

Outputs Committee

Purpose	<p>The purpose or main focus of the Outputs Committee is on what the Government requires the NZDF to deliver within Outputs 1-5:</p> <ul style="list-style-type: none"> • Performance monitoring, oversight, and provide direction on behalf of CDF on New Zealand Defence Force’s (NZDF’s) delivery of outputs in-year In-Year means current financial year. And the medium term (four-year time horizon). • Performance monitoring, oversight, and providing direction to meet NZDF’s military and security-based output (Outputs 1 – 5) deliverables and goals. • Monitor the impact of strategic initiatives on the delivery of Outputs 1 – 5 and assess the performance achieved against outputs included in the Four Year Plan and Annual Plan. • Enhance the effectiveness and efficiency of decision making at the strategic level of the NZDF. 		
Meeting Responsibilities	<p>The key responsibilities of the Outputs Committee are to:</p> <ul style="list-style-type: none"> • Provide EXCO with regular reports about Outputs decisions and business outcomes (particularly reallocation/redistribution of resources). • Provide oversight and monitor the alignment of NZDF functions and activities to deliver Outputs 1 – 5 successfully. • Provide oversight and monitor the impact of strategic initiatives on the delivery of Outputs 1 – 5. • Assess the performance achieved against outputs included in the Four Year Plan and the Annual Plan meet NZDF outputs and delivery outcome goals. • Monitor risks, and provide direction on mitigations or remedial action required to address performance gaps. • Provide direction and make decisions on reallocating resources to meet agreed output obligations, and they are delivered as planned. • Draft and endorse the Annual Output Plan, including in-year amendments. • Assess if the performance achieved meets NZDF outputs and delivery outcome goals for Outputs 1 – 5. • Review the OPRES Report each quarter to ensure the organisation is achieving the desired outputs. • Provide CDF with the approved OPRES report. • Provide advice to the NZDF Board on the development and implementation of strategy in the longer term concerning the delivery of outputs. • Provide recommendations to the Executive Committee on Output Specification Levels (Readiness). • Task the Inspector Generals to conduct ad hoc operational evaluations of readiness performance and the IG work programme. • Monitor and provide oversight of engagement with other agencies. • Provide a “check and balance” for change initiatives against their impact on output delivery, including flow to/from CMS. • Provide oversight and direction about the linkages between direct Outputs and CAPBR delivery to ensure sequencing of introduction into service is aligned. • Provide an independent perspective to decision making, putting the interests of NZDF ahead of their interests. • Use the NZDF Risk Framework to help align decision making. • Utilise the NZDF Governance Toolkit is a resource to support both presenters and members. 		<p>Reference: CDF Directive xx/2022 (NZDF GOVERNANCE, COMMITTEE CHAIR DECISION MAKING DELEGATION)</p> <p>Approve:</p> <ul style="list-style-type: none"> • The reallocation/redistribution of approved and budgeted funds between appropriate projects and programmes. <p>Endorse:</p> <ul style="list-style-type: none"> • New multi-year personnel costs to support enduring new and current initiatives. • Amendments to DFO 1.
Committee Support	<p>Agenda Items</p> <ul style="list-style-type: none"> • Schedule Meetings, Draft Agenda & Meeting Minutes in conjunction with the Chair. • Call for papers and consult with presenters. • Agenda and papers will be published to members five working days before the meeting. • Future items for EXCO are to be submitted to NZDF Governance Team for consultation, then added to the forward work plan. • The committee should review the forward work plan at each meeting. • Back briefs should be provided from other relevant committees when requested. <p>Action and Decision recording</p> <ul style="list-style-type: none"> • A post-meeting matrix with actions & decisions will be sent to owners and members in a timely fashion. <p>Governance Support</p> <p>Induction material collated and provided to all new members of EXCO on appointment.</p>	<p>Business Rules:</p> <ul style="list-style-type: none"> • The quorum is the Chair or deputy Chair, and half the listed members. • Meetings are held quarterly (OPRES), plus 3 (maximum) dependant on requirements (Outputs/Capability Plan). • A member must advise NZDF Governance of a pending apology. • A member may only be excused from a meeting and replaced by a nominated alternate with the Chair's approval. • Papers are to be submitted to the NZDF Governance Team with approval from the Sponsor; submissions must include a completed cover sheet a minimum of eight working days before the meeting. • Papers are to be a maximum of five pages, clearly stating; purpose, clear decision points, and answer 'what, so what, now what' to support decision making. Project artefacts are to conform with change management framework methodology. Additional supporting documents can be made available via links. Acceptance of late papers is at the discretion of the Chair. • Will consult a draft of the minutes with presenting members then passed to the Chair for review before publishing in the next meeting pack for approval. • Must undertake consultation with all stakeholders, conduct a risk assessment before submitting papers, and be included in the cover sheet. • If out of session endorsement is required, distribute papers with precise response requirements and timeline, and publish outcomes to all members. • An annual review of the Terms of Reference, performance and membership. 	<p>Membership List</p> <ul style="list-style-type: none"> • Vice Chief of Defence Force; • Chief of Navy; • Chief of Army; • Chief of Air Force; • Commander of Joint Forces New Zealand; • Chief Joint Defence Service; • Chief Financial Officer; • Assistant Chief Strategic Commitments and Engagement; • Assistant Chief Defence Human Resources; • Director Capability Portfolio Planning; • Chief Information Officer. <p>Non-members can be invited as a relevant specialist or speaker to a specific item/paper at the Chair's discretion.</p>

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