elements to support civil authorities Four 25-person Response Groups Signals and Engineer Elements Two 100-person national Reserve Response Groups	12 hours 12 hours 72 hours 72 hours
	<b>Navy</b> One 25-person Response Group One Fleet Unit (with helicopter when embarked) Sealift capability (normally LSL) Littoral Warfare Spt (Diving/MCM/Mil H/LSV)	12 hours 8 hours 72 hours 12 hours
	<b>Air Force</b> Three 25-person Response Groups (AK, OH, WB) Two NH90	12 hours 72 hours
<b>Rural Fire-fighting Tasks</b>	<b>Air Force</b> One helicopter to assist rural fire fighting tasks including reconnaissance and logistics tasks.	2 hours
	<b>Army</b> Personnel and equipment to assist rural fire-fighting operations  Provision of first-responder capabilities and attendance at road traffic incidents (Central Plateau)	2 hours  Immediate

**Performance variations for FY 2021/22**

- 14. s. 6(a) [Redacted]
- 15. s. 6(a) [Redacted]
- 16. s. 6(a) [Redacted]

#### Output 4.4: Military Assistance to Civil Authorities in Non-Emergency Situations

*This category of output expense is limited to the costs of Defence Force resources, services and non-emergency assistance periodically provided to the Government and civil authorities.*

1. The NZDF provides periodic support for governmental activities and is able to provide short-term assistance to civil authorities for specific events or occasions.
2. This output covers the provision of assistance to government departments where the tasks tend to be recurring activities that involve the utilisation of NZDF resources, can usually be planned for, and are normally programmed on an annual basis. These requests are balanced against the sustainment of current military operations, deployment preparations for other missions and availability. As a consequence some capabilities may not be immediately available or may only be available for a limited period of time.
3. Requests for NZDF services and support may involve the proposed use or employment of a wide range of NZDF personnel and resources. Assistance to civil authorities may include support for:
  - a. ceremonial activities for State events (e.g. ceremonial guards, military bands);
  - b. significant military anniversaries and nationally recognised commemorative events;
  - c. the Vice Regal Household;
  - d. air, sea and land transport for members of the Government and guests of the State; and
  - e. significant commemorative events offshore.
4. While lead agencies have both formal and informal arrangements for seeking support from the Defence Force, all applications for routine military assistance are considered within the overall capacity of the NZDF to support current military operations and assigned domestic tasks.

#### Output 4.4: Performance

<b>Military Assistance to Civil Authorities in Non-Emergency Situations</b>	<b>Deliverable</b>	<b>Target</b>	<b>Further Information</b>
<b>Supporting the business of the Government</b>	Support State ceremonial activities that represent the nation and meet the Government's direction.	100% of requests met to provide military guards, suitably tailored for the occasion, military bands and associated support to State ceremonial activities.	The Defence Force has provided support for 27-38 State ceremonial events each year, including support for visiting overseas dignitaries.

	Support significant military anniversaries and nationally recognised commemorative events.	100% of requests met to provide military guards, suitably tailored for the occasion, military bands and associated support to significant military anniversaries, nationally recognised commemorative events and significant commemorative events overseas.	The Defence Force provides ceremonial support for Anzac Day, Armistice Day, commemorations recognising significant military events (including wreath-laying ceremonies), Waitangi Day, Royal and Commonwealth events (e.g. Queen's Birthday) and overseas commemorations related to the past deployment of New Zealand Forces.
	Support the Vice Regal Household.	100% of requests met to provide representational staff for the Vice Regal House, military guards, suitably tailored for the occasion, military bands, air, land and sea transport and associated support for Vice Regal activities.	The Defence Force has provided support for 8 – 10 Vice Regal events each year.
	Support the Government's internal and external transportation requirements.	100% of requests met to provide air, land and sea transport for members of the Government and guests of the State to support the Government's internal and external transportation requirements.	The Defence Force has provided 190 - 240 flying hours, 6 – 10 sea-days and between 10- 13,000 km of land transport in support of the Government's requirements each year.

## **Output 4.5: Defence Support to the Community**

*This category of output expense is limited to the costs of providing Defence Force resources for the betterment of the community at large and to inform the public's awareness of the proficiency and practice of the Armed Forces.*

1. The NZDF is able to play an important role in the community and in the process is able to increase public awareness of NZDF activities and achievements. To fulfil its role in times of crisis it is important that the public also has a high level of trust and confidence in the NZDF.
2. The NZDF is able to support local authorities and communities in a variety of ways. This help includes:
  - a. managing and participation in routine youth and young adult development programmes;
  - b. short-term assistance for special events and those of significant value to the local communities; and
  - c. the preservation of the nation's military heritage and culture.
3. Supporting the community promotes national identity, improves civil-military relations, provides visibility of the role of the Armed Forces, improves recruitment, enhances the community's trust in the Defence Force and preserves the military history for future generations to enjoy.
4. The Reserve Forces play a key role in delivering support to the community. With their local base and municipal engagement, the Reserve Forces offer an ideal means of representing the NZDF in the wider community, encouraging enlistment and supporting local government and civil contingencies.
5. In particular, this output covers:
  - a. New Zealand Cadet Forces;
  - b. Limited Service Volunteer programme (LSV), and Youth Life Skills (Service Academies);
  - c. NZ Police community support programmes (e.g. *Blue Light Trust* activities);
  - d. Support to the management of Service museums;
  - e. Support for Hui of national significance; and
  - f. Support for significant national and community events.

**Output 4.5: Performance**

Defence Support to the Community	Deliverable	Target	Further Information
<p><b>NZDF support to the community increases public awareness of Defence Force activities and achievements</b></p>	<p>The provision of leadership and skills training for the New Zealand Cadet Forces.</p>	<p>Not less than 90% of NZDF leadership and skills training activities completed for the New Zealand Cadet Forces to develop confident, responsible young citizens who are valued in their community by providing them with safe, enjoyable and challenging opportunities.</p>	<p>The NZDF supports 100 Cadet Units comprising 398 officers and approximately 3,200 cadets. Each year the Cadet Units conduct up to 52 training courses, some of which are managed within the NZQA framework.</p>
	<p>The provision of support to government initiated youth development schemes and contributions to other sponsored youth life skills programmes.</p>	<p>Not less than 90% satisfaction of the Ministry of Social Development requirements for trainees selected for Limited Service Volunteer courses to gain life skills, develop core values, teamwork and trust, which boost self-esteem and confidence.</p> <p>Not less than 90% satisfaction of the Ministry of Education Youth Life Skills programme requirements for Service Academies and the provision of leadership development and outdoors adventure-based training opportunities within high schools.</p> <p>Not less than 90% satisfaction of the New Zealand Police Blue Light Trust with NZDF services to enhance the Trust's youth development programmes nationwide.</p>	<p>Typically the NZDF delivers a wide range of services that:</p> <ul style="list-style-type: none"> <li>• support up to 1500 places on LSV courses held at NZDF camps and bases each calendar year;</li> <li>• supports up to 29 Service Academies at high schools throughout New Zealand; and</li> <li>• supports the Blue Light Trust's youth development programmes through a range of formal and informal training opportunities as requested.</li> </ul>
	<p>Promotion of New Zealand's identity through the preservation of New Zealand's military history and culture for the enjoyment of future generations.</p>	<p>Not less than 90% satisfaction of the Service Museum Trust Boards with NZDF support to Service Museums and the development, management and display of New Zealand's military history collections.</p>	



Defence Support to the Community	Deliverable	Target	Further Information
	Support significant national and local events that benefit the community.	Not less than 90% satisfaction with support to significant national and local events through the provision of services at hui of national significance and national and local events, including ceremonial and military displays that contribute to the success of the occasion and enhances the identity and professional reputation of the NZDF.	The NZDF provides a wide range of support to communities, organisations and iwi across New Zealand, such as schools, the Red Cross, Service Clubs, local and national events involving displays and parades. The NZDF maintains a close relationship with the Returned and Services Association and supports ex-servicepersons and their families.

## OUTPUT CATEGORY 5: PROJECT

### Operations Contributing to New Zealand's Security, Stability and Interests

*The single overarching purpose of this appropriation is the employment of New Zealand's Armed Forces overseas at the Government's direction.*

1. This Multi Category Appropriation comprises two discrete outputs.
2. This Output Class relates to the employment of the Armed Forces in the conduct of operations for the defence of New Zealand and its approaches and global operations in accordance with the Government of New Zealand's policies.
3. Delivering security, whether at home or abroad, is not the business of any one government agency. It relies on a comprehensive approach to conflict and insecurity and demands the coordinated application of the full range of governmental, international and non-governmental capabilities.
4. There are a range of contingencies where the Government may commit New Zealand's Armed Forces, including humanitarian assistance and disaster relief, evacuation of New Zealand citizens overseas, peacekeeping, peace enforcement, military assistance to stabilisation and military interventions (normally as part of a combined international effort).
5. This Output Class is the primary use of the generation of military combat capability and the delivery of foreign assistance delivered to the Government through our principal outputs (Outputs 1 – 3).
6. It involves the integration and preparation of Force Elements, joint and common enabling capabilities, deployable command capabilities and the formation of Joint Task Forces, Task Groups and specialised forces for employment on combat and stabilisation operations. It also involves a rapid response to a security event or crisis where there is a need to conduct humanitarian assistance and disaster relief, undertake security duties and effect non-combatant evacuation operations. Specifically this Output Class is a programme of activities that:
  - a. integrates Force Elements, deployable command capabilities and joint enablers; assembles and mobilises Joint Task Forces, Task Groups and specialised Force Elements specific to operational requirements and ensures their means of deployment, sustainment and recovery in a joint capacity;
  - b. generates forces for operational deployment offshore;
  - c. commands operationally deployed forces;
  - d. employs high readiness forces to conduct regional stabilisation operations at short notice;
  - e. employs military forces on combat and/or stabilisation operations to restore the international rule of law;
  - f. employs a Joint Task Force or components thereof in response to a regional or international crisis or major disaster;
  - g. employs Reserve Force specialists for military operations and other tasks; (these multi-discipline capabilities may include: medical, civil engineering, linguists, specialists capable of helping a nation rebuild its governance and infrastructure);
  - h. supports the Government's efforts to evacuate New Zealand citizens from high-risk environments; and

- i. employs an operational military intelligence capability that provides Command with the situational awareness necessary to maintain the safety of deployed forces in the maritime, land, air and joint environments and informs the intelligence picture at the strategic level.

**Output 5: Performance**

Operations Contributing to New Zealand's Security, Stability and Interests	Objective	Target
	Achieve the conduct of military operations and other tasks that support the Government's strategic interests	Meet
	Enhance all-of-government capacity to respond to regional crises	Meet

## **Output 5.1: Military Operations in support of a Rules-Based International Order**

*This category of output expense is limited to the costs of generating operational military capabilities and the employment of New Zealand Armed Forces for the conduct of operations, as directed by the Government.*

1. This Output Class represents the main use of Outputs 1 – 3; the generation of military capabilities. It makes provision for the employment of forces on operations both independently and in conjunction with security partners, whether on an enduring basis, selective on-going operations or as required for named international operations.
2. When directed by the Government, this output contributes to global peace and security through the conduct of military operations across the spectrum of conflict from humanitarian assistance to combat, in conjunction with national and international partners, to achieve timely and decisive results in support of New Zealand's national interests.

## Output 5.1: Performance

Combat and Stabilisation operations	Objective	Target	Further Information
<p><b>The conduct of military operations and other tasks that support the Government's strategic interests</b></p>	<p>Contribute to United Nations Missions.</p>	<p>Maintain the Government's military commitment to the following missions:</p> <p>UNTSO - Middle East</p> <p>UNMISS – South Sudan</p>	
	<p>Lead and contribute to regional contingency military operations.</p>	<p>Maintain the Government's military commitment to the following operations:</p> <p>(Reported as required)</p>	
	<p>Contribute military forces for contingencies in the rest of the world.</p>	<p>Maintain the Government's military commitment to the following operations:</p> <p>Operation FARAD: Multinational Force and Observers (Sinai)</p> <p>Operation MONITOR: UNCMAC (Republic of Korea)</p> <p>Operation WHIO: UNSCR sanctions against North Korea</p> <p>Operations KERERU, MOHUA, PUKEKO, SOLAR and TROY (Middle East)</p>	
<p><i>The nature of NZDF military operations is such that it is not possible to anticipate or predict the likelihood or scope of New Zealand's involvement in military contingencies. The success of a military operation is measured against the achievement of the Government's strategic objectives, designated end-state and satisfaction of the Commander's intent.</i></p>			

## **Output 5.2: Military Operations that Contribute to Regional Security**

*This category of output expense is limited to the costs of providing specialised support to all-of-government efforts to maintain security and stability in New Zealand's immediate neighbourhood including responses to events that impact on the safety and wellbeing of regional populations, as directed by the Government.*

1. This is the availability of components of the NZDF to respond rapidly to regional security events, especially those events that demand a response for humanitarian assistance and disaster relief and when it becomes necessary to support all-of-government efforts to evacuate New Zealand citizens from high-risk areas. The NZDF High-Readiness capability allows the NZDF to react rapidly to regional crises. This includes contributions to the Anzac Ready Response Force and a range of capable maritime, land (including special operations) and air capabilities that enable New Zealand to act alone or in a combined response with regional partners.
2. While the NZDF is not the primary government means of providing assistance, it can be tasked to supplement or complement the efforts of a host nation's civil authorities or agencies that may have the primary responsibility for providing that assistance. The NZDF has unique assets for effective response and can play a key role in humanitarian crises. For example, it possesses exceptional operational reach that can be employed to enhance an initial response. Furthermore, the NZDF's unmatched capabilities in command and control, communications, intelligence, logistics, and mobility are able to provide rapid and robust response to civilian and government entities in dynamic and evolving situations.

## Output 5.2: Performance

Regional Response	Objective	Target	Further information
<p><b>Enhance all-of-government capacity to respond to regional crises</b></p>	<p>Contribute to the Government's response capacity to regional disasters and major crises.</p>	<p>100% of the agreed notice to move met for a Joint Task Force comprising relevant force elements and military capabilities to assist with regional humanitarian assistance and disaster relief missions when directed.</p>	<p>Typically the Defence Force deploys ships, aircraft and land forces with general and specialist capabilities to deal with the impact of disasters, including deployable medical and health capabilities, construction engineering capabilities and maritime capabilities that can assure access to ports and landing sites.</p>
	<p>Support all-of-government efforts to secure the safety of New Zealand citizens and approved nationals and assist with the evacuation of persons from high-risk areas in times of crisis.</p>	<p>100% of the agreed notice to move met for strategic airlift and sealift capabilities to assist with regional non-combatant evacuation operations when not deployed on military operations elsewhere.</p>	<p>The NZDF holds strategic and tactical airlift capabilities and maritime assets at short notice to assist the Government provide for the safety of NZ citizens domiciled offshore.</p>
	<p>Support all-of-government efforts to assist a host nation restore law and order and provide for the immediate humanitarian needs of the population.</p>	<p>100% of the agreed notice to move met for a specialised, high-readiness task group, with integral airlift and/or sealift capabilities available to act independently or with regional security partners to assist regional nations restore law and order and provide immediate aid to the population.</p>	<p>This is the employment of a land-centric Joint Task Group from the capabilities generated in Outputs 1 -3.</p>

## OUTPUT CATEGORY 6: INFORM

### Advice to the Government

*The single overarching purpose of this appropriation is to support Ministers in discharging their portfolio responsibilities.*

1. This Multi Category Appropriation comprises three discrete outputs.
2. This Output Class describes the NZDF's obligations to support the Government and parliamentary processes and typically involves:
3. The provision of all-source intelligence analysis by the NZDF on matters of defence interest in support of decision-making and military operations, as well as support to other government departments for the defence and security of New Zealand.
4. The provision of military advice to the Minister of Defence on:
  - a. New Zealand's defence interests (including intelligence);
  - b. military options for safeguarding and advancing New Zealand's security interests;
  - c. military options available for collective and regional security missions; and
  - d. military capability options to meet the Government's defence policy objectives and to support defence strategy.
5. Assistance to the Ministry of Defence in the provision of advice to the Minister on:
  - a. procurement of major military equipment;
  - b. Defence policy development; and
  - c. The provision of defence and military related advice to other agencies.

### Output 6: Performance

Advice to the Government	Objective	Target
	The supply of high quality individual products, as shown in the tables that follow.	Meet



## **Output 6.1: Policy Advice**

*This category of output expense is limited to the provision of advice (including second opinion advice and policy advice led by other agencies) to support decision-making by Ministers on Government policy matters relating to defence and the NZDF.*

1. The Chief of Defence Force, as the principal military adviser, provides the Government and government departments and agencies with quality and timely advice on military matters as the basis for well-informed decision-making.
2. This policy advice, including second opinion advice and contributions to policy advice led by other agencies, supports decision-making by Ministers on Government policy relating to defence and the NZDF. The preparation of military policy advice for the CDF is generally produced by teams who have a wide range of other duties and is not necessarily the sole responsibility of one directorate.
3. While the Ministry of Defence has the principal responsibility for defence policy matters, the NZDF has specific responsibilities for defence policy matters relating to strategic military intelligence, defence international engagement (defence diplomacy) and military capability development.

## **Output 6.2: Situational Awareness**

*This category of output expense is limited to the provision of effective military intelligence services to the Government in support of decision-making for the defence and security of New Zealand.*

1. The New Zealand Government and the Defence Force require an accurate and timely security picture, comprehensive situational awareness and threat knowledge for the defence and security of New Zealand and its strategic interests elsewhere. This output provides credible, reliable, and sustained support to the Government's decision-making and other government departments for the defence and security of New Zealand as well as advice relating to the conduct of military operations under consideration by the Government.
2. The NZDF also works as an integrated partner in the broader New Zealand intelligence sector and responds to the direction and priorities of the Government's national security system, supporting all-of-government activities such as counter-terrorist operations and sovereignty enforcement.
3. The Department of Prime Minister and Cabinet coordinates the activities of the various security and intelligence agencies providing for the security and safety of New Zealanders. The NZDF supports these national security outcomes and other defence outputs through contributions to national security and intelligence assessments.

### Output 6.3: Supporting Ministers

*This category of output expense is limited to the provision of services to Ministers to enable them to discharge their portfolio (other than policy decision-making) responsibilities.*

1. In concert with the Ministry of Defence, the NZDF undertakes a wide range of activities that support the Offices of the Minister of Defence and Minister for Veterans to enable Ministers to discharge their portfolio responsibilities. These activities include responding to ministerial correspondence, provision of answers to questions in the House, as well as information and responses to the public and other government departments and agencies.
2. Specifically, the NZDF assists Ministers through:
  - a. statutory and Legislative reporting;
  - b. responding to Ministerial and Parliamentary questions;
  - c. assisting parliamentary committee members gain a better understanding of Defence Force issues (e.g. Select Committee hearings); and
  - d. responding to Official Information Act requests.

#### Performance Measures for each Category

Advice to the Government	Objective	Target	Further Information
<b>Ministers and the Executive are provided with a range of services that allow them to effectively discharge their responsibilities</b>	<b>Policy Advice</b>		
	Ensure that the provision of advice provided to the Government and policy advice led by other agencies, is accurate, timely and responsive.	The provision of policy advice to the Government and contribution to policy advice led by other agencies is accurate, timely and offers practical and cost-effective approaches to fulfil the Government's defence priorities.	In conjunction with the Ministry of Defence, the NZDF typically submits 35-50 papers to Cabinet and provides several reports and briefings (between 400 and 500) to the Minister of Defence and Minister for Veterans. Defence Intelligence is obliged under the Veterans Act to produce annual strategic threat assessments covering security and environmental threats for NZDF operations to inform Veterans' Affairs entitlements and disbursement.
	The satisfaction of the Minister of Defence with the policy advice service, as per the refreshed satisfaction survey.	At least 3.5 out of 5 or 70%.	
	Technical quality of policy advice papers assessed by a	At least 70% of assessed papers score 3 or higher,	

	survey with a methodical robustness of 90%. (The higher the robustness score, the stronger the methodical quality of the completed assessment).	30% score 4 or higher, and no more than 10% score 2.5 or less.	
<b>Situational Awareness</b>			
	Ensure that the National Security System is provided with timely, accurate and high quality intelligence collection and assessment support. Ensure the National Security System is provided timely, accurate and high quality advice on matters of foreign defence interest in accordance with the Government's priorities to support the NZDF, policy and wider security operations.	Not less than 90% of timely and high-quality reports meet expectations to inform the Government of matters of foreign defence interest and support the Government's decision-making processes.	The NZDF contributes to the compilation of national assessments. Defence intelligence also provides intelligence reporting and assessments to military decision-makers and force elements.
<b>Supporting Ministers</b>			
	Ensure that Ministers are provided with quality and timely advice and support that enables them to lead the Defence Force and Veterans' Affairs.	Not less than 90% of timely, accurate and high-quality advice meets expectations to support Ministers of Defence and Veterans portfolios and meets legislative obligations.	In addition to regular briefings to the Minister; the NZDF typically provides a number (500) of reports and responses to questions from Select Committees and assists in the provision of replies to Ministerial and Parliamentary questions (200-650) annually.

**Note:** These performance targets include a number of related quantitative and qualitative measures.

## OUTPUT 7: SUPPORTING OUR VETERANS

### Policy Advice and Other Services for Veterans MCA

*The overarching purpose of this appropriation is to provide policy advice and other support to Ministers in discharging their policy decision-making and other portfolio responsibilities, and the provision of services and payments to veterans.*

#### Departmental Output Expenses

##### 7.1: Administration Services

1. This category is limited to the provision of services to Ministers to enable them to discharge their portfolio (other than policy decision-making) responsibilities, the coordination of commemorations, the provision of administration services to relevant boards and committees and the administration of contracts for service for maintenance and development work carried out in Service Cemeteries.

##### 7.2: Policy Advice

2. This category is limited to the provision of policy advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on government policy matters relating to Veterans' Affairs.

##### 7.3: Services and Payments to Veterans

3. This category is limited to the assessment, review and payment of entitlements and benefits (War Disablement Pensions and related concessions, and allowances and Surviving Spouse Pensions), the assessment and review of entitlement for burial in Service Cemeteries, the installation of ex-service memorials for eligible veterans, and the provision of case management for veterans and their families.

### Policy Advice and Other Services for Veterans

#### Output Performance

Objective	Target
The satisfaction of veterans as expressed in the annual Veteran Survey rating of overall satisfaction with Veterans' Affairs.	85%
The satisfaction of the Minister for Veterans with the policy advice service, as per the refreshed satisfaction survey.	At least 3.5 out of 5 or 70%

## Output Performance for each Category

	Objective	Target
<b>Policy Advice and Other Services for Veterans</b>	<b>Administration Services</b>	
	Provide Ministerial Servicing and Support.	95% of replies to requests within 20 working days, if not otherwise agreed.
95% of responses accepted without substantive amendment.		
	Provide Administration to Boards and Panels as set out in the Veterans' Support Act 2014.	Arrangements and actions meet Board/Panels statutory requirements.
	Assist with the coordination of New Zealand's participation in the commemoration of significant military anniversaries.	Participation will be delivered in accordance with agreed parameters and budget.
<b>Policy Advice</b>		
		95% of replies to requests will be within 20 working days, if not otherwise specified.
		95% of first drafts of all policy products presented to the Minister will be accepted.
	Provide policy advice to support decision making by Ministers.	100% of all new and substantial amendments and replacements of Statements of Principles (SOPs) are reported to the Veterans' Health Advisory Panel, the Minister for Veterans and the Cabinet Legislation Committee for consideration and decisions regarding adoption. All minor amendments to SOPs are reported directly to the Minister for Veterans for consideration and decisions regarding adoption.
<b>Services and Payments to Veterans</b>		
	Applications and Reviews.	80% of veterans surveyed are satisfied with the timeliness of VA decisions. 100% of applications are acknowledged within 7 working days.
		100% of reviews will be completed within 65 working days of receipt.

	Provide Case Management.	<p>Within five working days of accepting a veteran's claim for entitlements, Veterans' Affairs must appoint a Case Manager in 95% of cases.</p> <p>Within 13 working weeks after Veterans' Affairs accepts a veteran's claim for entitlements under Scheme One or Two, Veterans' Affairs in association with the Rehabilitation Advisor must determine whether the veteran is likely to need social or vocational rehabilitation, and if so prepare a rehabilitation plan in consultation with the veteran in 100% of cases.</p>
	Deal with Enquiries.	90% of calls will be resolved on first contact.

## Non-Departmental Output Expenses

### 7.4: Development and Maintenance of Services Cemeteries

*This appropriation is limited to the development and maintenance of Services Cemeteries.*

#### Output 7.4: Performance

Development and Maintenance of Service Cemeteries	Objective	Target	
	The annual maintenance and development works plan outcomes are achieved.	95% of the annual maintenance and development works plan outcomes are achieved.	
	Services cemeteries will be maintained in accordance with the Standard of Care Agreements.	95% of Service cemeteries have a Standard of Care agreement in place.	
		100% of planned monitoring visits are completed.	

## Non-Departmental Other Expenses

### 7.5: Impairment of Debt for Benefits or Related Expenses

*This appropriation is limited to the impairment and write-down of Crown Debt associated with previous payments of Benefits or Related Expenses administered by the New Zealand Defence Force.*

This appropriation is exempt from performance reporting due to an exemption under 15D(2)(b)(ii) of the Public Finance Amendment Act 2013 as performance information is unlikely to be informative.

#### **7.6: Support for Vietnam Veterans**

*This appropriation is limited to annual comprehensive medical assessments for Vietnam veterans, the monitoring of trends in the health and wellbeing of Vietnam veterans and providing this information to veterans, and ex gratia payments to Vietnam veterans and/or members of their family with accepted conditons.*

This appropriation is exempt from performance reporting due to an exemption under 15D(2)(b)(iii) of the Public Finance Amendment Act 2013 as the amount for this annual appropriation is less than \$5 million.

#### **7.7: Fair Value Write Down on Veteran Trust Loans and Thirty-Year Endowment**

*This appropriation is limited to providing for the fair value write down on the Veteran Trust loans and the thirty-year endowment to the Vietnam Veterans and their Families Trust.*

This appropriation is exempt from performance reporting due to an exemption under 15D(2)(b)(ii) of the Public Finance Amendment Act 2013 as performance information is unlikely to be informative.

#### **7.8: Veteran Assistance to Attend Commemorations and Revisit Battlefields**

*This appropriation is limited to providing assistance to veterans to enable them to attend official commemorations or revisit battlefields.*

This appropriation is exempt from performance reporting due to an exemption under 15D(2)(b)(iii) of the Public Finance Amendment Act 2013 as the amount for this appropriation is less than \$5 million.

#### **7.9: Grant Payments to Non-Government Organisations**

*This appropriation is limited to grant payments to Non-Government Organisations in their support of veterans and their families.*

This appropriation is exempt from performance reporting due to an exemption under 15D(2)(b)(iii) of the Public Finance Amendment Act 2013 as the amount for this appropriation is less than \$5 million.

#### **7.10: Service Cost – Veterans' Entitlements**

*This appropriation is limited to the present value of entitlements resulting from qualifying service or qualifying operational service in the current year or prior years, provided for under Parts 3, 4 and 5 of the Veterans' Support Act 2014, and annuities authorised by Cabinet to recognise a special contribution by the recipient to New Zealand society as part of their qualifying service or qualifying operational service.*

This appropriation is exempt from performance reporting due to an exemption under 15D(2)(b)(ii) of the Public Finance Amendment Act 2013 as performance information is unlikely to be informative.

#### **7.11: Unwind of Discount Rate – Veterans' Entitlements**

*This appropriation is limited to the unwinding of the discount rate (interest expense) of the liability for the Veterans' entitlements provided for under Parts 3, 4 and 5 of the Veterans' Support Act 2014, and annuities authorised by Cabinet to recognise a special contribution by*



*the recipient to New Zealand society as part of their qualifying service or qualifying operational service.*

This appropriation is exempt from performance reporting due to an exemption under 15D(2)(b)(ii) of the Public Finance Amendment Act 2013 as performance information is unlikely to be informative.