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See Distribution List

CA PLANORD: ARMY REGENERATION

References:

- A. NZDF Output Plan for FY21/22
- B. CDF Directive 04/21, Chief of Defence Force Annual Plan, dated 4 Jun 21
- C. Indicative NZDF Regeneration Plan (High Level): Decision Point Matrix (FY21/22-26/27)
- D. Draft CDF Directive, Chief of Defence Force Annual Plan FY22/23

Intent of this PLANORD

1. It is intended that this PLANORD will enable the Army to move forward with planning its post OP PROTECT Regeneration, whilst allowing HQ NZDF and Army GS the time needed to confirm strategic regeneration plans, priorities and goals. Once higher level plans have been confirmed, a CA Directive for Army Regeneration will be released.

Current Situation

2. Army's outstanding support to NZ on OP PROTECT has significantly stressed our organisation and exposed several systemic challenges that impede Army's ability to efficiently raise, train and sustain for force. As Army emerges from this protracted commitment, it is essential that it works to address these challenges, many of which were highlighted by the Army Safety in Training Regeneration Review, and regenerate critical capabilities and outputs; most of which have been seriously compromised due to:
 - a. a lack of individual and collective training resulting in skill fade, experience gaps, and the degradation of core skillsets and standards;
 - b. delays in introducing some key capabilities into service; and
 - c. the loss, though attrition, of key personnel and their expertise/experience, and failure to meet required recruiting targets for soldiers and officers to sustain and grow the Army to 5150.

CDF Direction Regarding Regeneration

3. **Key NZDF Priorities.** IAW ref B, the key NZDF priorities for FY 21/22 are:
 - a. staff OP PROTECT;
 - b. protect the Force; and
 - c. sustain the Force.
4. **Subordinate NZDF Priorities.** Ref B also includes four subordinate priorities to sustain and prepare the NZDF for the future. These subordinate priorities are as follows:
 - a. delivery of reduced Defence Outputs;
 - b. retain a skilled, sustainable and diverse workforce to deliver Defence Outputs. This includes the delivery of the Workforce Strategy and associated Workforce Plan;
 - c. introduction into Service of capabilities to sustain Defence Outputs; and
 - d. uplift information and IT capability, where resources allow.
5. **s. 6(a)**
6. **Draft NZDF Regeneration Plan:**
 - a. Phase 1 (Dec 21 - Dec 22): Capability Preservation, Op PROTECT Transition and Individual Readiness Restoration;
 - b. Phase 2 (Dec 22 - Jan 23): Deliberate Reorg; and
 - c. Phase 3 (Jan 23 - Dec 25): Domain Individual, Collective and Joint Capability Regeneration.
7. **Anticipated CA Tasks for FY22/23.** Although ref D is presently only in draft form, the Army should expect the following tasks for FY22/23:
 - a. BPT contribute to further national pandemic responses as required;
 - b. Develop and implement (or update) Army and Portfolio plans, command directives and other orders in accordance with the FY 22/23 Annual Plan and existing planning guidance;
 - c. Recommend to VCDF any variations to the NZDF Output Plan FY 23/24;
 - d. Generate Land outputs IAW reduced levels in the NZDF Output Plan FY 22/23;
 - e. Prepare for the transition to new or upgraded capabilities; and
 - f. Force generate within resources allocated against achieving the NZDF Regeneration Plan Goal.
8. **Alignment to Plan25.** CDSM is presently in the process of updating Plan25 to factor in the impacts of COVID19 and the needs of Regeneration. It is expected further direction on this will be forthcoming post EXCO in Apr 22.

CA Mission

9. To provide world-class combat ready land forces that are trained, led and equipped to win as part of an Integrated Defence Force.

CA Regeneration Intent

10. **Purpose.** Deliberately plan and deliver Army Regeneration in a way that will allow the Army to progressively regenerate its readiness to meet NZDF outputs while, at the same time, addressing systemic force generation issues, enhancing Army culture and the well-being of its people, and enabling the introduction into service of critical new capabilities.
11. **Method.** Key tasks:
 - a. Implement Capstone Documents, including the Interim Army Organisational Concept, the Interim Army Plan and the Interim Army Force Generation Model;
 - b. Modernise the Army Training System in line with Capstone Documents and the Army Safety in Training Review;
 - c. Regenerate Army force elements to deliver s. 6(a) Military Response Options (MROs);
 - d. Reinvigorate the social contract with our service personnel and their whanau through improved conditions of Service;
 - e. Introduce into service critical new/refreshed capabilities – NEA Programme, Protected Vehicle – Medium (PV-M), utility vehicles, s. 6(a)
 - f. Re-engage with international partners to support Defence engagement priorities, leverage international training opportunities and build partner capacity in the Pacific;
 - g. Enhance organisational culture so the Army continues to develop professional and competent personnel and teams that embrace Ngāti Tūmataunga, our warrior ethos, and diversity and inclusion to deliver operational and organisational success.
12. **Endstate.** By 2027, the NZ Army will have a world-class training system, force elements to deliver outputs will have been regenerated, Army's culture and personnel well-being will have been enhanced, important new capabilities will have been introduced into Service, and the Army is able to integrate into both the Networked Combat Force and the ABCANZ Divisional construct.

What is Army Regeneration?

13. For the purpose of this Directive, Army Regeneration will set Army on a clear pathway towards the sustainable delivery of outputs. This Directive requires the Army to:
 - a. modify the Multi-Role Battalion Group (MRBG) Force Generation Construct to ensure a more effective and efficient use of regionally focussed High Readiness Forces;

s. 6(a)

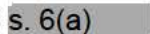







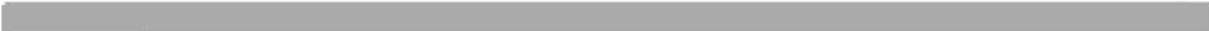

- 14. Army Regeneration will be a concerted five year undertaking which will require the Army to: adhere to stated priorities; be prepared to make pragmatic trade-offs; and be realistic about what can be achieved and by when, and communicating this clearly to HQNZDF, MoD, HQ JFNZ and single services.

Army Regeneration Strategic Roadmap and Priorities


- 15. It is intended that Army Regeneration will be nested within the ARMY25 Strategy. While the Strategy will soon undergo a refresh, it will include the additional theme of 'Regeneration'. Accordingly, annex A depicts the draft Army Regeneration Strategic Roadmap with Main Efforts and Key Supporting Efforts by Phase. Annex B depicts Key Enabling Activities and also notes other Army activity that is not directly related to Army Regeneration.

Key Activities by Phase

- 16. IAW annex A, Army Regeneration will be phased as follows:
 - a. **Phase 1: Regeneration of the Land Force High Readiness MROs (now until Dec 22).** The regeneration of the regionally focussed HADR TU s. 6(a) 
 - b. s. 6(a) 
 - (1) s. 6(a) 
 - (2) 

¹ Previously, the HRTU was deployed as a short-duration, unsustained entity. s. 6(a) 




(3) s. 6(a)



(4) It is intended that LCC will determine international and joint collective training opportunities to confirm the extent to which the regeneration of combined arms and collective capabilities has been attained.

c. s. 6(a)



17. The draft Army Regeneration Strategic Roadmap is provided in annexes A and B. Additionally, annex A details the Main Effort (ME) and the Key Supporting Activities that are to receive priority for resourcing. Annex B details key enabling activities that, while important, are either already resourced, require additional minimal resourcing from the Army, or will be resourced as opportunities arise. Both annexes will remain in draft and will be appropriately amended and confirmed post LCC's backbrief to CA on Land Component Regeneration.

Domestic Operations.

18. IAW Output 4.3, Army's provision of the following remains non-discretionary:
- a. 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.
 - b. The provision of first responder capabilities and attendance at road traffic accidents in the Central Plateau.
 - c. The provision of contingency military forces (both Regular and Reserve) prepared to assist the Civil Power when responding to HADR, the maintenance of law, order and public safety, and support to the community.
 - d. Immediate readiness forces capable of supporting the Police and other agencies response to counter terrorist and asymmetric threats to New Zealand.
 - e. Immediate readiness forces capable of supporting the Police and other agencies to counter improvised and explosive threats to New Zealand.

Army Regeneration Tasks

19. **DCA** is to:

- a. implement Army Capstone Orders IAW the recommendations of the Army Review. These are to include the Interim Organisational Concept, the Interim Army Plan and the Interim Army Operating Model;
- b. update Capstone Documents as Army Regeneration progresses and strategic policy and direction is released;
- c. conduct a review of the MRBG Force Generation Construct to determine where any further efficiencies can be obtained in generating Army's outputs;
- d. produce and deliver an internal communications plan on Regeneration;
- e. recommence the Overseas Engagement Programme WEF Apr 22;
- f. deliver the refresh of ARMY25;
- g. Work alongside the PCP to identify and pursue key opportunities to improve military conditions of Service;
- h. In support of LCC's Reset of the Army Training System, co-ordinate the selective introduction and implementation of AS doctrine and TMPs;
- i. Continue with ongoing efforts to support diversity and inclusion via key initiatives such as the Gender Inclusive Army; and
- j. develop artefacts, including a refreshed *Way of the New Zealand Warrior* and CA's Intent on Ngāti Tūmataunga and the expected behaviours of all Army Personnel.

20. **LCC (ME all phases)** is to:

- a. **Phase 1:**
 - (1) Conduct a deliberate re-organisation of the Land Component; and
 - (2) Regenerate forces required for regional high readiness MROs;
- b. **Phase 2:**
 - (1) Enhance the Army Training System with direct support from DCA via the Army G7;

s. 6(a)



- c. **Phase 3:** s. 6(a)
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s. 6(a)

d. **All Phases:**

- (1) Provide ongoing support to the integration of new capabilities IAW CA's Priorities for Capability; and
- (2) Provide ongoing support, as required, for key OEP and OTP undertakings.

21. **SOCC** is to, during all phases:

a. s. 6(a)

- b. provide ongoing support to the integration of new capabilities IAW CA's Priorities for Capability; and
- c. where appropriate or directed, provide support to MAS(L), OEP and OTP activities.

Internal Communications

22. Post CA Backbriefs, DCA is to implement an internal communications plan on Army Regeneration.

Control Measures

23. **CA Priorities.** For the purposes of both this Directive and for incorporation into the pending refresh of ARMY25, CA's regeneration priorities are as follows:

a. **Outputs/Training:**

- (1) Graduated regeneration of Army MROs;
- (2) Enhancing of the Army Training System; and
- (3) Embedding of Army Capstone Documents;

b. **Capability:**

- (1) Integration of NEA capabilities;
- (2) Integration of PMCP platforms, with an initial focus on PV-M followed by utility vehicles;

s. 6(a)

c. **People:**

- (1) Improvement of conditions of service for Service Personnel and their whanau; and
- (2) Enhance Army Culture.

24. Any modification to the finalised annex A or B requires CA/ALB approval.

25. Resourcing of Key Enabling activities must not be at the expense of the Main Effort or the Key Supporting Effort resourcing unless approved by CA.

Command and Control

26. Army Regeneration Backbriefs to CA are to occur in late May 22 (date TBC) and are to include:
- a. **DCA** – The Army International Engagement Framework, the timeline for implementation of and update of Capstone Documents, the key opportunities for initial focus regarding conditions of Service, and the revised key milestones for both integration of key new capabilities and the Army’s Culture Programme.
 - b. **LCC** – Deliberate Reorganisation, Reset of Training System, training progression through to confirmation of s. 6(a) [REDACTED] MROs. It is envisaged that, post CA direction following LCC’s backbrief, annexes B and C can be appropriately amended and confirmed.
 - c. **SOCC** – Maintenance MRO readiness for Outputs 4 and 5, s. 6(a) [REDACTED].
27. **CCIR.** Any situational changes arising from the formal release of HQ NZDF documentation on regeneration.
28. **POC.** The Army GS POC for the strategic aspects of Army Regeneration is s. 6(a), s. 9(2)(k) [REDACTED]
29. **Ack Instr.** All action addressees are to ack by email to s. 6(a) [REDACTED]

Authen:



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Annexes:

- A. Army Regeneration Draft Strategic Roadmap: Decisive Events and Key Shaping Activities by Phase
- B. Army Regeneration Draft Strategic Roadmap: Key Enabling Activities

Distribution:

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