

EVERY BODY ACTIVE

**STRATEGIC
DIRECTION**

—
2020-2032

**STRATEGIC
PLAN**

—
2020-2024

IHI, WHAT IT MEANS TO SPORT NEW ZEALAND

Ihi is an intangible emotion that resides within a singular being.

Ihi is said to be the connection between te taha tīnana (physical being) and te taha wairua (spiritual realm), the tangible and the intangible, the potential and the realisation of potential. Everyone has potential and every body has Ihi. Ihi does not normally exist in isolation, Ihi begets Wehi, that begets Wana.

- **TE IHI** - positive energy within that is ignited by what is seen, heard, felt
- **TE WEHI** - the emotional reaction that acknowledges Ihi
- **TE WANA** - the collective energy that unites people, connects people to environment and people to kaupapa.

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ABOUT SPORT NZ

OUR ROLE

Sport New Zealand is the kaitiaki (guardian) of the Play, Active Recreation and Sport system in Aotearoa New Zealand.

As a crown agency, we promote and support quality experiences in Play, Active Recreation and Sport, including elite sport, to improve levels of physical activity and, through this, ensure the greatest impact on wellbeing for all New Zealanders.

The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand (Sport NZ), and its wholly owned subsidiary High Performance Sport New Zealand (HPSNZ). Together, we provide end-to-end leadership of the system.

Sport NZ and HPSNZ have a shared purpose - to contribute to the wellbeing of everybody in Aotearoa New Zealand by leading the Play, Active Recreation and Sport system. Together we believe that growing the quality of participation opportunities helps to maximise wellbeing and feeds the pathway to elite sport, and our success on the world stage in turn helps to inspire participation.

From this point forward, this document focuses on Sport NZ and not HPSNZ. More information on HPSNZ's strategic plan, which aligns to Sport NZ through our shared purpose, can be found at hpsnz.org.nz

OUR STRATEGIC DIRECTION

How Sport NZ will fulfill its leadership role is outlined in this 12-year strategic direction. This includes where we will operate, our long-term goals and five leadership priorities.

How we work towards those long-term goals will be outlined in three four-year Strategic Plans, the first of which covers the period 2020 to 2024. Each Strategic Plan will set out our target audiences (where we are seeking to grow participation), specific leadership priorities and Key Result Areas (KRAs) that chart our progress towards our 2032 goals.

To achieve those long-term goals we also need to work to maintain the strength, capability and integrity of the Play, Active Recreation and Sport system, and its ability to support both participation and high performance outcomes. Our goal for this is articulated in a separate 12-year KRA.



HOW WE CONTRIBUTE TO WELLBEING

OUR CONTRIBUTION

As a crown agency, Sport NZ is focused on contributing to the wellbeing of New Zealanders through the Living Standards Framework. A whole-of Government view, this is focused on inter-generational outcomes and improving the standard of living for all New Zealanders over time.

The framework comprises the four capitals (natural, human, social, and financial/physical) that together generate sustainable wellbeing. By increasing levels of physical activity we contribute to human and social capital through:

- Improved physical and mental health
- Creation of social connections
- Reflection of cultural identity
- Improved knowledge and skills
- Aspiration

We contribute to human capital through participation in Play, Sport and Active Recreation, and to social capital through the ability of bringing communities together to participate and of high performance success to connect and inspire.



THE VALUE OF PHYSICAL ACTIVITY

In 2017, Sport NZ published a study exploring The Value of Sport. We concluded that Sport and Active Recreation create **happier, healthier people, better connected communities and a stronger Aotearoa New Zealand.**

sportnz.org.nz/valueofsport

1 Angus & Associates (2017). Better Understanding the Value of Sport.
 2 World Health Organisation. (2010). Global Recommendations on physical activity for health. World Health Organization, Geneva; 2010
 3 Sport NZ, 2017. Unpublished
 4 Ministry of Business, Innovation and Employment. (2015). Settling in New Zealand: Migrants' Perceptions of their Experience. 2015 Migrant Survey. MBIE, Wellington.



FOREWORD

KIA ORA.

It is our pleasure to introduce Sport New Zealand's Strategic Direction through to 2032. This document comprises two parts. Towards 2032, which sets out our direction and outcomes for the next 12 years, and our 2020-24 Strategic Plan which outlines our focus for the first four years.

TOWARDS 2032

Like many other sectors, our work in Play, Active Recreation and Sport is being disrupted by broad societal changes and technology advances. This disruption is contributing to falling participation rates, which in turn is impacting the level of equal opportunities available to all those within Aotearoa New Zealand, to realise the benefits of being active. This is a concern not just for now but for generations of the future.

With this in mind we felt it was imperative that we took a longer-term view with our strategic direction. We've settled on 12 years, which sees us looking out to 2032.

Our role is to support the Play, Active Recreation and Sport system to lift the physical activity levels of all those living within Aotearoa New Zealand. In doing this, we believe we will have the greatest possible impact on wellbeing.

To affect change, we know we need collective resolve and commitment from across our system. Towards 2032 is all about demonstrating how we, as the kaitiaki (guardian) of the Play, Active Recreation and Sport system, hope to achieve this together with our partners.

Our vision is bold. Every Body Active.

The position we hold within the system is a privileged one and we recognise that no one else can lead national change like we can. Given this, we have been disciplined in defining our leadership priorities through to 2032 on areas that we believe will have the greatest positive impact: direction setting, insights, advocacy, collaboration and investment.

We recognise we must do better in demonstrating the impact we are having through the Play, Active Recreation and Sport system.

That's why we've developed an Outcomes Framework that is aligned to the Government's Wellbeing Framework. This illustrates what success looks like over the upcoming 12 years. Put simply, improving the wellbeing of the people of Aotearoa New Zealand, as a result of them being active in Play, Active Recreation and Sport.

We are also proud to highlight within Towards 2032, our commitment to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.

2020-2024 STRATEGIC PLAN

This document contains much more than our Towards 2032 Strategic Direction. It includes the first of three four-year Strategic Plans (2020-24).

We hope that you'll recognise some familiar content within our 2020-24 Strategic Plan as a result of all that we have collectively learnt and achieved on the journey that was our 2015-20 Community Sport Strategy. We've done this to ensure we don't lose momentum and continuity as we transition to our 2020-24 Strategic Plan. Things such as the value that can be derived when being participant focused, system led and performance driven. And how important Physical Literacy, Insights and being Locally Led are to creating a better quality of experience for participants.

Intuitively these things felt right as we embarked on our 2015-20 Community Sport Strategy. We now know them to be true and that's why we have positioned them prominently within our 2020-24 Strategic Plan.

At the same time though, we've been mindful of taking the opportunity that our 2020-24 Strategic Plan presents, to narrow our focus to ensure we're poised to have the greatest possible impact into the future.

We have confirmed our efforts over the period of 2020-24 will be focused on tamariki (5-11) and rangatahi (12-18-year-olds) however, we will be further tailoring these efforts to provide an even greater level of focus. With tamariki this will be through Play and Physical Education and with rangatahi it will be Active Recreation and Sport. In doing so, we aspire to reduce the drop off in activity levels of rangatahi from age 12-18 and increase the levels of activity

for those tamariki and rangatahi who are less active.

As part of this focus, you'll see us working to positively influence the system. Identifying and embedding good quality and principled behaviour to support our tamariki and rangatahi.

We believe our focus on this age group will enable us to achieve the maximum possible impact with our resources. Others within the system will continue to use their resources to address the needs of early childhood and older age groups and in future Strategic Plans (2024-32) Sport NZ may choose to do the same.

Over the period of 2020-24 we must also deliver upon the commitments we have made in response to the Government's Women and Girls in Sport and Active Recreation Strategy, the commitments within our soon to be released Disability Plan and make strides forward in response to the findings and recommendations identified as a part of our Sport Integrity Review.

You can expect to see us be bolder and more innovative with how we work into the future. We intend to launch more contestable funds and, through this and other means, widen our influence beyond traditional investment partners.

There is no denying that our Play, Active Recreation and Sport system faces numerous challenges on the forward journey. By working together we have the potential to improve the quality of participation opportunities in Aotearoa New Zealand, which helps to maximise the wellbeing of all New Zealanders and also feeds the pathway to elite sport. In turn, we hope that elite sport success on the world stage inspires participation. Be it in Play, Active Recreation or Sport.

Collectively we should feel encouraged by the progress we have made thus far. Importantly though, we must harness this progress and use it to drive forward momentum, as we embark on all that our Towards 2032 and the more immediate 2020-24 Strategic Plan aims to achieve.

Ngā mihi



BILL MORAN
CHAIR



PETER MISKIMMIN
CHIEF EXECUTIVE

THE PARTICIPATION LANDSCAPE

Here are some of the key features of participation in Play, Active Recreation and Sport for tamariki (children 5-11 years) and rangatahi (young people 12-18 years) in Aotearoa New Zealand.⁵

sportnz.org.nz/activenz

MOTIVATIONS AND BARRIERS

Why young people participate.

76% For fun

45% To hang out with family or friends

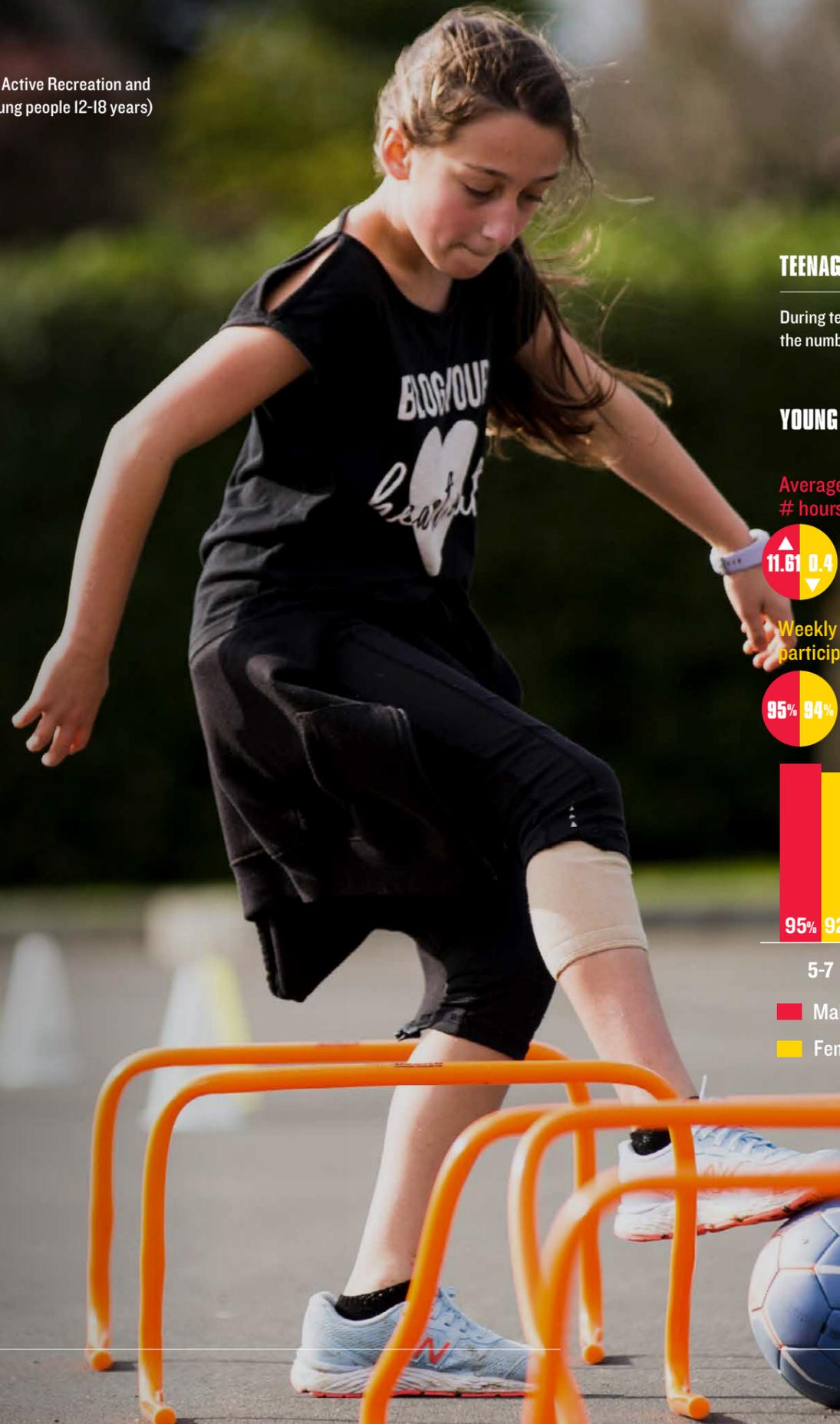
28% To physically challenge myself or to win

Barriers to participation.

42% Too busy

17% Don't have the energy

17% Already doing a good amount

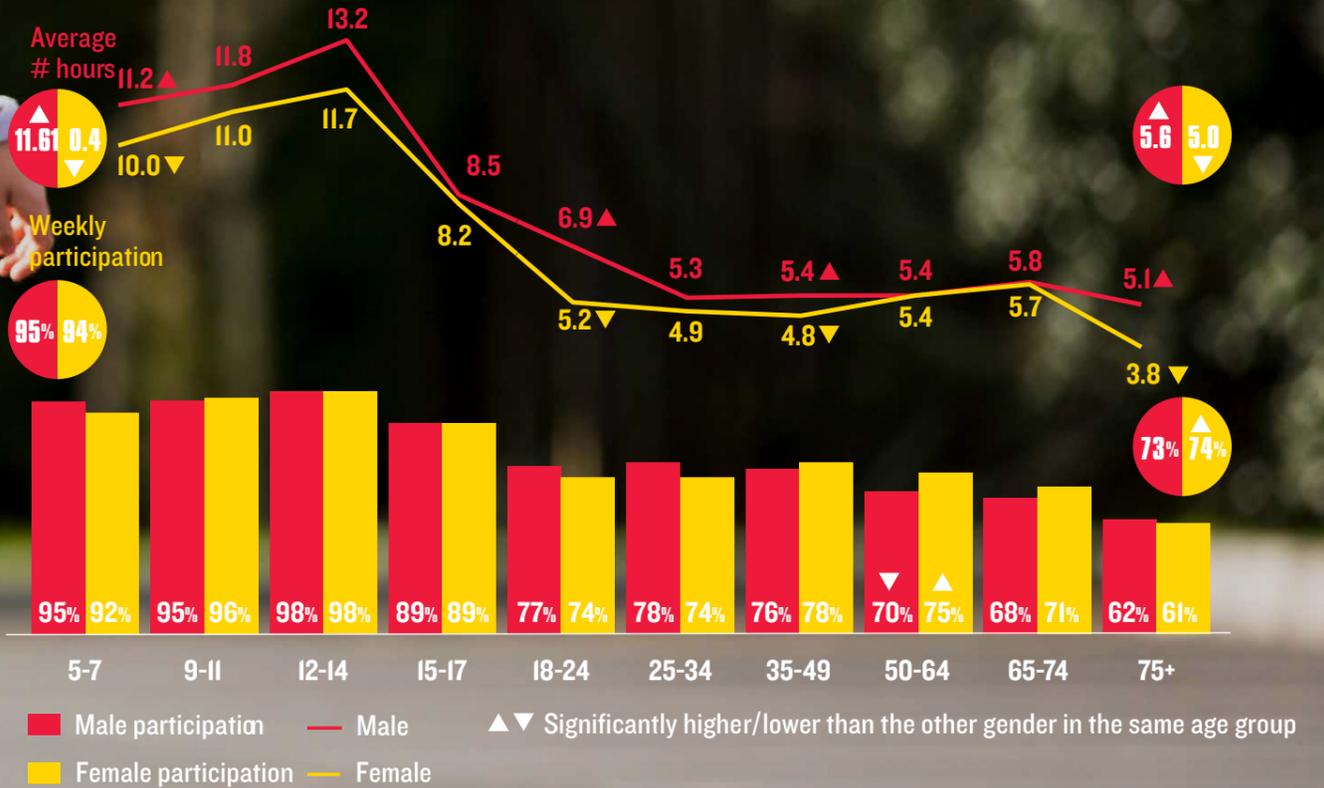


TEENAGE DECLINE

During teenage years there is a significant drop-off in participation - particularly the number of hours spent on Sport and Active Recreation.

YOUNG PEOPLE

ADULTS



5. All data is from Active NZ 2017.

TE TIRITI O WAITANGI IS AOTEAROA NEW ZEALAND'S FOUNDING DOCUMENT

Ihi Aotearoa (Sport NZ) is committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.

We are committed to partnership with tangata whenua and the protection of Māori culture and taonga. We value the distinctiveness that tangata whenua bring to physical activity and our success on the world stage. We believe a strong bi-cultural foundation is critical to our national identity and wellbeing.

Aotearoa New Zealand will realise its full potential in Play, Active Recreation and Sport when tangata whenua and all New Zealanders are able to participate and succeed as themselves.

Ihi Aotearoa (Sport NZ) is committed to upholding the mana of Te Tiriti and the principles of Partnership, Protection and Participation.

We honour our Te Tiriti Statement through the principles of:

- Partnership – Ihi Aotearoa (Sport NZ) is committed to partnership with tangata whenua. We will through joint action, agree on a partnership approach and kaupapa that mutually benefit the partnership, to improve the wellbeing of tangata whenua and all New Zealanders.
- Protection – Ihi Aotearoa (Sport NZ) is committed to the active protection of Māori tikanga, te reo, taonga, and matauranga Māori. Through our partnerships and relationships with tangata whenua, we will support the realisation of Tangata Whenua tinorangatiranga.
- Participation – Ihi Aotearoa (Sport NZ) is committed to equitable and accessible opportunities for tangata whenua and all New Zealanders. We value the need for culturally distinctive pathways that enable tangata whenua and all New Zealanders to participate and succeed as themselves.



01

STRATEGIC DIRECTION 2020-2032

Leading, enriching and inspiring Play, Active
Recreation and Sport.

WHAT WE STAND FOR

OUR PURPOSE AND VISION

In mapping our strategic direction to 2032 we have introduced a new vision and purpose. These reflect the lessons learned from our 2015-20 Community Sport Strategy, the changing nature of Aotearoa New Zealand society and trends in how people engage in Play, Active Recreation and Sport.

Our Purpose

To contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring Play, Active Recreation and Sport system.

Our Vision

Every Body Active

We believe that in order to fully realise our strategic direction to 2032 we need to keep the following front of mind at all times:

Inclusivity

Every New Zealander has the right to participate in Play, Active Recreation and Sport within an inclusive environment, and to be treated with respect, empathy and positive regard.

Wellbeing

Being active contributes to wellbeing.

Crown-Māori relationship

The Crown-Māori relationship underpins our work with and for Māori.

Attitudes and behaviours

Influencing levels of activity involves changing attitudes and behaviours.

People at the centre

Individuals and their whānau are at the centre of what we do and need to have a voice in decisions that affect them.

Partnerships

We are most effective by working with and through others.

OUR VISION EVERY BODY ACTIVE

'EVERY BODY ACTIVE' MEANS:

01

All tamariki, rangatahi* and adults being physically active through Play, Active Recreation and Sport.

02

No one missing out on the benefits of Play, Active Recreation and Sport, regardless of factors such as gender, disability, ethnicity, sexual orientation or where in Aotearoa New Zealand they live.

03

Every New Zealander is able to access a quality experience at home, within their neighbourhood and across their community.

04

Communities are collaborating, generating ideas, and owning the creation and promotion of opportunities for all New Zealanders to be active.

*tamariki - children aged 5-11 years, rangatahi - young people aged 12-18 years.

**EVERY
BODY
ACTIVE**



WHERE WE WILL WORK

THE PLAY, ACTIVE RECREATION AND SPORT SYSTEM



We have a responsibility to take a stand in support of what we know and believe about the importance of being active.

When we refer to the Play, Active Recreation and Sport system we're talking about central and local government agencies, regional sports trusts, sport organisations, private and commercial providers, schools, clubs, teams, investors, social groups and families. It encompasses the collection of regulations, organisations, places and people who directly or indirectly participate, support, contribute to or influence Play, Active Recreation and Sport in Aotearoa New Zealand.

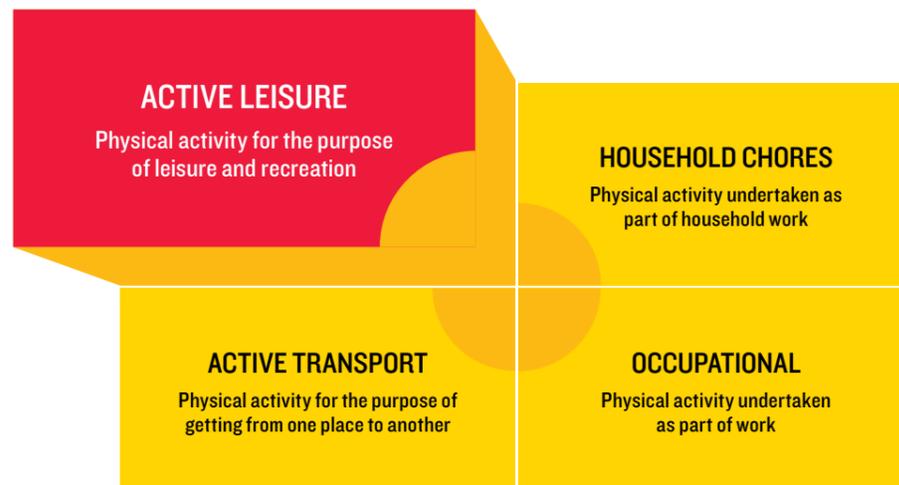
There are four domains to physical activity: active leisure, active transport, household chores and occupational activity. Our role and core purpose is within the active leisure domain. It is here where we seek to improve physical activity levels through Play, Active Recreation and Sport to ensure the greatest impact on wellbeing of all those living within Aotearoa New Zealand.

As the only agency with a national lens on the active leisure domain, our mandate involves improving understanding of the system and making it easy to connect and share information and insights between the many individuals and organisations within the system.

As one of the key leaders in our system, we must also understand the impact we can have on the system through our initiatives and investments.

How quickly we realise our vision depends on how influential we are in mobilising the collective resources of the wider system in a united direction. Together with our partners - new and traditional - we will try new ways of working and seek out new relationships.

We have a responsibility to take a stand in support of what we know and believe about the importance of being active, the barriers that limit equitable access and opportunity for all, and emerging threats to system integrity. For example, we will investigate and take a position on integrity-related issues such as participant welfare, sideline behaviour, corruption, match-fixing and doping. For individuals within the system, we have a responsibility to advocate for principled standards of behaviour and a level playing field that is inclusive of Aotearoa New Zealand's diverse population. We will actively promote diversity and inclusion of all cultural and demographic backgrounds within our areas of influence.



OUR CHALLENGE



We used to be a very active population, but activity levels are now in decline.

We know that being more active has significant physical, mental, cognitive and social benefits. That's why our work encouraging people to be active through Play, Active Recreation and Sport is so important to the wellbeing of New Zealanders.

And this work is not easy. We used to be a very active population, but activity levels are now in decline due to a range of social, economic, technological, political and environmental factors.

This decline is more steep among certain communities. Age, gender, ethnicity and deprivation are all issues we are working hard to better understand and respond to. We have already prioritised addressing the gender gap in physical activity and supporting disabled people, through our response to the Government's Women and Girls in Sport and Active Recreation Strategy and our Disability Plan.

This intelligence is key. We also need to shift what, how, with whom and where opportunities for Play, Active Recreation and Sport are provided, so that everybody has equitable and equal opportunity to benefit from being active.

This will take widespread collaboration across the Play, Active Recreation and Sport system.

Our system is also influenced by many national and global challenges such as land use, housing density, urban design, migration, technology, international governing bodies' rules and politics, doping, and match-fixing.

To respond to our wider context, we plan to:

- build on current momentum
- be more focused
- look for new ways of achieving greater impact
- be more innovative, adaptive and agile
- remain open to culturally distinctive pathways.

WHAT WE ARE STRIVING FOR

We have four long-term outcomes we specifically seek to impact through our initiatives and investments.

By 2032, we aim to achieve four outcomes that contribute to wellbeing:

01

FREQUENCY

Improved frequency, intensity, time and type of participation in Play, Active Recreation and Sport.

02

EXPERIENCE

Enhanced experience of participants, supporters, volunteers and workforce.

03

VARIETY

Increased variety of culturally distinct pathways for tangata whenua and all New Zealanders.

04

SYSTEM

Improved system that is capable, inclusive, trusted and reflects Te Tiriti O Waitangi and the principles of Partnership, Protection and Participation.



OUR LEADERSHIP RESPONSIBILITIES

We hold a privileged position in the Play, Active Recreation and Sport system. We have an opportunity that no one else has to lead national change, which we will do by focusing on five areas: direction setting, insights, advocacy, collaboration and investments.

01

DIRECTION SETTING

- Uniting people behind a common vision of Every Body Active
- continuing to lead and champion collective action across the system to ensure all New Zealanders are realising their potential in and through Play, Active Recreation and Sport
- taking a prominent position and facilitating a cross-agency response on policy issues relating to Play, Active Recreation and Sport
- setting universal principles and 'rules of the game' to instil confidence in our sport system and call out poor behaviour
- giving advice to the government on Play, Active Recreation and Sport
- looking ahead to anticipate future threats and opportunities that might impact our ability to realise our vision.

02

INSIGHTS

- Improving our understanding of participant needs and the drivers of behavioural change (what works and why)
- better identifying and addressing barriers to people being more active
- conducting and sharing research and evidence, as well as enhancing the evaluation capability of our partners
- collecting the data needed to track changes in levels of being active over time
- measuring our return on investment and holding ourselves and the system to account.

03

ADVOCACY

- Promoting the importance of all New Zealanders being active for their health and wellbeing
- promoting and championing the importance of cultural capability, diversity and inclusion, including women and girls, those with a disability and all ethnicities
- informing, educating and empowering key influencers (parents, caregivers, teachers, coaches) to promote quality experiences
- sharing inspiring stories on 'what works'.

04

COLLABORATION

- Developing strategic partnerships, at regional, national and international levels, aimed at improving participation opportunities
- championing diversity of thought and beliefs
- stimulating innovation and experimentation
- promoting common business systems and practices
- providing advice and best practice resources.

05

INVESTMENTS

- Identifying and working with partners who can influence the participant-focused initiatives that best meet the needs of their local communities
- implementing programmes led or delivered by Sport NZ, focused on building the system
- investing to boost opportunities for priority communities
- seed investment for experimental pilots and prototyping.

WHO WE WILL WORK WITH

OUR PARTNERS

We partner at local, regional, national and international levels with those who can best promote, enable, support and deliver quality experiences in Play, Active Recreation and Sport. We look for partners who can best meet our objectives and reach our priority communities.

Our partners include:

- National Sport Organisations (NSOs)
- Regional Sport Trusts (RSTs)
- National Recreation Organisations (NROs)
- Education Organisations
- Disability Organisations
- Local and regional Councils
- Māori National Sport Organisations
- Hapu, Iwi mandated authorities, Māori Organisations
- Crown entities
- Others with a mandate to support their community

There are also many people who make a valuable contribution to the Play, Active Recreation and Sport system who are not our current partners. We are open about who can best support us in achieving our strategic outcomes into the future. This may mean working through different partners to reach our audiences.

We know that the best results come from locally led initiatives - those governed, managed and delivered by local communities to meet local needs. True collaboration at a community level brings additional benefits such as connections, capability and vitality.

This approach gives us scope to experiment with initiatives in different communities. When we see good things happening we can use our networks to share and scale successful models nationally.





02 STRATEGIC PLAN 2020-2024

The first steps towards getting every body active.

WHO WE ARE FOCUSING ON

OUR FOCUS

In this strategic period (2020-24) we will focus on tamariki (5-11) and rangatahi (12-18). We are doing this because:

- We know that by improving the quality of experiences that tamariki and rangatahi have, there is a greater chance of them establishing a life-long involvement in Play, Active Recreation and Sport
- If the activity levels of tamariki and rangatahi continue to decline, the effects will likely continue as they age, and for subsequent generations
- We are yet to fully realise the impact of focusing on tamariki and rangatahi in our 2015-20 Community Sport Strategy
- We can achieve maximum impact with our resources by focusing on this age group, while recognising that others across the system will continue to address the needs of early childhood and older age groups (and in subsequent strategic periods we may choose to do so as well).

WHAT WE KNOW

What we know is important with our work to support tamariki and rangatahi is:

1. A holistic approach develops all elements of physical literacy, leading to active behaviours for life
2. The voice of tamariki and rangatahi will be at the heart of our work
3. We can have the greatest impact if we work locally and co-design solutions with tamariki and rangatahi and their whānau and communities
4. Working with diverse partner organisations will meet the needs of more tamariki and rangatahi
5. Embracing innovation, including new technologies, will support new ways for tamariki and rangatahi to be active
6. Quality support from whānau, friends and community is important.

TAMARIKI

For 5-11 year olds we will focus our effort on Play and Physical Education (PE) in primary schools and kura*.

These are key formative years for the development of the skills, known as physical literacy, that encourage being active for life.

RANGATAHI

For 12-18 year olds we will focus our effort on Active Recreation and Sport.

Our prime interest is in improving the quality of experiences, opportunities and support offered to this age group to keep them being active. There is an opportunity to deliver a broader range of activities to rangatahi by better understanding and responding to their needs.

In sport we recognise the value of competition and wish to preserve this. The benefits of good sporting experiences are not being realised by many rangatahi due to dislocation between clubs and schools, and there is a growing trend for schools to prioritise more elite student athletes to the detriment of participatory sport.

OUR GOALS FOR 2020-2024

There are more than 875,000 tamariki and rangatahi in Aotearoa New Zealand. Over the course of this Strategic Plan we will seek to achieve three Key Result Areas (KRAs) that positively impact their activity levels.

KRA1

- Improve activity levels for tamariki (children aged 5-11) and rangatahi (young people aged 12-18) in 2020-2024.
- For KRA1 we will balance targeted initiatives with longer term system change.

KRA2

- Improve the activity levels of tamariki and rangatahi who are less active.
- For KRA2 we will prioritise communities that are facing greater levels of deprivation.

KRA3

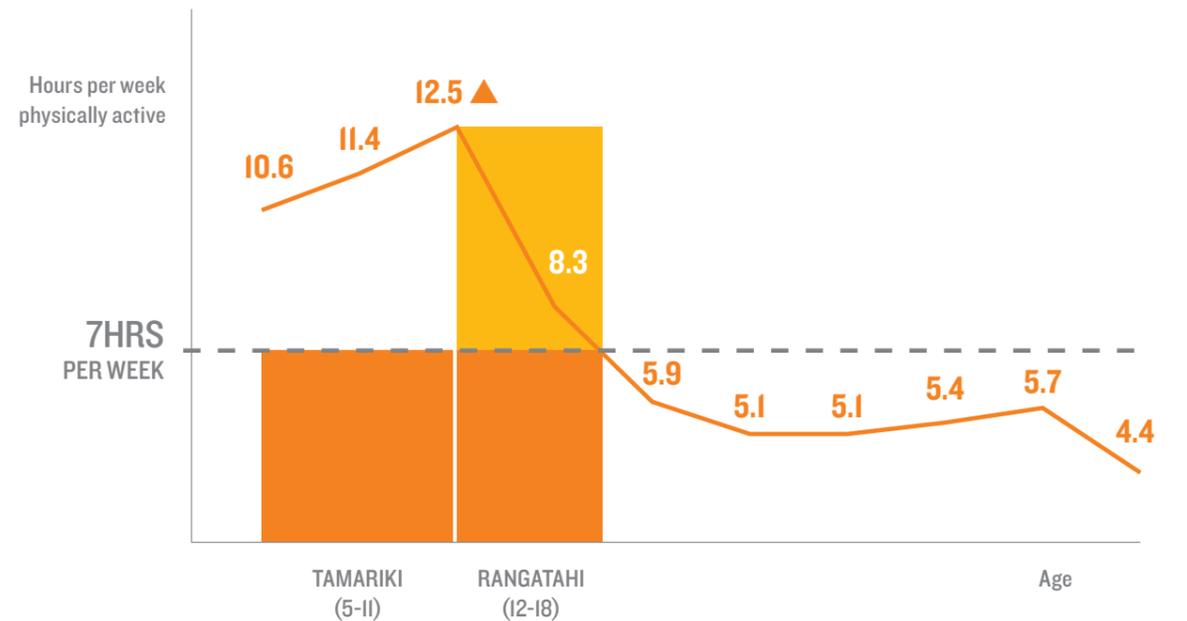
In order to be successful in Key Result Areas 1 and 2 we need to ensure that we and the sector are effective in influencing the system. KRA3 in 2020-2024 will include system related work reaching tamariki and rangatahi. We must identify and embed good quality and principled behaviour at all levels of the Play, Active Recreation and Sport system to support them.

As kaitiaki of the system, we have a wider responsibility to ensure its strength and sustainability. We will do this by focusing on whole-of-system issues like integrity, diversity and inclusion, research, reporting, reflecting Te Tiriti o Waitangi through embedding Treaty Principles. This is in our 'system long outcome' and our policy advice to the Minister.

We also need to support HPSNZ to achieve their strategic outcomes.

KRA1

Success is reducing the drop off in activity levels of rangatahi.



LESS ACTIVE: Less than 7 hrs/week including inactive 0 hrs
ACTIVE: 7+ hrs/week

KRA2

Success is improving the activity levels of tamariki and rangatahi who are less active.

MAINTAINING MOMENTUM

We learnt through our 2015-20 strategy how much value can be derived from being participant focused, system led and performance driven. Given this, you'll see these continue within our 2020-24 Strategic Plan.



PARTICIPANT FOCUSED

We are focused on the needs and expectations of participants.



SYSTEM LED

We focus on the system attributes which best impact participation.



PERFORMANCE DRIVEN

We hold ourselves and others accountable and seek continuous improvement.

Within our 2015-20 strategy we also promoted the importance of using evidence, community input and a holistic approach to create a better quality of experience for participants. We promoted this because we felt it was the right thing to do in order to have the greatest impact on the system. We now know this to be true and that's why they're a central part of our 2020-24 Strategic Plan.



INSIGHTS

Insights is about using multiple sources of information to understand the needs of participants and to improve decision-making.



LOCALLY LED

Locally Led ensures that clubs, community groups, schools and whānau are empowered to design and deliver Play, Active Recreation and Sport at a local level.



PHYSICAL LITERACY

By understanding the physical, social, emotional, cognitive and spiritual needs of a participant within their specific environments, we can provide experiences in Play, Active Recreation and Sport that inspire ongoing participation for life.



INCREASING MOMENTUM

The key themes that will guide our actions for 2020-24 in support of tamariki and rangatahi are:

VALUE OF PHYSICAL ACTIVITY

We are advocates for the value of Play, Active Recreation and Sport in the lives of tamariki, rangatahi and their whānau. We will promote these as a means to improve their physical and mental wellbeing, social connectedness and academic outcomes. We will do this by working across government, into communities, to whānau and with tamariki and rangatahi themselves.

We will continue to improve our understanding of how to influence individual and systemic behaviour, and deeply understand what works for tamariki and rangatahi to value and embed a life-long love of being active.

EQUAL OPPORTUNITY AND ACCESSIBILITY

We want all tamariki and rangatahi to have access to quality opportunities that meet their holistic needs, and we will work to address the psychosocial and physical barriers they often face.

We will continue to focus on inclusion and diversity through our new Disability Plan (2019/20) and for girls and women through our response to the Government's Strategy for Women and Girls in Sport and Active Recreation (launched October 2018). These two documents are integrated and embedded within our 2020-24 Strategic Plan.

SYSTEM BEHAVIOUR AND PERFORMANCE

We want to be part of an innovative, agile and connected Play, Active Recreation and Sport system that understands tamariki and rangatahi, and puts their needs and voices at the centre of the work undertaken across the system.

We have increased our focus on the use of insights and research, and will establish standards and practices that will safeguard the integrity of the Play, Active Recreation and Sport system for all the tamariki and rangatahi who participate in it.

We support leadership which focuses on the needs of tamariki and rangatahi as well as capable delivery of Play, Active Recreation and Sport by organisations who collaborate and align their work to improve the lives of tamariki and rangatahi.

We also want to see a system wide shift aligned to the aspirations within our response to the Government's Women and Girls in Sport and Active Recreation Strategy and supporting disabled people through our Disability Plan.



OUR LEADERSHIP PRIORITIES

Our unique position in the Play, Active Recreation and Sport system enables us to take a prominent role in physical activity related policy issues, develop a sound evidence base, be a strong advocate for Play, Active Recreation and Sport, and collaborate with others for the benefit of the whole system.

This section outlines how we will prioritise our efforts over the next four years across the areas of leadership outlined in our 12-year Strategic Direction (Towards 2032).

DIRECTION SETTING

We are working collectively across government to promote increased Play, Active Recreation and Sport across a range of policy areas including health, education, transport, environment, and urban planning.

Investment will enable us to work more closely with other agencies to provide an integrated response to relevant policies. Aligning effort and resources across agencies will leverage our reach well beyond Sport NZ's direct capability and capacity.

Our work across Aotearoa New Zealand to improve regional decision making on spaces and places projects is a good example of this. Our collaborative approach pays dividends in getting better value from capital investment.

We value the cultural distinctiveness that tangata whenua bring to Play, Active Recreation and Sport by building cultural capability that is founded on Te Tiriti o Waitangi and the Treaty Principles of Partnership, Protection and Participation.

INSIGHTS

Investment will enable us to build a greater body of insights through which we can continue to strengthen partner capability and demonstrate impact and Return on Investment (ROI) to the government's wellbeing agenda.

We will continue to develop a Sports Social Value Bank and then expand it to reach partners, councils, investors, government and other agencies. Bringing the voice of tamariki and rangatahi into our research as well as learning about behaviour change will help us target resources for greater impact.

ADVOCACY

We have a role to play on behalf of the system to promote the benefits of being active for people at different life stages, across the multiple settings where people live. Upholding the proven value of Play, Active Recreation and Sport may influence funders such as councils, investors, philanthropic organisations and others to support the system's activities.

Investment will be directed to promote and advocate cultural capability and the importance of participation by all New Zealanders for their health and wellbeing. We will inform, educate and empower key influencers (parents, teachers, coaches) to promote Play, Active Recreation and Sport, and continue to champion the three pillars of the Government's Strategy for Women and Girls in Sport and Active Recreation, as well as our Disability Action Plan which will be announced in late 2019.

COLLABORATION

Our partnering approach is a critical strength. We work with and through others to unify the strategic intent of the system, maximise our impact and investment, and ensure partners are operating effectively and efficiently with absolute integrity.

Our partner capability work supports our partners by providing expert advice, opportunities for training and developing in areas such as human resources, governance and leadership. Investment will support partner capability and capacity build.

INVESTMENT

We will identify and work with new and existing partners who can best influence quality participation outcomes for our target audiences.

In this strategic period we are presenting an investment portfolio comprising of partnerships, programmes and funds.

OUR INVESTMENT FOCUS

Investment in our 2020-24 Strategic Plan demonstrates our commitment to the Key Results Areas and fulfilling our investment principles. Our Investment Portfolio aims to achieve appropriately balanced risk and opportunity, through the adoption of a new investment mindset.

FEATURES OF OUR NEW INVESTMENT MINDSET

Greater targeting of Tamariki and Rangatahi

Different periods of commitment, allowing us to be responsive while also giving some certainty to the system

Adapting our investment allocations over time, according to evidence

Using our investment to leverage other system investment (\$ and resources)

Unlocking and retaining a portion of investment from our Investment Portfolio to enable flexibility

Flexibility to explore opportunities with new investment partners

Opportunities to experiment, while sustaining what is working well

Our Sport NZ Investment Portfolio 2020-24 (the Portfolio) is the collection of all investment that Sport NZ plans to make from July 2020 to June 2024.

We are allocating our investment budget across three categories of investment: partnerships, funds and programmes.

The investment principles and framework allow us to support greater innovation across the Play, Active Recreation and Sport system. We will encourage experimentation within all investment categories.

The greater use of contestable funds will enable us to discover new initiatives as well as new providers. Our programmes will include co-creating products with new and existing partners to achieve outcomes for tamariki and rangatahi.

Some of the proposed portfolio of initiatives and investments for 2020-24 are described on pages 41-45.

OUR INVESTMENT FOCUS

01

PARTNERSHIPS

We work together with our partners to understand and agree on their initiatives that best meet the needs of tamariki and rangatahi in their communities.

02

FUNDS

We provide investment to boost access to opportunities for specific groups, and to organisations where we don't invest in maintaining the partnership. For example, the Activation Fund for Young Women.

03

PROGRAMMES

We advise the system regarding our own initiatives and how we'll lead and deliver these, many of these being with partners. For example, Healthy Active Learning.



03

APPENDIX

In 2020-24 we are prioritising initiatives that best support our strategic direction. Our initiatives and investments will be directed to enabling quality experiences in Play, Active Recreation and Sport that meet the needs of tamariki and rangatahi, (particularly those who are inactive or dropping out of Play, Active Recreation and Sport), and to support our system leadership responsibilities.

Our portfolio of initiatives and investments will better balance our interests across Play, Active Recreation and Sport for tamariki and rangatahi. We will do this in four ways:

- promoting the power of Play
- enhancing the quality of physical education
- understanding and meeting the Active Recreation needs of rangatahi
- maintaining momentum in Sport Development.

TAMARIKI (5-11)

PLAY

PROMOTING THE POWER OF PLAY

Play is a vital part of our tamariki physical and cognitive development. It is the foundation, alongside Physical Education, of physical literacy. Sport NZ's Principles of Play recognise, value and aim to protect the right of young New Zealanders to play, as highlighted in Article 31 of the UN Convention on the Rights of the Child.

It has been taken for granted that play has always been, and will always be, a part of childhood for those growing up in Aotearoa New Zealand. However, levels of play are in decline due to shifting values, increasingly sedentary lives, and changes in urbanisation resulting in fears about the safety of our tamariki.

Over the past three years, we have been developing, testing and refining our approach to play. We have grown our knowledge and understanding of play for tamariki. We have developed frameworks and created resources such as our Play Principles and Five Phases of Play Development guidelines. Importantly we have achieved success in piloting collaborative projects.

We have advocated for play opportunities for all those living in Aotearoa New Zealand, and have encouraged regions to create and lead their own play development activities. So far we have:

- established a network of 'play champions and advocates', leaders and experts in their field to share knowledge
- held workshops with territorial authorities and regional groups
- shared case studies of successful play initiatives from around the country.

Connecting and enhancing the Aotearoa New Zealand play system will be a primary focus over 2020-24.

Our influence will help shift mindsets and investment to support play for all tamariki – preserving the freedom to play that we cannot take for granted.

INITIATIVES AND INVESTMENT 2020-24

During 2020-24 we will invest in a set of actions to create a sustainable environment for play to flourish in Aotearoa New Zealand – at government, regional, local and community levels.

Funds will be directed towards the development of:

- a cross-government play approach and launching an Aotearoa New Zealand Play Plan (Sport NZ's response to the play strategy)
- through our investment in Regional Sport Trusts and other relevant existing and new partner organisations, continuing the development of national and regional play system leadership to influence other agencies, in particular Territorial Authorities, regional and local play plans
- more free play opportunities for tamariki at school (through the Healthy Active Learning initiative).

PHYSICAL EDUCATION

ENHANCING THE QUALITY OF PHYSICAL EDUCATION

Physical Education (PE) is one of the foundations of physical literacy and is a critical enabler of quality physical activity experiences for tamariki and rangatahi. Sport NZ will continue to advocate for its importance within the NZ Curriculum and Te Marautanga o Aotearoa New Zealand, and will provide support to schools and teachers to enable quality delivery of this subject area.

We will achieve this through advocacy and leadership within our sector and across government, the production of new resources and via a range of investments in partner organisations including through the Healthy Active Learning initiative.

Healthy Active Learning was established as part of the government's 2019 Wellbeing Budget in response to findings in the School Sport Futures Report (September 2015), the evaluation of our Play.sport pilots in 45 schools in Upper Hutt and Waitakere, and the expansion of a refined Play.sport into 40 schools in Hamilton, Invercargill and Bluff.

Healthy Active Learning is a joint initiative with the Ministries of Health and Education, and aims to support to improve the wellbeing of tamariki and rangatahi through quality physical activity and healthy eating and drinking. The resources, training opportunities and practices developed through the establishment of Healthy Active Learning will be widely shared to enhance the quality of PE across the country.

INITIATIVES AND INVESTMENT 2020-24

We will implement Healthy Active Learning in partnership with Regional Sport Trusts over five years in 40% of primary and intermediate schools and kura (approx 800 schools).

Sport NZ will work closer with Kura Reo, Māori Medium Schools to co-design an approach that achieves the Healthy Active Learning outcomes. Some Kura Reo will be identified as part of Phase 1 and others being a part of Phase 2 of the initiative.

The roll-out will reach 300 schools/kura reo in 2020-22), and a further 500 schools/kura reo in 2022-24.

In line with our 2020-24 Key Result Areas we will prioritise lower decile schools (1-4) in selected regions.

We will continue to invest in the RST network to influence the quality of delivery of the Health and Physical Education curriculum for tamariki in their regions.

We will invest in, and support, Physical Education NZ as the subject matter association, and continue to strengthen their relationship with the RST network.

RANGATAHI (12-18)

ACTIVE RECREATION

UNDERSTANDING AND MEETING THE ACTIVE RECREATION NEEDS OF RANGATAHI

Rangatahi are as diverse as the physical activity opportunities available in Aotearoa New Zealand, and they are the most at-risk group of any age cohort when it comes to embedding and maintaining physical activity in their lives.

Our research – most recently the Secondary Age Review (2018) and Active NZ data – has told us that the first decline in time spent, level of intensity and frequency of being active occurs around age 15, and that for most rangatahi these metrics will never recover across their lifetime. We know that their interest in the range of activities they want to participate in broadens and that their motivations change. We also know that overall young males spend 90 minutes more time in weekly participation than young females.

During 2020-24 we will work alongside rangatahi, and those providing physical activity opportunities for them, to better understand the drivers to being active, the challenges they face, and to ensure quality opportunities that meet their diverse needs are available and accessible.

In particular Sport NZ will establish a new focus on Active Recreation to add to the work we have undertaken over the past strategic period. We will use, as our starting point, the Active Recreation Review (2016), establish new and strengthen existing partnerships, and develop better insights and platforms for responding to the voice of rangatahi who wish to be active on their own terms.

Done well, we will see an increase in physical activity and improved wellbeing outcomes for all rangatahi in Aotearoa New Zealand.

INITIATIVES AND INVESTMENT 2020-24

For 2020-24, we will increase our investment into national recreation organisations, including engaging new partners who are providing and supporting Active Recreation opportunities for rangatahi.

Working closely with young people, investment will be allocated over the strategic period to address the opportunities raised in the Secondary Age Review (2018). This work will complement the investment allocated to the young women's innovation and activation funds.

Through a broadening of scope for Kiwisport investment, greater emphasis on Active Recreation for Māori through He Oranga Poutama, and the targeted investment for disabled rangatahi, there will be a broader approach to investment into Active Recreation.

SPORT

MAINTAIN MOMENTUM IN SPORT DEVELOPMENT

Participation of rangatahi in sport is declining for multiple reasons, including the professionalisation of sport at all levels from an increasingly younger age.

In 2016 Sport NZ took a strong position based on best practice, evidence and consultation in releasing the Talent Plan 'Balance Is Better' stating that:

- Childhood success is not a reliable predictor of future success
- Identifying athletes early and specialising early is taking its toll on rangatahi
- A focus on winning rather than development is a problem.

Since then, in partnership with national and regional sport organisations, we have focused on the wellbeing of rangatahi - sharing evidence to demonstrate the need for change, running Sport Development Leader training courses, developing numerous pilot and prototype work with partners, and supporting decision-makers to stand firm against opposing views.

A collaborative project, 'Keep Up With The Play', involves several of the largest participation sports developing a national collective campaign in support of putting the needs of participants first.

We will continue our well established work supporting coach development at all levels, and particularly the training of coach developers in all of our leading sports codes. This will include increasing opportunities to improve the experiences for women and girls in coaching.

And over the next four years we will focus on parent education as we try to ensure all rangatahi receive quality support from those directly involved in their sporting experience. These programmes align with our strategy of ensuring that all rangatahi receive quality experiences in sport. We know the changes partners are implementing in competition formats, tournaments, selection processes and coach development will allow participants at all levels to enjoy their sport, develop their potential and remain active throughout their lifetime.

We have made real progress in the last four years in changing attitudes and behaviours within the rangatahi system and we will maintain this momentum in 2020-24, as well as continuing to bring greater focus on rangatahi and their development needs.

INITIATIVES AND INVESTMENT 2020-24

For 2020-24 we will maintain our investment and effort into sport at current levels, though with a greater focus on rangatahi. Our investments into NSOs and RSTs will reflect this more targeted focus on improving outcomes for rangatahi, especially the less active, and will enable Sport NZ and our key partners to deliver better quality experiences in line with our Balance is Better philosophy. We will seek to partner with those current and new organisations who can best impact our goals for rangatahi in sport.

We will supplement our investment into NSOs and RSTs with a range of other support

including continued investment into a network of regional secondary school sport directors, support for coach development initiatives including Coach Developer, and continued training for sport development leaders. We are already making good progress in our sport development programme with changes in several sports providing clear evidence of impact.

We will enhance our effort by influencing the sport sector to provide better youth sport opportunities, as well progressing initiatives that improve the knowledge and understanding of parents and whānau.



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