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OIA-2023-4699

8<sup>th</sup> June 2023

Audrey Young  
[audrey.young@nzherald.co.nz](mailto:audrey.young@nzherald.co.nz)

Dear Audrey Young

I refer to your email of 19 April 2023 requesting, under the Official Information Act 1982 (OIA),

*Can you please send me the actual agreement. And under the OIA I am requesting all advice including but not exclusive to briefings, memos, aid-memoires and notes relating to the agreement. Please limit this request to Jan 1, 2022 and April 18 2023.*

A copy of the signed plan is at Enclosure 1. Information concerning the development of the plan is at Enclosures 2 to 4. Where indicated, information concerning future plans and certain units is withheld under section 6(a) of the OIA to avoid prejudice to the security and defence of New Zealand and the international relations of the Government of New Zealand.

In addition to the enclosures, a New Zealand Army Command Statement from November 2022, stated:

*The Army will focus on interoperability with the Australian Army and other ABCANZ partners, but also look to increase its ability to operate alongside regional partners and other government agencies whilst retaining its existing deep integration across the Joint Force.*

A verbal briefing was delivered by the Chief of Army to the Minister of Defence in April 2023, which covered the following information concerning partnership with the Australian Army:

**Capstone Orders**

- *The Capstone Orders will reinforce the partnership with the Australian Army, and its importance to effective, efficient and affordable organisational outcomes for the NZ Army.*

**Improved Organisational Performance**

- *Improved coordination with the Australian Army is a proven part of the NZ Army's whakapapa; cooperation with a larger Land Force ally to avoid unaffordable larger Army staff overheads.*

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

**AJ WOODS**

Air Commodore

Chief of Staff HQNZDF

**Enclosures:**

1. Australian and New Zealand Armies Bilateral Service Cooperation Plan "Plan ANZAC"
2. Plan ANZAC PowerPoint slide
3. Plan ANZAC preparation advice
4. Chief of Army brief



**AUSTRALIAN AND NEW ZEALAND ARMIES**  
**BILATERAL SERVICE COOPERATION PLAN (BSCP)**  
**'PLAN ANZAC'**

**References:**

- A. CANBERRA Pact, dated 21 January 1944
- B. Closer Defence Relations, 9 March 2018
- C. Joint Ministerial Statement on Closer Defence Relations, 17 Oct 2022
- D. American, British, Canadian, Australian, and New Zealand Armies Program (ABCANZ) Campaign Plan Part One: 'Delivering an Integrated Division' dated 22 February 2019.
- E. AUS/NZ Strategic Engagement Framework, dated October 2022.

**Historical Cooperation.** The Australian and New Zealand Armies have a deep history of operational service, organisational cooperation, regional partnerships, and mateship. For over 122 years both Armies have served their nations, supported global peace and upheld regional stability – together.

The formal expression of our alliance and security partnership is found in the 1944 Canberra Pact (Ref A), the ANZUS Treaty, and through Closer Defence Relations instigated in 1991 and reaffirmed in 2018 (Ref B).

These documents are reinforced by plans, orders and agreements guiding trans-Tasman Defence cooperation. This includes the most recent Joint Defence Ministers Statement (Ref C). Australian and New Zealand Armies cooperation is unequivocally aligned to this enduring direction, to current Ministerial priorities, and is a reflection of our history of successful organisational and operational cooperation.

**Strategic Environment.** This history of cooperation is reinforced with the recognition by our respective Defence Forces of current global security issues necessitating renewed urgency to enhance and complement each other's capabilities and capacity.

These issues include global supply chain vulnerabilities exposed by the COVID pandemic, a land war in Europe, and the threats to regional stability closer to home. Such shared challenges reinforce the value of Land Power, bilateral interoperability, and regional cooperation with our Pacific whanau/family.

Both Armies must also balance finite resources to concurrently modernise, train, remain ready for contingencies and maintain global and regional commitments. This requires a plan to reinvigorate cooperation and share lessons and learning across capability development, training and doctrine, preparedness, and regional engagements.



Australian and New Zealand Cooperation Plan  
Plan ANZAC



This plan reflects the value of Land Power to both nations, and the value interoperability between the Australian and New Zealand Army brings to Combined Joint Operations. Our Armies therefore commit to a reinvigoration of this cooperation, under the Australia-New Zealand Armies Cooperation Plan, 'Plan ANZAC'.

**Strategic Guidance.** Plan ANZAC will support the aspirations, objectives and processes set in: Closer Defence Relations; the Joint Ministerial Statements and the Australia/New Zealand Bilateral Defence Dialogue.

**Strategic Intent.** AUS/NZ Defence Forces must be able to work together as efficiently and effectively as possible; maximising interoperability, progressing to interchangeability where resource enabled through alignment in planning across strategic engagements, capability, training, personnel and readiness<sup>1</sup>.

**Plan ANZAC Vision.** Plan ANZAC is the bilateral service cooperation plan to increase AUS/NZ Armies capacity to operate together, by cooperating where resource enabled and supported by policy integration, across strategic engagement, capability development, training, personnel and readiness<sup>2</sup>.

**Plan ANZAC Principles.**

- Ensure that both Armies remain closely engaged and aligned on capability, training, personnel and readiness matters.
- Strengthen our institutional and personal Army-to-Army relationships, coordination and synchronisation of efforts, adding strength to our alliance, and enhancing Combined Joint Force integration.
- Ensure our respective Armies remain ready for land combat operations, security and stability missions, and humanitarian aid and disaster relief.

**Plan ANZAC Objective.** The capacity of our Armies to collaborate to achieve strategic and operational effects in the Land Domain, as part of the Joint Force, is increased<sup>3</sup>.

**Plan ANZAC Outcomes.** Plan ANZAC will have organisational and operational outcomes, to support the delivery of Defence organisational cooperation objectives and enhance Combined Joint Force operational responses and capability.

- Plan ANZAC Outcome One is that both nations have achieved their respective ABCANZ interoperability goals within the ABCANZ Division (a US Led Division, including the contribution of an AUS led Brigade, and NZ Motorised Infantry Battle Group) s.6(a) This will see the NZ Army capable of contributing a NZ MOT INF BG in an AUS BDE, within an Integrated ABCANZ DIV as well a New Zealand Special Operations Task Group

<sup>1</sup> CDR 2018, page 2 (second paragraph)

<sup>2</sup> IBID.

<sup>3</sup> CDR 2018, page 2 (last paragraph)



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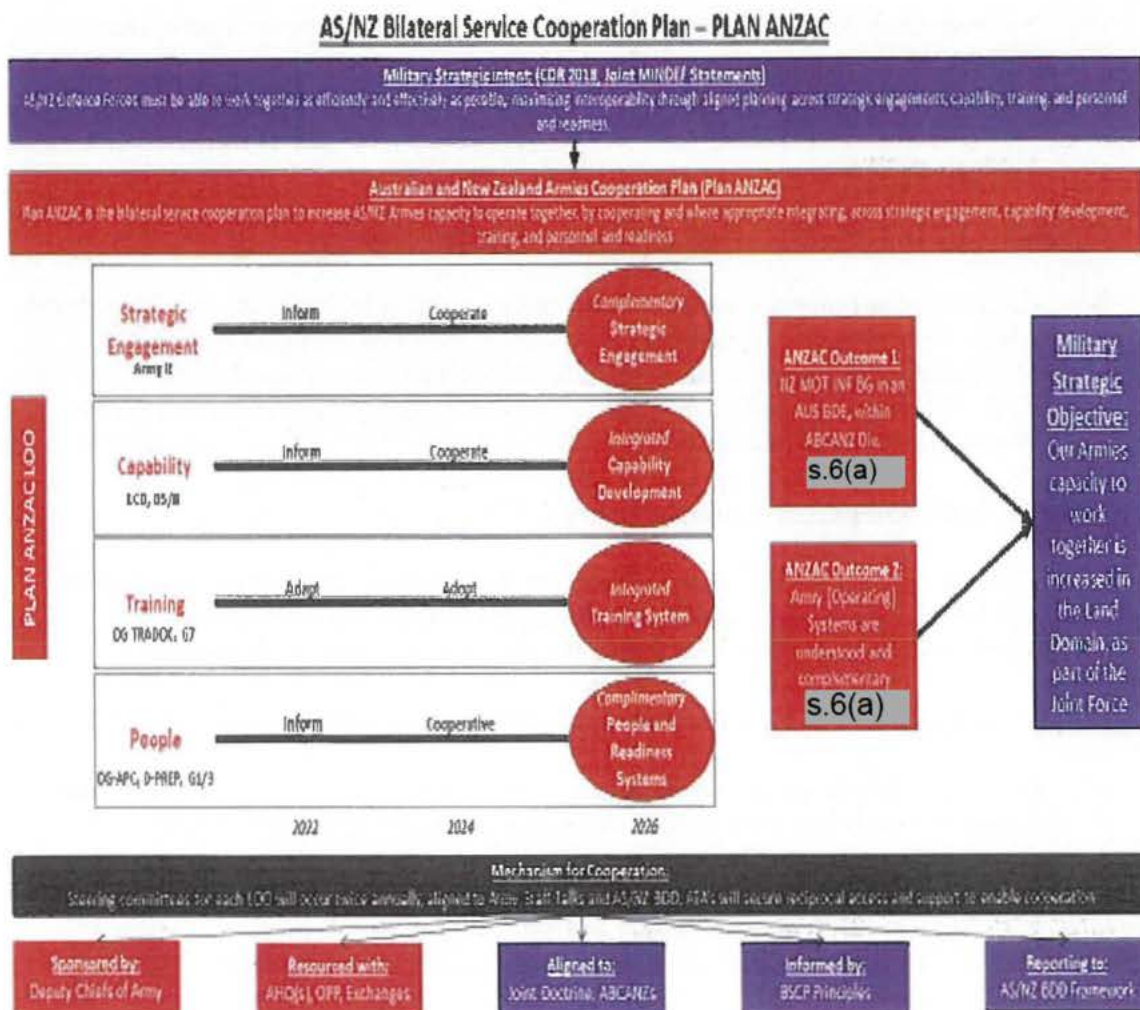


(SOTG) alongside or within an Australian Special Operations Task Force (SOTF). This aligns to existing objectives within the ABCANZ Program (Ref D).

- Plan ANZAC Outcome Two is that sustained cooperation between Armies is resourced, managed and supports interoperability<sup>4</sup> between our armies progressing to interchangeability<sup>s.6(a)</sup>. This includes cooperation and synchronisation across strategic engagement, capability, training, and personnel and readiness.

**Plan ANZAC Lines of Operation (LOO).** The LOO for Plan ANZAC are aligned to the implementation guidance within Closer Defence Relations<sup>5</sup>, and aligned to the updated AUS/NZ Strategic Engagement Framework (Ref E).

**Plan ANZAC LOO Schematic**



<sup>4</sup> IBID.

<sup>5</sup> CDR 2018, page 3 (second to last paragraph)



Australian and New Zealand Cooperation Plan  
**Plan ANZAC**



Plan ANZAC LOO are: Strategic Engagement; Capability; Training; and Personnel/People and Readiness.

There is no Plan ANZAC LOO for Operations or Logistics, acknowledging the lead other Defence Portfolios have in Operations and Logistics coordination. Respective Armies will feed into the Defence level working groups in these areas.

The objectives within the Plan ANZAC LOO are taken directly from the Focus Areas within CDR, and the most recent Joint Ministerial Statement.

- **Strategic Engagement LOO. Objective: Complementary Strategic Engagement.**
  - Army to Army Engagements are de-conflicted by default, synchronised where possible, and enduringly complementary to achieve agreed objectives to contribute to stability in the region and improve our capacity to work together<sup>6</sup>. Prioritisation and execution of engagements are to be coordinated through respective Joint and Defence Strategic portfolios.
- **Capability LOO. Objective Integrated Capability Development.**
  - Respective decisions are made on force design, capability, logistics, and C4 enabling ANZAC interoperability by taking into account our need to operate together<sup>7</sup>. Mechanisms exist to understand each other's doctrine, concepts and requirements to support Defence equipping choices, complement training system cooperation and improve operational interoperability.
- **Training LOO. Integrated Training Systems.**
  - Training Systems leverage NZ realignment to AUS Doctrine to enable cooperation and burden sharing across training development and delivery, and underpin operational interoperability, including the objective of being interchangeable<sup>8</sup>.
- **People and Readiness LOO. Complementary Personnel and Readiness Systems.**
  - Respective people and readiness systems are complementary through reinvigorated personnel exchanges, well understood people capability plans, and shared understanding of respective readiness models<sup>9</sup>.

**Integrated with Bilateral Defence dialogue.** The LOO framework will coordinate with, and report against, AUS/NZ Bilateral Defence Dialogue architecture, including the 2021 review

<sup>6</sup> CDR 2018, page 3, Focus Area 1 (1.1, 1.2) and Focus Area 3 (3.2).

<sup>7</sup> CDR 2018, page 3, Focus Area 2 (2.1, 2.2)

<sup>8</sup> CDR 2018, page 3, Focus Area 2 (2.4)

<sup>9</sup> CDR 2018, page 3, Focus Area 2 (2.1, 2.4)



Australian and New Zealand Cooperation Plan  
Plan ANZAC



recommendations. This includes the alignment of Plan ANZAC LOO's to the AUS/NZ Framework:

**Operationally focused.** Plan ANZAC objectives will be focused on tactical interchangeability of the NZ Army Platforms, and operational level interoperability of the respective Land and Special Operations Forces. This interoperability and selective interchangeability will allow for the allocation of Australian Army Force Elements within NZ Army fielded formations and NZ Army Force Elements within Australian Army fielded formations, in training or on operations.

**Flexibility.** Priorities within Plan ANZAC will be reviewed and updated annually against Joint Ministerial Statements, AUS/NZ Defence Dialogue priorities, and respective CDF direction. This will ensure the Plan remains responsive to shifts in the strategic environment.

**Conclusion.** The relationship between the Australian and New Zealand Armies remains strong, and both Armies are resolved to advance their capabilities to be ready to operate together, wherever their respective Governments require them to.

This Bilateral Service Cooperation Plan, Plan ANZAC, is signed by:

**FOR THE AUSTRALIAN ARMY**

s.9(2)(k)

**Simon Stuart, AO, DSC**  
Lieutenant General,  
Chief of Army  
AUSTRALIA

17 APR 2023

**FOR THE NEW ZEALAND ARMY**

s.9(2)(k)

**John Boswell, DSD**  
Major General  
Chief of Army  
NEW ZEALAND

17/4/2023

**Annexes:**

- A. Plan ANZAC Agreed Definitions
- B. Plan ANZAC Agreed to Actions from Army to Army Talks October 2022
- C. Plan ANZAC Working Group TOR



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**Annex A: Plan ANZAC Agreed Definitions**

Dated 23 Feb 23

**Definitions**

**Framework:** The New Zealand Army is not resourced for a full strength doctrinally capable Motorised Infantry Battle Group or Special Operations Task Group within current restrictions imposed by retention challenges. As such the NZ Army uses the 'Framework' nomenclature from the ABCANZ Coalition Operations Handbook. This reflects that the NZ Battle Group is resourced for two Regular Force Motorised Infantry Companies and one Reserve Force Light Infantry Company, and the Special Operations Task Group consists of a single Special Operations Task Unit (on sustained operations) (ABCANZ - Coalition Operations, 2021).

**Interoperability:** The ability of systems, units or forces to act together to provide services to or from, or exchange information with partner systems, units and forces (ADG). The New Zealand Army objective within ABCANZ is, s.6(a) the delivery of an interoperable [framework] Motorised Infantry Battle Group as part of an Australian Army Brigade, to operate within an ABCANZ Division.

**Interchangeability:** The ability to substitute one item for another of different composition or origin without loss in effectiveness, accuracy, and safety of performance (ADG). This is an agreed goal between the Australian and New Zealand Armies, aligning to Closer Defence Relations direction on "cooperation on force design, capability development and operations". This includes the delivery of a New Zealand Army Motorised Combat Team or [framework] Motorised Infantry Battle Group within an Australian Army Brigade, and a New Zealand Special Operations Task Group alongside or within an Australian Special Operations Task Force s.6(a)

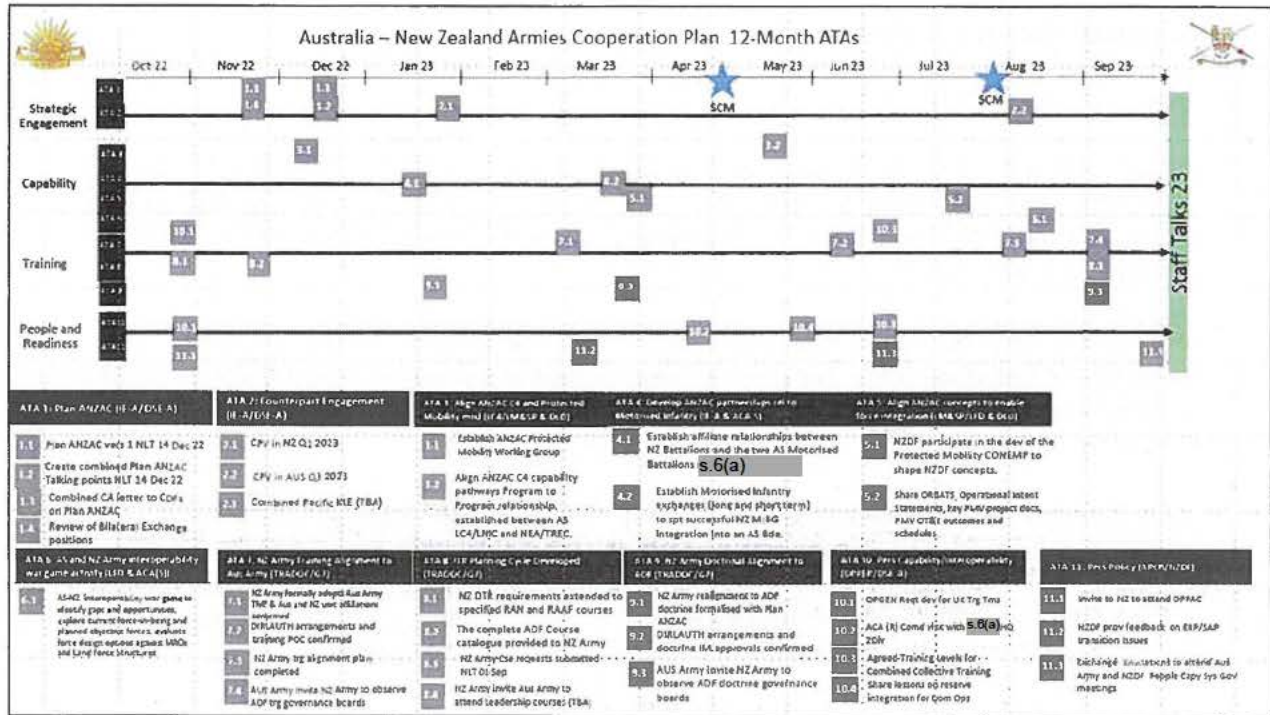




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**Annex B: Plan ANZAC agreed to actions (ATA) for 2022-2023**  
Dated 25 Oct 22



**Annex B: Plan ANZAC agreed to actions (ATA) for 2022-2023**  
Updated 23 Feb 23

The below is the written list of ATA's and the staff responsible for them:

**ATA 1: Plan ANZAC (IE-A/DSE-A)**

- 1.1 Plan ANZAC version 1 signed NLT 14 Dec 22
- 1.2 Create combined Plan ANZAC Talking points NLT 14 Dec 22
- 1.3 Combined CA letter to CDFs on Plan ANZAC
- 1.4 Review of Bilateral Exchange positions

**ATA 2: Counterpart Engagement (IE-A/DSE-A)**

- 2.1 CPV in NZ Q1 2023
- 2.2 CPV in AUS Q3 2023
- 2.3 Combined CA Pacific KLE in 2023

**ATA 3: Align ANZAC C4 and Protected Mobility mod (LC4/LM&SP & DLD)**

- 3.1 Establish ANZAC Protected Mobility Working Group
- 3.2 Align ANZAC C4 capability pathways Program to Program relationship established between AUS LC4/LNIC and NEA/TREC.



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**ATA 4: Develop ANZAC partnerships rel to Motorised Infantry (IE-A & ACA-S)**

- 4.1 Establish affiliate relationships between NZ Battalions and the two AUS Motorised Battalions (s.6(a)).
- 4.2 Establish Motorised Infantry exchanges (long and short term) to spt successful NZ MIBG integration into an AUS Bde.

**ATA 5: Align ANZAC concepts to enable force integration (LM&SP/LFD & DLD)**

- 5.1 NZDF participate in the dev of the Protected Mobility CONEMP to shape NZDF concepts.
- 5.2 Share ORBATS, Operational Intent Statements, key PMV project docs, PMV OT&E outcomes and schedules.

**ATA 6: AUS and NZ Army interoperability war game activity (LFD & ACA(S))**

- 6.1 AUS-NZ interoperability war game to identify gaps and opportunities, explore current force-in-being and planned objective forces, evaluate force design options against MROs and Land Force Structures.

**ATA 7: NZ Army Training Alignment to Aus Army (TRADOC/G7)**

- 7.1 NZ Army formally adopts Aus Army TMF & Aus and NZ unit affiliations confirmed.
- 7.2 DIRLAUTH arrangements and training POC confirmed.
- 7.3 NZ Army trg alignment plan completed.
- 7.4 AUS Army invite NZ Army to observe ADF trg governance boards

**ATA 8: ITR Planning Cycle Developed (TRADOC/G7)**

- 8.1 NZ DTR requirements extended to specified RAN and RAAF courses through Service-to-Service engagement coordinated by DGTRADOC
- 8.2 The complete ADF Course catalogue provided to NZ Army
- 8.3 NZ Army Cse requests submitted NLT 01 September each year.
- 8.4 NZ Army invite Aus Army to attend Leadership courses

**ATA 9: NZ Army Doctrinal Alignment to ADF (TRADOC/G7)**

- 9.1 NZ Army realignment to ADF doctrine formalised with Plan ANZAC
- 9.2 DIRLAUTH arrangements and doctrine IM approvals confirmed
- 9.3 AUS Army invite NZ Army to observe ADF doctrine governance boards

**ATA 10: Pers Capability/Interoperability (DPREP/DSE-A)**

- 10.1 OPGEN Reqt dev for UK Trg Tms
- 10.2 ACA (R) Comd visit with s.6(a) HQ 2Div
- 10.3 Agreed Training Levels for Combined Collective Training
- 10.4 Share lessons on reserve integration for Dom Ops

**ATA 11: Pers Policy (APCB/NZDF)**

- 11.1 Invite to NZ to attend OPPAC
- 11.2 NZDF prov feedback on ERP/SAP transition issues
- 11.3 Exchange Invitations to attend Aus Army and NZDF People Capy Sys Gov meetings



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**Annex C: Plan ANZAC Working Group Objectives**

Dated 23 Feb 23

**Annex C-1: Working Group: Strategic Engagement**

**Responsible Staff:**

AUS: Director International Engagement – Army (DIE-A)

NZ: Director Strategic Engagements – Army (DSE-A)

**Objective:** Complementary Strategic Engagement. Army to Army Engagements are de-conflicted by default, synchronised where possible, and enduringly complementary to achieve agreed objectives to contribute to stability in the region and improve our capacity to work together<sup>10</sup>.

Note: Prioritisation and execution of respective Army engagements will remain coordinated through respective Joint and Defence Strategic Engagement/International Policy portfolios. Army-to-Army cooperation will be conducted within the guidelines of respective national priorities, though it is noted that both ministers and enduring policy calls for deep cooperation, particularly in the region.

**Working Group TOR**

Expected Primary Topics:

1. Regional cooperation of Army led partnering programs, including DCP/MAP.
2. Regional cooperation of Army led multilateral land power/land force engagements, including trilateral activities with USARPAC and other partners.
3. Annual talking points for Plan ANZAC, Chiefs of Army and Land Power.
4. Coordinate annual counterpart visits for CA and DCA.
5. International engagement information sharing.
6. Enable the ANZAC Unit Affiliations (s.6(a) [redacted]). To be expanded to include AUS and NZ Reserve and Territorial units.
7. Support People and Readiness Working Group re-prioritisation of ANZAC exchanges and OPP.

Expected Meeting Timelines:

1. Annual in person, within Army to Army talks
2. Annual in person, outside of Army to Army talks (likely alongside Defence Cooperation Program meetings, or Joint Engagement Meetings)
3. Other virtual engagements as needed

Other TOR as developed by Responsible Staff

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<sup>10</sup> CDR 2018, page 3, Focus Area 1 (1.1, 1.2) and Focus Area 3 (3.2).



Australian and New Zealand Cooperation Plan  
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**Annex C-2: Working Group: Capability**

**Responsible Staff:**

AUS: Head Land Capability (HLC)

NZ: Director Land Domain (DLD)

**Objective:** Integrated Capability Development. Respective decisions on force design, capability, logistics, and C4 enable ANZAC interoperability by taking into account our need to operate together<sup>11</sup>. Mechanisms exist to understand each other's doctrine, concepts and requirements to support Defence equipping choices, complement training system cooperation and improve operational interoperability.

**Working Group TOR**

Expected Primary Topics:

1. Cooperation on the development of complementary Land Operating Concept Documents
2. Oversee the ANZAC Protected Mobility Capability Working Group
3. Oversee the ANZAC Land C4 Capability Working Group
4. Oversee the ANZAC Motorised Infantry Battle Group Working Group

Expected Meeting Timelines:

1. Annual in person, within Army to Army talks
2. Annual in person, outside of Army to Army talks (likely alongside LANDPAC or an NZ hosted activity)
3. Annual in person as part of the ADF/NZDF wargame (hosted alternative years – within the AUS/NZ BDD)

Other TOR as developed by Responsible Staff

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<sup>11</sup> CDR 2018, page 3, Focus Area 2 (2.1, 2.2)



Australian and New Zealand Cooperation Plan  
Plan ANZAC



**Annex C-3: Working Group: Training**

**Responsible Staff:**

AUS: Director General Training and Doctrine Command (DG TRADOC)

NZ: Director Army Training (G7)

**Objective:** Integrated Training Systems. Training Systems leverage NZ realignment to AUS Doctrine to enable cooperation and burden sharing across training development and delivery, and underpin operational interoperability, including the objective of interchangeable<sup>12</sup>.

**Working Group TOR**

Expected Primary Topics:

1. NZ Army adoption of AUS Army Training System where applicable.
2. Integrated efforts on the development of DATE-P.
3. Integrated efforts on the development of all domain land concepts, and integration with US Army Doctrine and Training.
4. Support, when requested, to South Pacific regional partners for adoption of AUS Army Training System.
5. Alignment of Training and Doctrine Boards.
6. Cooperation (and invites to NZ) on leadership development coursing, including across the Pacific
7. Agreed Training Levels for Combined Collective Training.
8. Integration of collective training exercises and activities, and collective training centres.

Expected Meeting Timelines:

1. Annual in person, within Army to Army talks
2. Annual in person, outside of Army to Army talks (likely alongside AUS Army Annual Training Boards)
3. Annual in person as part of the AUS/NZ BDD – People, Education and Training Working Group.

Other TOR as developed by Responsible Staff

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<sup>12</sup> CDR 2018, page 3, Focus Area 2 (2.4)



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**Annex C-4: Working Group: People and Readiness**

**Responsible Staff:**

AUS: Army People Capability Portfolio (APCP)

NZ: Director Army Personnel (G1)

**Objective:** Complementary People and Readiness Systems. Respective people and readiness systems are complementary through reinvigorated personnel exchanges, well understood people capability plans, and shared understanding of respective readiness models<sup>13</sup>.

**Working Group TOR**

Expected Primary Topics:

1. NZ Army adaption of AUS Army employment profiles.
2. Shared understanding of respective recruiting and retention initiatives
3. Shared understanding of respective Army culture programs
4. Cooperation on the development of SAP/ESR.
5. Cooperation on the development/update of Army progression models.
6. Complementary alignment of OPP and personnel exchanges.
7. Army Reserve Force design cooperation.

Expected Meeting Timelines:

1. Annual in person, within Army to Army talks
2. Annual in person, outside of Army to Army talks (likely alongside AUS Army Annual Personnel Boards)
3. Annual in person as part of the AUS/NZ BDD – People, Education and Training Working Group.

Other TOR as developed by Responsible Staff

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<sup>13</sup> CDR 2018, page 3, Focus Area 2 (2.1, 2.4)



## AS/NZ Cooperation Policy (GoNZ)

- **Canberra Pact 1944:** “establish and maintain permanent machinery for AS/NZ defence cooperation”
- **ANZUS 1951:** “maintain...individual and collective [AS/NZ] capacity to resist armed attack”
- **Defence Act 1990:** “[CA] is responsible for the most efficient and economical management of activities’
- **Closer Defence Relations 1991:** “Both nations will work together to deliver capability...in the most cost effective way”
- **Closer Defence Relations 2018:** “Respective force design and capability decisions take into account our need to operate together ”
- **NZDF Capstone Doctrine:** “must meet NZ’s commitment as an ally of Australia” (NZDF strategic priority 4 of 8)

## AS / NZ Defence Cooperation Framework (CDF)

- Pillar 1: **Strategic Policy and Engagement**
- Pillar 2: **Capability Development and Industry Coordination**
- Pillar 3: **Operations and Logistics Coordination**
- Pillar 4: **People, Education and Training**

## Plan ANZAC Cooperation Work Streams

- 1: **Strategic Engagement;** complementary regional exercises and training
- 2: **Capability;** share information on use of equipment and technology
- 3: **Training;** re-establish a common training system
- 4: **Personnel and Readiness;** share information on trade models and personnel policy

## Plan ANZAC Objective:

Our Armies capacity to work together is increased in the Land Domain, as part of the Joint Force

## Plan ANZAC Controls:

- Not an operational agreement
- ANZAC RRF (2016) remains COMJFNZ and CDF responsibility
- Not an acquisition agreement – information sharing only

## Plan ANZAC Benefits:

- Formalise long standing annual cooperation agreements (1987)
- Focus cooperation across both Armies on strategic direction
- Enable NZ Army access to AS Army training and capability systems
- Reduce complexity in AS/NZ training of Pacific partners (on common doctrine)

## Closer Defence Relations

### Objective:

The value of our alliance can be measured by our capacity to work together to shape our security environment and our effectiveness in combined operations. Our success depends on sustained cooperation

## **KEY INFORMATION ON PLAN ANZAC – SENIOR LEADER BRIEFING**

### **Purpose**

- This document updates Defence leadership on key elements of the upcoming Australian and New Zealand Armies Cooperation Plan (Plan ANZAC).

### **Introduction**

- Plan ANZAC is a bilateral service cooperation plan to increase AS/NZ Armies capacity to operate together, by cooperating and where appropriate integrating across strategic engagement, capability development, training, and personnel and readiness

### **Background**

- The Chief of Army (CA) Major General John Boswell, directed the realignment of the NZ Army to Australian Army Doctrine in 2022.
- This was part of a significant reprioritisation of efforts as a result of the impacts of COVID-19 duties, a consequence of the impacts of attrition, and as part of organisational best practice and good institutional leadership to review and improve plans regularly.
- Best practice for the NZ Army has been traditionally to preserve our limited resources by avoiding the commitment that other Armies can make to research, development and creation of large amounts of staff work associated with doctrine, training and capability concepts.
- The CA has reconstituted this pragmatic, efficient and effective theory of success for the NZ Army, by not just realigning doctrine but also by seeking ways to reconstitute the traditional cooperation that existed between the two trans-Tasman allied Armies.

### **Key Plan ANZAC facts**

- Plan ANZAC follows Ministerial and Chief of Defence Force direction in explore more meaningful AS/NZ cooperation.
- Plan ANZAC does not change the status of the AS/NZ Alliance.
- Plan ANZAC is not an agreement. Agreements are conducted at political/national strategic levels. Plan ANZAC is a cooperation plan.
- Plan ANZAC does not change each nation's sovereign readiness timelines, roles and contingency plans, held by respective Joint Force Headquarters.
- Plan ANZAC formalises and reconstitutes doctrinal focus across AS/NZ Armies cooperation.
- Plan ANZAC follows Pacific Partner observations on the benefits of deeper capability and training commonality between AS and NZ Armies, the two largest training providers across the South West Pacific.



- Plan ANZAC provides real and practical opportunities for force development and capability cooperation, responding to Ministerial and Chief of Defence Force direction to seek ways to cooperate on capability and force development.

### **Key Plan ANZAC Outcomes**

- **Overall measure of success.** The success of Plan ANZAC will be measured by our increased capacity to work together, particularly in our region, in combined operations
- **Strategic communication.** Plan ANZAC reconfirms the central role interoperability between the two Armies plays in our independent and integrated efforts. Reaffirming this through a publicly released plan is an important demonstration of the depth of not just Army-to-Army relationships, but also Defence relationships.
- **Regional Army Cooperation.** Plan ANZAC will allow AS/NZ Armies strategic engagement plans to be better coordinated to ensure we support each other's goals, and do not overwhelm regional partners. This will primarily be through reconstitution of routine engagement planning, and increased multilateral engagements.
- **Army Training Cooperation.** Plan ANZAC formalises the NZ Army realignment to AS Army Doctrine. It will allow the NZ firstly to adapt and adopt AS Army Doctrine, then to develop complementary training system.
- **People and Readiness Cooperation.** Plan ANZAC will allow both Armies to share lessons on current attrition issues, and personnel strategies. It will allow for the development of common employment profiles to underpin interoperability and common training systems.

### **Continuity of Government interoperability goals**

- Plan ANZAC does not change Army's existing interoperability objectives, and direction from Government.
- This existing direction requires that Army is capable of operating within Australian Army; ABCANZ (American, British, Canadian, Australian and New Zealand Armies Program); NATO and UN formations.
- Plan ANZAC will support more practical and purposefully focus on:
  1. The ability of a NZ Motorised Infantry Battle Group (MIBG) to be able to seamlessly operate within an AS Brigade, or Brigade Combat Team.
  2. This AS/NZ interoperability concurrently achieves interoperability standards for ABCANZ, NATO and UN missions.

### **Legal advice**

- ADF and NZDF have both endorsed the structure and intent of Plan ANZAC, and confirmed that it fits within existing frameworks, and legal authorities.
- Heritage and Culture advice has confirmed that given the acronym matches the plan title, and that the Armies themselves are the originator of the ANZAC acronym, it is appropriate that this acronym is used – provided it is prefixed with 'Plan'.

### **Next steps**

- There is no expected increase in resourcing required to enable Plan ANZAC.

- There may be a natural recalibration of existing exchange postings between AS/NZ Armies, to best benefit from the access that Plan ANZAC provides to each nations Army Headquarters and organisational plans.
- Plan ANZAC will now see a quarterly virtual meeting of key stakeholder across the four LOO, and annual face to face meeting as the new focus on long standing Army-to-Army staff talks.

s.6(a)

Dir – Army International Engagements  
A/Dir – Army Strategic Concepts



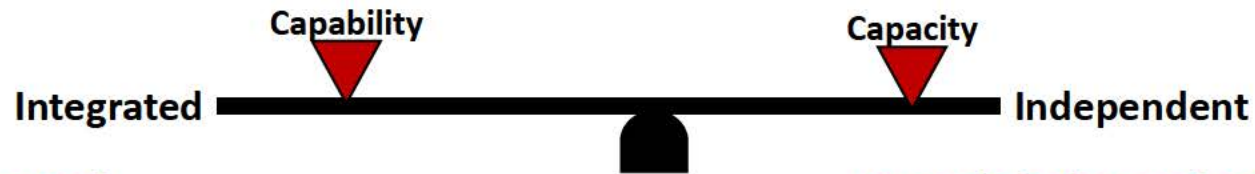
An address by

**LTGEN Simon Stuart AO, DSC**

**Chief of Australian Army**

# ARMYS ENDURING DESIGN REQUIREMENTS

Army is organised to sustain operational readiness; balancing integration and independence



## Army is integrated

efficiently and effectively with NZDF, the Australian Army and ABCANZ partners to deliver impactful policy options

## Army is independently capable,

with the sovereign capacity to train, command, project and support forces, when tasked to act on land by Government

## Army's enduring design considerations

- **Combat Capability.** Army delivers efficient, effective and benchmarked combat capability through alliance integration. Army delivers two of the four major NZDF combat capabilities – the SOTG and the MIBG (+P8 and FFG)
- **Resilience.** Army's multi role combat capabilities and training underpins national resilience in crisis on land, and Defence resilience on expeditionary Joint land missions
- **Concurrency.** Army's scale provides Government with independently capable options to conduct prolonged operations in support of sovereign national objectives

# Australia and New Zealand Army Cooperation



## Bilateral Closer Defence Relations Outcome:

“The value of our alliance can be measured by our capacity to work together to shape our security environment and our effectiveness in combined operations.”

“Our success depends on sustained cooperation.”

# AUSTRALIA AND NEW ZEALAND ARMIES COOPERATION PLAN

- A bilateral service cooperation plan to increase AS/NZ Armies capacity to operate together, by cooperating and where appropriate integrating across strategic engagement, capability development, training, and personnel and readiness
- This cooperation follows our combined history of 123 years of combined operations. From the World Wars, to Taji in Iraq, persistently within our home in the Pacific, and right now training Ukrainians to defend themselves; both Armies have a history of sustained cooperation and combined operational success.

## **PLAN ANZAC Outcome:**

- The value of Plan ANZAC will be measured by our capacity to work together on combined operations.

## **Plan ANZAC success depends on four lines of sustained cooperation:**

- Strategic Engagements - cooperative engagements, regional training and interoperability efforts
- Capability - respective force design and capability decisions enhance our capability for combined operations
- Training - integrated doctrine and training system enhance our capability for combined operations.
- Readiness - integrated readiness and personnel development planning



# DISCUSSION

Boer War



Taji, Iraq



123 years of Australian and New Zealand Army Cooperation