

## Executive Committee (EXCO)

<b>Purpose</b>	<p><b>The purpose of the Executive Committee is:</b></p> <ul style="list-style-type: none"> <li>• Performance monitoring, oversight, and direction on behalf of the NZDF demonstrating a strong visible pan-New Zealand Defence Force (NZDF) leadership.</li> <li>• Performance monitoring, oversight, and direction regarding the performance of the strategic intent and the strategic direction of the NZDF.</li> <li>• Providing direction and oversight regarding the strategic viewpoint of Strategic Plans and their execution.</li> <li>• Enhance the effectiveness and efficiency of decision making at the strategic level of the NZDF.</li> </ul>		
<b>Meeting Responsibilities</b>	<p>The key responsibilities of the Executive Committee are to:</p> <ul style="list-style-type: none"> <li>• <b>Resolve</b> conflicting direction and priorities.</li> <li>• <b>Develop and approve</b> the 1-4 year budgets, planned activities and business plans.</li> <li>• <b>Set</b> the NZDF's risk appetite through understanding the strategic risks, and <b>provide direction</b> on risk mitigations identified in reports.</li> <li>• <b>Approve</b> and <b>direction setting</b> on pan-NZDF strategies and policies.</li> <li>• <b>Approve</b> or <b>endorse</b> business cases for high risk/large scale/impact organisational change programmes and projects.</li> <li>• <b>Provide direction</b> on resource allocation in line with strategy and priorities.</li> <li>• <b>Prioritise</b> trade-offs for the NZDF through the <b>monitoring</b> and <b>oversight</b> of strategic organisational performance and risk.</li> <li>• <b>Incorporate</b> external insights into short to medium term strategies.</li> <li>• Investment <b>decisions</b> and <b>prioritising</b> investments in relation to NZDF projects and programmes from \$5 million to \$25 million, and other high-value (not necessarily financial) projects and programmes.</li> <li>• <b>Provide</b> strategic direction utilising a performance framework and review strategy performance against it.</li> <li>• <b>Utilising</b> a whole of enterprise lens in regard to applying strategic perspectives, and identify pathways for resource allocation.</li> <li>• <b>Provide direction</b> and <b>oversight</b> of strategically important NZDF organisational change, programmes and projects, delegating this oversight to appropriate NZDF Governance Committees where appropriate.</li> <li>• <b>Oversight</b> of NZDF Governance Committees and delegate to them as appropriate.</li> <li>• <b>Oversight</b> of budget variance reports and commentary through NZDF Governance Committees and provide direction.</li> <li>• <b>Provide</b> an independent perspective to decision making, putting the interests of NZDF ahead of their interests.</li> <li>• <b>Use</b> the NZDF Risk Framework to help align decision making; this committee is an accountable body for enterprise risk.</li> <li>• <b>Utilise</b> the NZDF Governance Toolkit as a resource to support both presenters and members.</li> </ul>	<p><b>Reference: CDF Directive xx/2022 (NZDF GOVERNANCE, COMMITTEE CHAIR DECISION MAKING DELEGATION)</b></p> <p><b>Approve:</b></p> <ul style="list-style-type: none"> <li>• New investments with an in-year whole of life cost up to a maximum of \$25M.</li> <li>• New multi-year investments with a whole of life cost up to a maximum of \$25M.</li> <li>• Cabinet Paper investments with a whole of life cost greater than \$25M.</li> <li>• Provide direction where to prioritise resources of all in-year investment initiatives up to a maximum of \$25M.</li> <li>• NZDF Annual Budget.</li> <li>• The reallocation/redistribution of budgeted funds between Navy, Army, RNZAF and NZDF Portfolios An increase of Navy, Army, RNZAF and NZDF Portfolio budgets to a maximum of \$25M up to a maximum of \$25M.</li> <li>• A funding contingency up to a maximum of \$25M.</li> <li>• New multi-year personnel costs to support enduring new and current initiatives.</li> <li>• The employment of contactors with a whole of life cost over \$1M.</li> <li>• Amendments to DFO 1.</li> <li>• Annual Output Plan, including in-year amendments.</li> </ul>	
<b>Committee Support</b>	<p><b>Agenda Items</b></p> <ul style="list-style-type: none"> <li>• Schedule Meetings, Draft Agenda &amp; Meeting Minutes in conjunction with the Chair.</li> <li>• Call for papers and consult with presenters.</li> <li>• Agenda and papers will be published to members five working days before the meeting.</li> <li>• Future items for EXCO are to be submitted to NZDF Governance Team for consultation, then added to the forward work plan.</li> <li>• The committee should review the forward work plan at each meeting.</li> <li>• Back briefs should be provided from other relevant committees when requested.</li> </ul> <p><b>Action and Decision recording</b></p> <ul style="list-style-type: none"> <li>• A post-meeting matrix with actions &amp; decisions will be sent to owners and members in a timely fashion.</li> </ul> <p><b>Governance Support</b></p> <p>Induction material collated and provided to all new members of EXCO on appointment.</p>	<p><b>Business Rules:</b></p> <ul style="list-style-type: none"> <li>• The quorum is the Chair or Deputy Chair, and half the listed members.</li> <li>• Meetings are scheduled every 2 months.</li> <li>• A member must advise NZDF Governance of a pending apology.</li> <li>• A member may only be excused from a meeting and replaced by a nominated alternate with the Chair's approval.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Must undertake consultation with all stakeholders, conduct a risk assessment before submitting papers, and be included in the cover sheet.</li> <li>• If out of session endorsement is required, distribute papers with precise response requirements and timeline, and publish outcomes to all members.</li> <li>• An annual review of the Terms of Reference, performance and membership.</li> <li>• Members must commit sufficient time to prepare for meetings, attend and follow up on actions delegated.</li> </ul>	
		<p><b>Membership List</b></p> <ul style="list-style-type: none"> <li>• Chief of Defence Force (Chair)</li> <li>• Vice Chief of Defence Force (Deputy Chair)</li> <li>• Commander Joint Forces New Zealand</li> <li>• Chief of Navy</li> <li>• Chief of Army</li> <li>• Chief of Air Force</li> <li>• Chief Financial Officer</li> <li>• Chief People Officer</li> <li>• Chief Joint Defence Services</li> <li>• Chief of Staff HQNZDF</li> <li>• Chief Defence Strategy Management</li> <li>• Warrant Officer of Defence Force</li> </ul> <p>Non-members can be invited as a relevant specialist or speaker to a specific item/paper at the Chair's discretion.</p>	