

# BETTER OUTCOMES FROM NEW ZEALAND SPORTING EVENTS

THE NEW ZEALAND SPORTING EVENTS SYSTEM



A STRATEGY FROM SPORT NEW ZEALAND

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# SPORTING EVENTS

In 2011 New Zealand hosted the Rugby World Cup. With teams representing 20 nations, 133,000 overseas fans visiting and a huge worldwide television audience, it was New Zealand's largest-ever sporting event. But every week there are sporting events in New Zealand; all over the country people are coming together to compete in sport or to watch the action. Very often, if you are involved in sport you're part of a sporting event and, for many National Sporting Organisations (NSOs) and their members, Regional Sports Trusts (RSTs), Territorial Local Authorities (TLAs) and other organisations, successfully creating and delivering events for participants and spectators is an essential core competency.

Staging very large events such as the Rugby World Cup has helped us see the benefits of sporting events. We've always understood they deliver sporting outcomes – that sporting events provide opportunities for sports participation and success and they inspire Kiwis and Kiwi kids to become involved in sport – but we can also see that they deliver worthwhile social and economic outcomes. Sporting events, large and small, help make New Zealand a great place to live and they can also be significant contributors to the local or national economy.

It follows, therefore, that the better our sporting events, the greater the benefits. Improving the way that we plan and deliver sporting events in New Zealand will ensure that we achieve more of the outcomes we want, and fewer of the outcomes we don't want.









# THE OUTCOMES

## Sporting outcomes

Events inspire Kiwis, and Kiwi kids especially, to get into sport. Events show them the way and help develop and prepare our athletes for international success. The sporting outcomes we want from events are:

- More Kiwi kids in sport
- More Kiwis involved in sport
- More Kiwi winners on the world stage.

## Social and economic outcomes

Sport is an essential component of the New Zealand way of life. Taking part in sport helps us to stay well and sporting events bring us together, give us joy and make us proud to be Kiwis. Sport also helps to define New Zealand internationally. Our reputation for sensational sporting events makes New Zealand a 'bucket list' destination for sports fans everywhere. Sport is integral to our brand and makes a significant contribution to the prosperity of New Zealanders. Events are a platform from which to enhance:

- The prosperity of Kiwis by creating economic benefits
- NZ's reputation as a world-class events destination and place to visit
- Social cohesion, national pride and liveability for Kiwis.

# THE BENEFITS OF SPORTING EVENTS

## SPORTING BENEFITS

|                   |                                      |  |
|-------------------|--------------------------------------|--|
| SPORTING BENEFITS | MORE KIWI KIDS IN SPORT              | Kiwi kids are inspired to take part in sport.  |
|                   |                                      | Kiwi kids are connected with ongoing sports programmes.  |
|                   | MORE KIWIS IN SPORT                  | Kiwis are inspired to take part in sport.  |
|                   |                                      | Kiwis are connected with ongoing sports programmes.  |
|                   | MORE KIWI WINNERS ON THE WORLD STAGE | Our sports people have opportunities to experience world-class events in New Zealand.  |
|                   |                                      | Our sports people have the home soil advantage.  |
|                   |                                      | Sporting events in New Zealand provide opportunities to identify and assess emerging sporting talent at a lower cost.  |
|                   |                                      | Our sports people are supported in training for international events.  |
|                   | OTHER SPORTING BENEFITS              | NSOs get media opportunities to promote their sports.  |
|                   |                                      | Organising sporting events increases New Zealand's general and specific understanding, knowledge and expertise in sports event governance, leadership, operational capability and systems. |
|                   |                                      | The available pool of trained professionals and volunteers expands through sporting events.  |

## ECONOMIC BENEFITS

|                   |                                |  |
|-------------------|--------------------------------|--|
| ECONOMIC BENEFITS | TO SPORTING ORGANISATIONS      | Competing in sporting events in New Zealand is cheaper than competing overseas.  |
|                   |                                | Sporting events in New Zealand often leave a sporting infrastructure legacy.   |
|                   |                                | NSOs benefit from the revenue opportunities associated with providing valuable offerings for commercial partners.  |
|                   | TO NEW ZEALAND AND ITS REGIONS | Sporting events provide international exposure of New Zealand and enhance New Zealand's international brand/reputation, leading to opportunities for tourism, commerce, trade and foreign investment.  |
|                   |                                | The economic benefits of inbound tourism can be immediate and enduring: fans coming to experience an event, and overseas fans watching the event on television or engaging through other media, are inspired to visit New Zealand at a later date. |
|                   |                                | Because sporting events showcase specific locations within New Zealand, these economic benefits flow to the country as a whole and to specific regions. Travel within New Zealand for sporting events is a valued component of regional economies. |
|                   |                                | Staging sporting events creates short-term and long-term employment and the event management sector is increasingly a career option for our young people.  |
|                   |                                | International event organisers, international teams and international commercial partners spend money in New Zealand.  |
|                   |                                |  |
|                   |                                |  |

## SOCIAL BENEFITS

### TO NEW ZEALAND AND NEW ZEALANDERS AND THE COMMUNITIES IN WHICH THEY LIVE

Sporting events help define New Zealand and what it is to be a New Zealander. They showcase New Zealand at its best, and New Zealanders at their best.

They create excitement and joy and pride. They add richness to our lives. Whether we participate as competitors, spectators, volunteers or officials, being involved in sporting events provides excitement, purpose, motivation, relaxation and challenge.

Sporting events bring people together. They provide opportunities to compete, share an interest, have fun and socialise.

Attending sporting events strengthens family life; they're a shared experience for children, their parents and wider whanau.

Sporting events define communities and help shape the identity and culture of our cities and regions. They add vibrancy to city and regional life.

Sporting events promote multi-culturalism, by creating opportunities to experience other cultures and to meet people from different backgrounds and ethnicities.

Sporting events help New Zealand to identify and work through social issues, such as racial, gender and other prejudices. They promote New Zealand values, such as fair play, excellence and professionalism, and how winners and losers should behave.

Because sporting events lead to more Kiwis in sport and more Kiwi kids in sport, they create health and wellness benefits.







**Ambitious,  
Creative, Nimble,  
Responsive,  
Excellent**

To ensure that our sporting events are excellent and deliver more of the outcomes that New Zealand wants, Sport New Zealand is pursuing a strategy to create a world-leading sporting events system: the New Zealand Sporting Events System, or NZSES.

Excellent sporting events are those that best achieve the desired outcomes. They are well managed and safe for all and provide experiences that motivate and inspire.



# PRINCIPLES

NZSES's fundamental principles are that it is:

## Inclusive

For sporting events of any scale (from 'Community' to 'Mega')

## Strategic

Ensuring that events are selected on the basis of the strategic outcomes they will deliver

## Collaborative

Encouraging the right stakeholders to work together well to achieve better outcomes

## Enabling

Helping system users to turn inputs into outputs

## De-risking

At every stage of the lifecycle of an event, helping to identify and manage risk

# FOCUS AREAS

## The right commitments

NZSES is designed to generate a greater commitment to better sporting events in New Zealand and to provide a framework for stakeholders to work together to achieve better outcomes.

## The right events

NZSES is designed to bring about better decision-making on which events a sporting organisation or community should run, or New Zealand should host, in order to achieve the required outcomes.

## The right investment

Outcomes are the return on the investment in an event. If the outcomes are clear the case for that investment will be stronger. The right level of investment and resources and the right partners will also be clear. NZSES will improve sporting event investment decision-making.

## The right execution

Achieving better outcomes requires superior event design, high-quality event delivery and effective risk management. NZSES will improve the execution of sporting events in New Zealand.



# SYSTEM USERS

## New Zealand as a whole

All New Zealanders have an interest in sporting events: as participants, spectators, ratepayers, taxpayers and affected bystanders. NZSES is designed to achieve better sporting, social and economic outcomes for all New Zealanders; more benefits, and fewer dis-benefits. As it develops, NZSES will give New Zealand a competitive advantage as a sporting events nation.

## Sports organisations and other event organisers

NZSES is designed to help NSOs and their members, RSTs, and other sporting event organisers to develop the way they think about, plan for and execute their events. It is designed to help them achieve greater success with individual events (large or small) and with their overall event portfolios.

## Central and local government

Local authorities and their agencies and central government and its agencies have interests in and roles in decision-making about sporting events, investment in sporting events and the successful delivery of sporting events. NZSES is designed to help central government and local government to achieve more of the outcomes they want from sporting events, and help event organisers to achieve better outcomes from government.

## Funders

Sporting events commonly rely on funding from central or local government and from commercial sponsors, community trusts and others. NZSES will help event organisers to prepare better funding proposals. It will also inform and aid funders with their decision-making processes.



# IMPROVING OUTCOMES

## Mega and Major

### A LEADERSHIP FUNCTION

To help New Zealand to obtain better outcomes from Mega and Major (sporting) Events (MME), the system clearly identifies leadership responsibilities and ways that stakeholders can work proactively together to ensure the highest-quality planning, leadership and controls.

### CLEARER ROLES AND BETTER COMMUNICATION

Because MME require the engagement of multiple agencies and organisations, the system includes the clarification of roles and the establishment and maintenance of lines of communication.

### A HEIGHTENED FOCUS ON FUNDING AND INVESTMENT

The system improves decision-making about funding and revenue for MME because of its orientation towards investment for sporting, social and economic outcomes and by establishing better funding relationships.

### SHARED KNOWLEDGE AND EXPERTISE

The system includes building a best-practice body of knowledge and a network of expertise that can be accessed to ensure better outcomes.

### IMPROVED CAPABILITY

The system includes learning and development programmes to help build the sports sector's MME capability and so deliver the full spectrum of outcomes.

## Regional and Community

### SYSTEM CONNECTIONS

To enable New Zealand to obtain better outcomes from its Regional and Community (sporting) Events (RCEs), the system identifies subject matter experts and resources that can help.

### BETTER COMMUNICATION

To enable TLAs, RSTs and others to establish and achieve RCE outcomes more easily, the system includes help with establishing and maintaining lines of communication and the sharing of information.

### ADVICE ON FUNDING AND INVESTMENT

By providing specialist advice on effective, outcome-driven investing in RCEs, the system enables better funding applications and supports funders in making decisions.

### SHARED KNOWLEDGE AND EXPERTISE

The system includes building a best-practice body of knowledge and a network of expertise that can be accessed to ensure better outcomes.

### IMPROVED CAPABILITY

The system includes learning and development programmes to help build the sports sector's RCE capability and so deliver the full spectrum of outcomes.







# THE SIX LIFE STAGES OF EVERY SPORTING EVENT

Every event, no matter its scale, evolves in a similar way. The success of every event — the extent to which it achieves the desired outcomes — depends on how successfully each stage of its lifecycle is executed. NZSES builds excellence into New Zealand's sporting events at every stage.

IDEATION

ASSESSMENT

ESTABLISHMENT

PLANNING

DELIVERY

REVIEW

## Ideation

Identifying the strategic concept for the event, developing designs or targeting strategic events to bid for.

## Assessment

Identifying the potential outcomes. Deciding whether or not to pursue the event. Feasibility, business case and leverage and legacy potential.

## Establishment

Bidding, securing funding or investment and contracting. Establishing governance and monitoring.

## Planning

The detailed design and operational planning for the event. Risk management and leverage and legacy.

## Delivery

Staging the event. Creating the experience. Delivering the outcomes.

## Review

Evaluating the success of the event. Were the outcomes achieved and if not, why not? What was learned?



# NZSES COMPONENTS

1. Mega and Major (sporting) Events (MME)
2. Roles and communication
3. Funding and investment
4. Knowledge and expertise
5. Capability
6. System connections
7. System management

## 1. Mega and Major Events (MME)

Recognising their greater value, complexity and risk, MME have been included as a separate component. Achieving effective collaborative leadership across all stages of these events is essential.

The priorities are:

- Creating a shared vision among stakeholders of the potential for MMEs to deliver sporting, social and economic outcomes for New Zealand.
- Formalising and improving working relationships between key MME stakeholders.
- Developing an event prospecting process to deliver a 10-year event plan that delivers the outcomes we want.
- Developing sporting MME investment criteria and decision-making processes and influencing a shift to investing for outcomes.
- Improving sporting MME risk management whilst simplifying processes.



## 2. Roles and Communication

Every sporting event depends on the collaboration of multiple stakeholders, and the larger the event, the greater the number of stakeholders and the more complex event management becomes. To help New Zealand achieve better outcomes, NZSES engages stakeholders, clarifying and agreeing strategies and roles regarding sporting events and enabling better communication.

The priorities are:

- Agree areas of partnering and collaboration between key stakeholders.
- Provide channels for communication and forums for collaboration.
- Influence NSOs, RSTs and TLAs to have dedicated event strategies.

## 3. Funding and Investment

For most sporting event organisers, achieving the right financial outcomes can be one of the greatest challenges. NZSES will assist by engaging with funders (central and local government, charitable and gaming trusts and corporate sponsors) to grow awareness of the various outcomes that sporting events can achieve and to help them to better assess funding applications. NZSES also helps event organisers to prepare funding applications.

The priorities are:

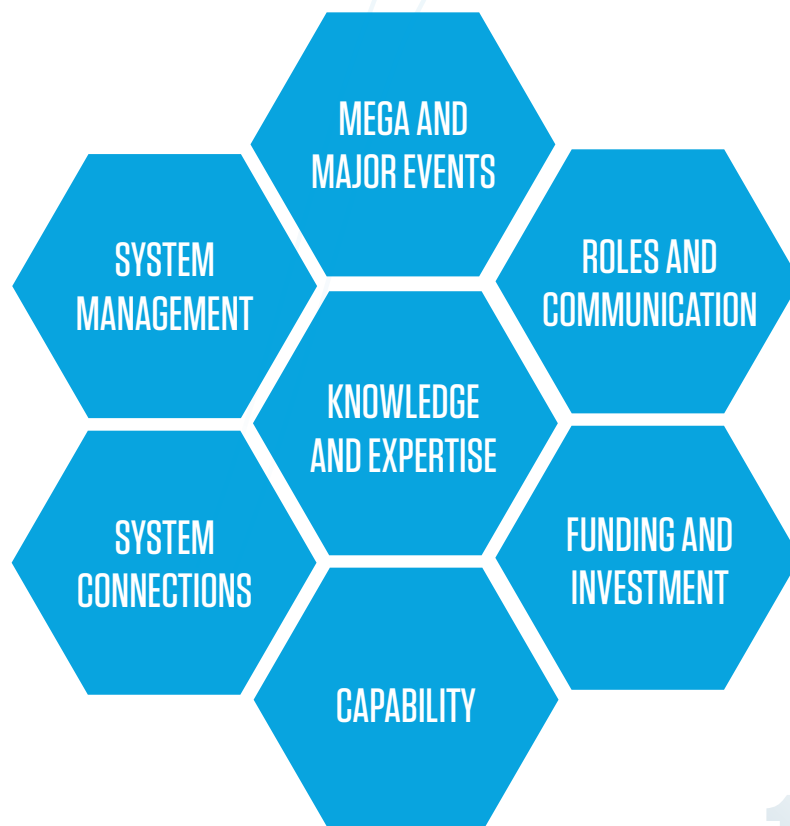
- Providing better information and analysis for funders/investors and event organisers.

## 4. Knowledge and Expertise

At the heart of NZSES is knowledge and expertise: ensuring that all those involved in sporting events in New Zealand have access to best-practice tools, resources and expert support to help them strengthen their events.

The priorities are:

- Developing best-practice tools and resources.
- Developing a best practice guide to effective leverage and legacy.





## 5. Capability

NZSES goes beyond providing access to knowledge and expertise, it takes a proactive role in building event capability in the sports sector and the identification and development of world-class event leaders and volunteers.

The priorities are:

- Developing a world-class bidding capability, including an international lobbying strategy with a focus on SportAccord.
- Enabling better strategic event planning capability within NSOs and RSTs.
- Developing best-practice learning opportunities.

## 6. System Connections

Part of the NZSES system is ensuring that stakeholders understand the system and can access people or resources they need.

The priorities are:

- Providing information and opportunities to connect.
- Developing a communications plan around NZSES.

## 7. System Management

The aspiration is for NZSES to be a world-leading sporting events system. In order to achieve this, the system will be benchmarked against the sporting events systems of other nations and continually improved.

The priorities are:

- Investing in NZSES to ensure it becomes and remains a world-leading system.
- Improving and aligning sports regulatory and event risk management processes.



# SPORT NZ'S APPROACH

## 2014

- Develop an MME selection criteria framework, with clear philosophies, principles and targets
- Develop an initial 10-year prospecting plan that is supported by NZ Inc agencies
- Develop Sport NZ guidelines on best-practice strategic planning for events
- Influence the development of a better Major Events Development Fund (MEDF) investment strategy
- Influence the development of better MEDF processes/ policies/ decision-making
- Conduct a stocktake of key stakeholder event strategies
- Develop partnership Memoranda of Understanding (MOUs), starting with ATEED and Ministry for Business, Innovation and Employment (MBIE)
- Formalise the Sport NZ partner planning process (targeted NSOs and RSTs) to include events
- Develop Sport NZ criteria for feasibility and leverage and legacy investment
- Develop a Sport NZ world-class bidding and international lobbying strategy, to include clear direction on Australia and SportAccord opportunities

## 2015

- Develop a Sport NZ best-practice guide to event feasibility
- Develop a Sport NZ best-practice guide to leverage and legacy
- Support NZ Inc agencies to develop dedicated event strategies aligned to the MEDF strategy and processes
- Develop 10 further MOUs with key event stakeholders (LTAs, funders, NSOs)

- Support five key stakeholders to develop dedicated event strategies
- Review the event strategy in light of the new Community Sport and Recreation team strategy
- Develop a plan to address national event risk management processes including resource consent, H&S, traffic management and cost

## 2016

- Review the need for a dedicated fund for sporting events separate from MEDF
- Develop 10 further MOUs with key event stakeholders (LTAs, funders, NSOs, RSTs)
- Support five key stakeholders to develop dedicated event strategies
- Develop a capability plan to identify and develop world-class event leaders and volunteers
- Full review of the New Zealand Sporting Events Strategy

## ONGOING

- Provide expert advice and influence with the goal of having a world-leading system
- Develop research, best-practice tools and resources and learning to support a world-leading system
- Develop a communications plan supporting the changes and advocating for a world-leading system
- Maintain a dynamic 10-year prospecting plan that is supported by NZ Inc agencies
- Consistently apply and invest in world-class feasibility and event assessment processes (MME)
- Undertake contract management, monitoring, reporting on sporting events, with interventions as needed (MME)







# THE EVENT SPECTRUM

## MEGA

- International event
- Reputationally critical to New Zealand
- Worldwide media exposure
- Geographically spread
- International and national participants
- International and national spectators
- Multiple agency involvement
- Significant central and local government funding
- Special-purpose vehicles in central and local government created
- Significant sporting, economic and social benefits for New Zealand
- For example: Rugby World Cup 2011

## MAJOR

- International event
- Significant NZ-wide and international media exposure in markets of interest
- A single region or city and important to that brand
- National and international participants
- Mainly national spectators
- Has central and local government funding
- Central and local government engage via a lead agency
- Significant sporting, economic and social benefits for New Zealand
- For example: Winter Games

## REGIONAL

- National or local event
- A single region or city and important to that brand
- Mainly regional media
- National and local participants
- Mainly local spectators
- Funded regionally
- Local organising committee leads
- National sporting benefits, regional economic and social benefits
- For example: Tour of Southland

## COMMUNITY

- Local event
- A single city or town
- Local participants
- Local spectators
- Funded locally
- Regional sporting and social benefits
- For example: Round the Bays





# EVENT PROSPECTING PLAN (MME)

## What is the need?

The purpose of the NZSES is to generate more of the benefits that New Zealanders want from events, where the benefits can be generated more cost-effectively and efficiently than through other options.

In order to deliver the NZSES we need to develop a plan that will:

- Deliver the greatest collective return for Kiwis across the full set of benefits
- Deliver mission-critical strategic benefits for stakeholders, these being significant levels or types of benefit that stakeholders want and that are best delivered by an events-led approach
- Identify and target the events that best deliver the benefits
- Ensure that the right capability and tools are in place for success
- Ensure that the plan is supported by key stakeholders.

## What is the prospecting plan?

The prospecting plan will identify key event targets and strategies to secure them. It will result in a 10-year rolling calendar of the highest yielding MME being secured for New Zealand.

The plan will ensure that:

- The portfolio of events produces the most value across the wider set of benefits that Kiwis want, supported by clear targets
- The measurement of benefits is standardised across all key stakeholders
- Mission-critical outcomes sought by key stakeholders are prioritised
- A partnership approach is adopted, ensuring that stakeholders are strategically aligned.

## How will the prospecting plan be delivered?

The prospecting plan will be delivered by Sport NZ:

- In partnership with key stakeholders and decision-makers
- By developing MME selection criteria framework, with clear philosophies, principles and measures, that is supported by NZ Inc agencies
- By identifying the preferred events to pursue
- By providing bid strategy expertise, capability and resourcing to secure the targeted events
- By maintaining a high-quality 10-year calendar of secured events.

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New Zealand Government

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