



New Zealand
**DEFENCE
FORCE**
Te Ope Kātua O Aotearoa

SPORT25

NZDF Sport Strategy 2019-2025

People Capability Portfolio

September 2019

**A FORCE FOR
NEW ZEALAND**

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Foreword by the Chief People Officer



Sport plays an important role in maintaining the fitness and health of our people, and contributes to developing team work and other skills relevant to the NZDF. However, there are emerging social and demographic trends that are changing the way Kiwis are involved in sport, and the demands of the NZDF, that have necessitated a Sport Strategy.

Chief of Defence Force released Strategy25 which outlines activities required to achieve an Integrated Defence Force by 2025. Strategy25 required work to review the currency and applicability of the rules, guidelines, accepted practices and publications to ensure Sport continues to provide for the outcomes directed by CDF. In short, it determines what type of reset is required to ensure that CDF, as the major sponsor of NZDF Sport, is receiving the return on the investment he is making.

Sport in the NZDF has to adapt to ensure we offer relevant sporting experiences that develop transferrable skills, whilst ensuring our sporting activities are safe and continue to contribute to generating better people to satisfy operational requirements.

This strategy provides a guide to the purpose of sport in the NZDF and provides a contemporary take on how we can leverage sport for the benefit of our people to ensure NZDF capabilities contribute to a Force for New Zealand.

As Chief People Officer, I see that there will be a fundamental change in the approach that NZDF Sport will be managed as a consequence of meeting CDF's outcomes.

The ultimate aim will always be participation, building resilient teams and providing opportunities for our people to be the best they can be.

Liz Huckerby
CPO

Intent

Strategy25 – Integrated Defence Force, is the next step in the journey to ensure deliberate and coordinated activity that will be focused on four core themes:

OUR PEOPLE

OUR INFORMATION

OUR RELATIONSHIPS

OUR CAPABILITY

These themes are geared so the NZDF will be more joined up in everything we do.

The Sport25 Strategy is to ensure that sport within the NZDF meets CDF's Strategy25 Primary Goal:

“Joint Operational Excellence”

The Purpose of Sport

The purpose of sport in the NZDF is to contribute to CDF's determination that it is essential for our military people to be fit for operations and our civilian workforce to be fit to do their job.

Sport in NZDF

Sport in the NZDF is organised at three levels – unit/ship/formation, single Service and Defence.

The first two are conducted in accordance with individual Service governance and direction, including resourcing and funding. Inter-Service, National and International activities are authorised by CDF, and overseen by the NZDF Sports Committee (NZDF SC).

This Sport Strategy responds to the current organisational and societal influences that may impact upon sport in the NZDF. Sport25 will ensure that the resources invested NZDF Sports are delivering to CDF's requirements. It is grounded in the themes detailed in Strategy25 – Our People, Our Information, Our Relationships and Our Capability.

Vision

The Vision for Sport25 Strategy is that by 2025:

“Participation in all Sports is maximized across the NZDF and valued as developing people who are resilient, have stamina, demonstrate flexibility and have the winning edge.”

Our People

Whilst CDF has determined that sport is of benefit to our military people for operations, CDF has directed that members of the civilian workforce are also to benefit from access to NZDF sport. Sport is considered as an enabler, under People25, to delivering a sustainable and operationally focused workforce by underscoring the following:

- Fitness

- Teamwork
- Camaraderie
- Enhanced personal, mental and physical qualities
- The will to win
- Courage to take action
- Giving our best
- Respecting others

Our Information

People who participate in regular sport improve their physical and mental wellbeing. Sport also provides a mechanism for rehabilitation for those who have seen and unseen injuries. However, much within Sport can only be achieved by the timely access to information. Traditionally sports information has been seen as being appropriate only to the Code to which it directly concerned. The contemporary resourcing environment, combined with CDF's expectations, requires that sport information is managed and utilised to ensure that limited resources maximise NZDF outcomes i.e. NZDF Sport offers Value for Investment. This will necessitate enhanced use and analysis of data to build an evidence base to efficiently identify that current and future resourcing to Sport is appropriate.

Our Relationships

Strategy25 and People25 outline the strength of relationships with our domestic, international, and commercial partners. People25 further highlights how to strengthen these relationships in a regional context i.e. Pacific Nation Partners, and includes the use of sport. To enable sport to meet the intent of CDF for the nurturing and developing relationships, the Chair NZDF SC will identify processes to ensure that there is a coordinated approach across the NZDF and Single Services, with the initial focus being on the Regional context. These processes will build upon current management of sport within the NZDF from unit/ship/formation, Single Service, and Defence levels to ensure that CDF intent is being met.

Our Capability

Strategy25 describes the need for increased combat capability, flexibility, and readiness. To meet these needs the NZDF will be introducing and operating several major new and enhanced capabilities.

The pace and breadth of change to the NZDF will impact upon ability to generate, integrate, and deliver the military effect. Integral to the changes and the military effect are Our People.

Whilst the focus over the next few years will be the effective, efficient and safe introduction of new NZDF capability, commanders, managers and leaders within Defence will be intermittently reminded that sport is an enabler to delivering a sustainable and operationally focused workforce.

Goal 1 – (Our People)

Grow Sport Participation

We will achieve this by:

- Proactive development that acknowledges differences in cultural, diversity and other societal trends that influence contribution and availability to participate in sport, particularly in terms of gender.
- Ensuring NZDF sports codes embrace the NZDF commitment to Diversity and Inclusion, Ethics and Op Respect.
- Identify and understand the requirements for sport from the NZDF community.
- Support individual development in roles such as player, coach, manager or administrator.
- Recognise individual sporting skills, learning and development which have benefit to NZDF requirements via career, talent management programmes, ITO or National Sports Organisations.

Goal 2 – (Our Information)

Ensure that the NZDF Sport Structure meets Strategy25 themes

We will achieve this by:

- Ensuring the soon-to-be redundant DFO 54 Defence Force Orders is fit for purpose pending the release of Defence Force Instructions for Sport (DFI 1.54).
- DFI 1.54 to be released by 1 March 2020.
- Identify consistent practices and standards across Single Service and NZDF Sport for governance, management and administration.
- Review, and amend as appropriate, directives and processes based upon robust analysis to improve the quality of NZDF Sport.
- Incorporate future thinking in all areas of NZDF Sport.

Goal 3 – (Our Information)

Demonstrating NZDF Sport offers Value for Investment

We will achieve this by:

- Engaging with NZDF Health and Wellbeing experts to enhance methods of using sport to develop and maintain physical fitness, hasten rehabilitation, and to foster team work and cohesion.
- Engaging with NZDF Health and Wellbeing experts to utilise sport as a method for improving wellness.
- Engaging with NZDF Health and Wellbeing experts on utilising sport as a method of growing cognitive ability and resilience.

- Alignment of the NZDF Sport calendar with other NZDF activities at the local, regional, national and international levels so that Sport can deliver to Strategy25 themes.
- Maintaining robust business and budget planning systems and controls to ensure transparency across recognised sports codes, those codes requesting recognition and individuals seeking support.

Goal 4 - (Our Relationships)

NZDF Sport will have a coordinated approach to Strategy25 relationship management at local, regional, national and international levels.

We will achieve this by:

- Aligning overseas sport fixtures, at NZDF and single Service levels, with the international engagements strategy for planning and maximising strategic opportunities.
- Maintaining Inter-Service sporting engagements as a proven method of advancing engagement and understanding between the Services
- Engaging with other uniformed services or agencies within NZ to foster closer links and inter-agency cooperation.
- Supporting non-traditional NZDF sporting fixtures to enhance relationship building, especially in areas where the NZDF is developing new relationships and capabilities.
- Participating in domestic competitions to raise awareness the NZDF and to connect with the community.

Goal 5 - (Our Capability)

Ensure NZDF Sport meets the requirement to be an enabler to the introduction of new capability.

We will achieve this by:

- Identifying and understanding the purpose of sport during the introduction of new capability.
- Developing a guide for NZDF commanders, leaders, and managers on how encouraging personnel to participate in sport can improve effectiveness in the work environment through improving fitness, wellbeing, unit cohesion, and reinforcement of NZDF values.



Turning Goals into Action

The objectives identified within this strategy are achievable but will require careful prioritisation, tight accountability for implementation, and quantifiable results. The below table reflects the supporting initiatives that Sport25 will deliver to achieve People25 and the NZDF Strategy25 themes of Our People, Our Information, Our Relationships and Our Capability.

The initiatives are further amplified at Annex A to ensure that there is understanding of the work to be done, the deliverables to be achieved and the measures to be used to determine success.

SPORT25

NZDF SPORTS STRATEGY 2019 -2025

PURPOSE	THEMES	Initiatives			
<p>To foster fitness, wellbeing, teamwork, camaraderie and the will to win at all levels within the NZDF.</p>	<p>1. Fitness & Wellbeing Integrating Sport with NZDF Wellbeing and Fitness professionals.</p>	<p>1.1 Collaborate with PTIs on using Sport as a method of achieving NZDF fitness objectives.</p>	<p>1.2 Collaborate with DHD on using Sport as a method for achieving NZDF wellness objectives.</p>	<p>1.3 Work with NZDF Psychology on utilising Sport for growing cognitive ability & resilience.</p>	<p>1.4 Develop a guide for Leaders on leveraging Sport as a personnel fitness & wellbeing tool.</p>
<p>VISION</p> <p>Participation in Sports maximized across the NZDF and valued as developing people who are resilient, have stamina, demonstrate flexibility, and have the winning edge.</p>	<p>2. Relationship Building Leveraging Sport to strengthen internal, domestic and international relationships.</p>	<p>2.1 Integrate Services and NZDF Sporting fixtures planning.</p>	<p>2.2 Align overseas sports fixtures with international engagement plans.</p>	<p>2.3 Compete in domestic competitions to connect with communities.</p>	<p>2.4 Support non-traditional intra-NZDF sporting fixtures to support an integrated force.</p>
<p>THEMES</p> <p>1. Encourage Fitness & Wellbeing 2. Leverage Sporting Relationships 3. Supporting Diversity & Inclusion 4. Support Individual Development 5. Provide Governance, Administration & Management Oversight</p>	<p>3. Diversity & Inclusion Develop policies and processes which maximize participation by offering relevant and contemporary sports options.</p>	<p>3.1 Survey NZDF for insights on attitudes towards Sport in the NZDF.</p>	<p>3.2 Establish a resource model for Sport which maximizes participation.</p>	<p>3.3 Develop a model for recognising and resourcing emerging sports.</p>	<p>3.4 Establish code development plans to grow participation and profile.</p>
<p>VALUES</p>	<p>4. Individual Development Recognising Players, Coaches, Managers, Officials and Administrators in L&D plans, PDRs and associated qualifications.</p>	<p>4.1 Identify responsibilities and process for NZDF Sports roles.</p>	<p>4.2 Ensure there are professional benefits for participants in NZDF Sport.</p>	<p>4.3 Ensure there are personal benefits for participants in NZDF Sport.</p>	<p>4.4 Investigate developing a guide for Leaders of Sports as a personnel development tool.</p>
	<p>5. Governance, Administration & Management Demonstrate value for money through efficient and effective management of Sport.</p>	<p>5.1 Review DFO 54 updated with requirements needed to operate in the current environment.</p>	<p>5.2 Write DFI 1.54 as new Sports Policy Framework and Instructions.</p>	<p>5.3 Review Governance, Administration and Management practice.</p>	<p>5.4 Collaborate with Sports Stakeholders on improvement to policies and process.</p>
		<p>Courage Tō Kaha</p>	<p>Comradeship Tō Tira</p>	<p>Commitment Tō Tika</p>	<p>Integrity Tō Maiti</p>

Encourage Fitness and Wellbeing

The Winning Edge

Sport benefits not only physical fitness but also can enhance inherent qualities of service personnel, including fitness, esprit de corps, core values and the will to win. Sport also enhances wellbeing in individuals and groups and supports Hauora, the Maori philosophy of health and wellbeing with the four dimensions of: Health, Mental/Emotional, Social, and Spiritual/Personal Beliefs.

- Collaborate with Physical Training Instructors to enhance methods of using sport to develop and maintain physical fitness, hasten rehabilitation and foster team work and cohesion.
- Collaborate with the Defence Health Directorate, to utilise sport as a method for improving wellness.
- Collaborate with NZDF Psychology on utilising sport as a method of growing cognitive ability and resilience.
- Develop a guide for NZDF leaders to utilise sport for fitness, wellbeing, Unit cohesion and to reinforce the NZDF's values.



Leverage Sporting Relationships

Connecting With Our Partners

Building and maintaining the strength of our domestic and international relationships is a key component of Strategy25. Sporting activities will be used as a lever to enhance Strategy25 initiatives for the NZDF to connect with our communities, allies and overseas nations of interest.

- Align overseas sports fixtures, at NZDF and single Service levels, with the NZDF international engagements strategy for planning and maximising strategic opportunities (especially in the South-West Pacific), where sport provides linkages to strengthen relationships and aid 'business as usual'.
- Maintain Inter-Service sporting engagements as a proven method of advancing engagement and understanding between the Services, and where appropriate, inclusion of other agencies within NZ to promote building relationships between uniformed services to foster closer links and interagency cooperation.
- NZDF and Service fixture planning is to ensure maximum utilisation of available sports funding available across NZDF. This will include investigating better methods of communication and utilising new applications to achieve more cohesive forward planning to enhance availability of personnel to play sport.
- Support non-traditional NZDF sporting fixtures to enhance relationship building, especially in areas where the NZDF is developing new relationships and capabilities.
- Use participation in domestic competitions to raise awareness of sports as a benefit of NZDF service and to connect with the community. This may also aid recruiting efforts in local communities.
- Ensure NZDF sports codes embrace the NZDF commitment to Diversity and Inclusion, Ethics and Op Respect.



Supporting Diversity and Inclusion

Maximising Participation

Changes in New Zealand's diversity and other societal trends are affecting Kiwis' sporting preferences. These trends are already influencing how members of the NZDF wish to participate in sport. NZDF Sport policy needs to be flexible enough to adapt to the evolving working landscape, fair in its funding distribution and ensure the benefits of sporting participation remains available to the widest possible audience.

- Identify and understand the desires for sport from the NZDF community. To date there is only anecdotal evidence to guide decision making on what sports are offered and funded at NZDF level. This will also include statistics on Regular, Reserves and Civilian composition of NZDF Sport.
- Identify the levels of diversity in sports within the NZDF. This will provide a foundation of data in order to measure progress and advance equity and diversity, particularly in terms of gender.
- Establish a resourcing model for NZDF Sport which fosters maximum participation. This will maximise opportunities for new participation and special events that meet the Strategy25 themes and other strategic commitment opportunities which will benefit all members of the NZDF.
- Establish a resourcing model which encourages emerging sports and provides a pathway for potential NZDF representation. This will ensure transparency to all members of the NZDF who wish to participate in sport, and create opportunities for new codes to participate, whilst ensuring traditional codes remain available.
- Ensure NZDF is demonstrating good practice by supporting codes' initiatives to grow the number of people participating in their sport.



Support Individual Development

Recognising Sporting Skills

Participation in sport in roles such as player, coach, manager, administrator, or official develops valuable expertise which has direct benefit to an individual's professional learning and development. Along with the recognition that currently exists within the context of the NZDF Sports Awards, the NZDF will look to formally recognise the skill acquisition through sport in our career and talent management programmes.

- Sport needs to fit within the established NZDF operating cycles. This means that the key sports positions are better managed to accommodate postings, including establishing position descriptions for all roles held within NZDF Sport. This will smooth the transitions and give clarity around responsibilities and duties.
- Efforts will be made to map NZDF Sport roles to the personal performance and leadership framework, enabling those who participate to have their coaching, management and leadership skills recognised as adding value to their other NZDF roles.
- Promote sporting participation in parallel with professional development so it is seen as enhancing or complementing career development.
- A champion will be appointed to work with the NZDF Defence College, industry training organisations and National Sports Organisations to identify opportunities for NZDF personnel to acquire a qualification from their participation in sports.



Provide Governance, Administration and Management Oversight

Demonstrating Value for Investment

Participation in sport is a valuable component of military service but CDF is mindful of public perception when spending public money on sporting activities and requires that NZDF Sport offers value for the investment. CDF has the responsibility to ensure that there are effective governance, administration and management practices in place to maximise the benefit from resources provided to support sports activities.

- DFO 54 is current guiding policy for sport in the NZDF. It has been some time since it was last updated and new guidance has been issued for regulations of this type. Limited amendments will be made to DFO 54 to allow the continued operation of NZDF sporting activities in the interim until the promulgation of Defence Force Instruction 1.54 (DFI 1.54) in March 2020.
- Sports policy will be updated following the review, and promulgated in DFI 1.54, which will supersede DFO 54. This will undergo periodic review to maintain relevance with NZDF and domestic sporting developments.
- There are varying practices and standards across single Service and NZDF sport for governance, management and administration. Guidelines will be developed to ensure sporting activities have robust and consistent procedures that observe industry best practice and provide confidence that public money is being well spent.
- The Chief People Officer has issued terms of reference for a review of NZDF sports policy to ensure that it continues to be relevant to the changing expectations of sportspeople in the NZDF and wider community. Key leaders within NZDF Sport will be consulted to ensure sports policy meets user needs.





SPORT25**NZDF SPORT STRATEGY 2019 – 2025**

Annex A

PURPOSE

To foster fitness, wellbeing, teamwork, camaraderie and the will to win at all levels within the NZDF

THEMES**Initiatives****VISION**

Participation in sport maximised across the NZDF and valued as developing people who are resilient, have stamina, demonstrate flexibility, and have the winning edge.

THEMES

1. Encourage Fitness & Wellbeing
2. Leverage Sporting Relationships
3. Support Diversity & Inclusion
4. Support Individual Development
5. Provide Governance, Administration & Management Oversight

1. Fitness & Wellbeing
Integrating Sport with NZDF Wellbeing and Fitness professionals.

1.1 Collaborate with PTI's on using Sport as a method of achieving NZDF fitness objectives.

1.2 Collaborate with DHD on using Sport as a method of achieving NZDF Wellness objectives.

1.3 Work with NZDF Psychology on utilising Sport for growing cognitive ability and resilience.

1.4 Develop a guide for Leaders on leveraging Sport as a personnel fitness and wellbeing tool.

2. Relationship Building
Leveraging Sports to strengthen internal, domestic and international relationships.

2.1 Integrate Services and NZDF Sporting fixtures planning.

2.2 Align overseas sports fixtures with international engagement plans

2.3 Complete in domestic competitions to connect with communities.

2.4 Support non-traditional intra-NZDF sporting fixtures to support an integrated force

3. Diversity & Inclusion
Develop policies and processes which maximize participation by offering relevant and contemporary sports options

3.1 Survey NZDF for insights on attitudes towards Sports in the NZDF

3.2 Establish a resource model for Sport which maximises participation.

3.3 Develop a model for recognising and resourcing emerging sports.

3.4 Establish code development plans to grow participation and profile.

4. Individual Development
Recognising Players, Coaches, Managers, Officials and Administrators in L&D plans, PDRs and associated qualifications.

4.1 Identify responsibilities and process for NZDF Sports roles.

4.2 Ensure there are professional benefits for participants in NZDF Sport.

4.3 Ensure there are personal benefits for participants in NZDF Sport.

4.4 Investigate developing a guide for Leaders of Sports as a personnel development tool

5. Governance, Administration & Management
Demonstrate value for money through efficient and effective management of Sport.

5.1 Update DFO 54 with requirements needed to operate in the current environment

5.2 Write DFI 1.54 as new Sports Policy Framework and instructions

5.3 Review Governance, Administration and Management practice.

5.4 Collaborate with Sports Stakeholders on improvement to policies and process.

VALUES

Courage
Tū Kaha

Tū Tira
Comradeship

Commitment
Tū Tika

Tū Maia
Integrity

SPORT25

NZDF SPORT STRATEGY 2019 – 2025

1. Fitness & Wellbeing

Integrating Sport with NZDF Wellbeing and Fitness professionals.

1.1 Collaborate with PTIs on using sport as a method of achieving NZDF fitness objectives.

- 1.1.1 Investigate the service models for running Inter-service tournaments and determine if one model can be utilised by all three services to enable the PTIs to utilise trained skills.
- 1.1.2 PTIs to establish and consider sporting goals as a method of rehabilitation for injury and building fitness.
- 1.1.3 PTIs to facilitate inclusion of new players so as to establish a pathway to Unit-Camp/Base-Service-NZDF Sport.

1.2 Collaborate with DHD on using sport as a method of achieving NZDF fitness objectives.

- 1.2.1 Ensure DHD is included on Administration Instruction distribution lists to be distributed to PTIs.
- 1.2.2 DHD to consider sporting goals as a method of rehabilitation for overall fitness and wellbeing.

1.3 Work with NZDF Psychology on using sport to grow cognitive ability and resilience.

- 1.3.1 Psychologists to consider sporting goals as a method of rehabilitation for overall fitness and wellbeing.
- 1.3.2 Sport recognised as a method of building resilience in NZDF personnel.

1.4 Develop a guide for leaders on leveraging sport as a fitness and wellbeing tool.

- 1.4.1 In consultation with defence wellbeing experts, investigate the including the merits of sport in existing Leaders Guides.

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NZDF SPORT STRATEGY 2019 – 2025

2. Relationship Building

Leveraging sport to strengthen internal, domestic and international relationships.

2.1 Integrate Services and NZDF sporting fixtures planning.

2.1.1 NZDF Sport to develop a generic plan to incorporate sporting fixtures into international, national and Defence planning.

2.2 Align overseas sports fixtures with international engagement plans

2.2.1 Ensure all international NZDF Sport engagement meet NZDF Strategic goals.

2.3 Compete in domestic competitions to connect with communities.

2.3.1 Ensure there is a strategic purpose to all domestic NZDF Sport engagements.

2.4 Support non-traditional intra-NZDF sporting fixtures to support an integrated force.

2.4.1 NZDF Sport to facilitate opportunities for connections that fit with broader NZDF commitments, in partnership with other NZDF branches as directed by CDF e.g. Kings Cup, World Masters Games, Prime Minister's Trade Delegations.
2.4.2 NZDF SC to support non-traditional NZDF sporting endeavours, especially in areas where the NZDF is developing new capabilities e.g. drone racing

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NZDF SPORT STRATEGY 2019 – 2025

3. Diversity & Inclusion

Develop policies and processes which maximize participation by offering relevant and contemporary sports options

3.1 Survey NZDF for insights on attitudes towards sport in the NZDF

- 3.1.1 Ensure base line data gained is utilised to make sport decisions.
- 3.1.2 Task NZDF research experts to conduct sport survey every odd year.

3.2 Establish a resource model for sport which maximises participation.

- 3.2.1 NZDF Sport to develop a needs-based matrix based on this strategy to determine how codes are resourced, including funding, based on NZDF objectives.

3.3 Develop a model for recognising and resourcing emerging sports.

- 3.3.1 DFI 1.54 will list steps to ensure that new and developing codes have guidance to establish a governance structure and introduce new versions of their game. This will be in conjunction with initiative 3.2.1.

3.4 Establish code development plans to grow participation and profile.

- 3.4.1 Provisions to be included in code five-year strategic plan and in conjunction with initiative 5.3.
- 3.4.2 Continue to celebrate team and organisational excellence by holding an annual Sports Awards Function where NZDF individuals and supporters can be recognised.

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NZDF SPORT STRATEGY 2019 – 2025

4. Individual Development

Recognising players, coaches, managers, officials and administrators in L&D plans, PDRs and associated qualifications.

4.1 Identify responsibilities and process for NZDF Sport roles.

- 4.1.1 Generic Position Descriptions will be established for each roll by March 2020. (OIC, manager, coach, strapper/trainer, official).
- 4.1.2 Develop a generic Code of Conduct for NZDF Sport team members.
- 4.1.3 Clear guidelines will be established in the DFI 1.54
- 4.1.4 A set of generic SOPs will be developed for all NZDF recognised codes to follow.

4.2 Ensure there are professional benefits for participants in NZDF Sport.

- 4.2.1 Engage with HR to map sports roles to NZDF competency framework.
- 4.2.2 Enable staff to enter their achievements on ESS
- 4.2.3 Encourage sports goals to be entered into the PDR process.

4.3 Ensure there are personal benefits for participants in NZDF Sport.

- 4.3.1 Link with NZDF Defence College to utilise links to civilian qualifications.
- 4.3.2 Utilise National Sports Organisation, Regional Sports Organisation, Regional Sports Trust and Contractor contacts to source courses for gaining and maintaining sporting good practice currency.

4.4 Investigate developing a guide for Leaders of Sports as a personnel development tool.

- 4.4.1 Research 4.2 to confirm that all opportunities are being maximised.

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NZDF SPORT STRATEGY 2019 – 2025

5. Governance, Administration & Management

Demonstrate value for money through efficient and effective management of sport.

5.1 Review DFO 54 updated with requirements needed to operate in the current environment

5.1.1 Limited amendments will be made to DFO 54 to allow the continued operation of NZDF sporting activities in the interim until the promulgation of Defence Force Instruction 1.54 (DFI 1.54) in March 2020.

5.2 Write DFI 1.54 as new Sports Policy Framework and instructions

5.2.1 Sports policy will be updated following the review, and promulgated in DFI 1.54 which will supersede DFO 54. This will undergo periodic review to maintain relevance with NZDF and domestic sporting developments.

5.3 Review governance, administration and management practice.

5.3.1 NZDF SC to review purpose and establish requirement for updated Terms of Reference.
5.3.2 NZDF SC to review current volunteer status and commitment in line with Strategy 25 and People 25.

5.4 Collaborate with sports stakeholders on improvement to policies and process.

5.4.1 Review NZDF Sport Strategy
5.4.2 Review NZDF Sport Policy
5.4.3 All codes to continue to develop five year strategic plans in line with policy with updates as needed.