

# STRATEGIC PLAN

2017-2020



HIGH PERFORMANCE  
SPORT NEW ZEALAND

# INTRODUCTION

“When we see New Zealanders competing and winning on the world stage it unites us as a nation, and inspires youngsters to get out and participate in sport. We have a world-leading high performance system, led by High Performance Sport New Zealand. Its uncompromising culture of excellence and dedication to providing world-class support means Kiwi athletes will be able to perform to their full potential and continue to make us proud.”

*Hon Dr Jonathan Coleman,  
Minister for Sport and Recreation*

The Government invests in high performance sport for the many benefits it brings to the whole country, including the national pride we feel when we see New Zealanders standing on the podium. Our most successful athletes act as role models, and their performances add fuel to the dreams of others. They also inspire other New Zealanders to be successful, whether this is in sport or other endeavours. Having New Zealanders winning on the world stage builds identity and promotes New Zealand as a successful nation internationally.



This Strategic Plan 2017-2020 sets out the strategy to achieve our vision of *More New Zealanders winning on the world stage*.

It is for this purpose that High Performance Sport New Zealand (HPSNZ) was established in 2011—to create a performance-driven, athlete-focused and coach-led system, which provides athletes with world-class support services and facilities, so they can focus solely on performance. We work collaboratively with partners, harness world-leading best practice and, as a one-stop-shop, are able to respond quickly and decisively to meet the needs of our athletes. This gives us a competitive advantage over other nations.

The foundation for this system was laid by the three organisations which merged to create HPSNZ as a wholly owned subsidiary of Sport New Zealand, the Crown agency that oversees sport and recreation in New Zealand. HPSNZ and Sport NZ work closely together to ensure there is an integrated pathway from community to high performance sport.

We also work closely with our key partners, including national sport organisations (NSOs), the New Zealand Olympic Committee, and Paralympics New Zealand.

This plan has been developed in consultation with key stakeholders, both internal and external to HPSNZ, who share and contribute to our vision of *More New Zealanders winning on the world stage*. Our collective efforts will be required to build and sustain New Zealand as a leading sports nation.



# STRATEGIC PLAN 2017-2020

## VISION

Inspiring the nation through more New Zealanders winning on the world stage at Olympic/Paralympic Games and World Championships with a focus on targeted sports

## MISSION

Creating a world-leading, sustainable high performance sport system

## PHILOSOPHY

Performance-driven, Athlete-focused, Coach-led

## VALUES

### Excellence

Challenge and be challenged  
Achieve highest international standard  
Continuous improvement  
Solutions-focused, without compromise

### Integrity

Build trust  
Earn mutual respect  
Deliver on expectations  
Be open and honest

### Collaboration

Purposeful integration  
Understanding roles and impact  
Aligned to priorities  
Right people at the right time

## OUR MANDATE

To lead the high performance sport system in New Zealand, working in partnership with national sport organisations (NSOs) and key stakeholders by:

- Allocating resources to targeted sports and athletes
- Delivering world-leading support to impact NSO, coach and athlete performance
- Constantly striving to outperform international benchmarks



# STRATEGIC DRIVERS

## People

Retain, develop and attract people who can provide sustained world-leading support to enhance NSO, coach and athlete performance. Excellence in governance and leadership.

## Culture and Environment

Provide an HP environment and promote a culture of excellence through our people, resources and facilities.

## Planning and Monitoring

Use world-leading needs analysis, planning and monitoring to enhance performance.

## Immersion and Integration

Engage and embed support in sports and campaigns with the capability and knowledge to impact performance.

## Innovation

Proactively develop and apply world-leading innovations to create a competitive advantage for New Zealand.

## Intelligence

Capture and leverage knowledge, learning and world-leading best practice across the HP System to enhance performance.



# KEY GOALS

We drive repeatable success at a level and breadth that is optimal for New Zealand's size, affordability and talent pool – realizing the true potential of the HP system.

## 1

### Podium Performance

Achieving podium performance results as measured by:

- Medals at 2020 Tokyo Olympic Summer Games: 16+ with greater focus on gold medal conversion
- Winning at World Championships in invested non-Olympic sports
- Medals at Olympic Winter Games: 1 in 2018
- Gold medals at Paralympic Summer Games: 10-14 in 2020
- Gold Medals at Paralympic Winter Games: 1 in 2018

## 2

### System Sustainability

Achieve a sustainable high performance sport system capable of constant improvement through collaborative leadership, investment and resource allocation as measured by:

- Percentage of targeted NSOs, coaches and athletes that say HPSNZ support and training environment positively impacts performance
- HP programme KPIs achieved by targeted NSOs
- Increased capability and capacity of targeted NSOs
- Number of New Zealand athletes and teams placed in the Top 3, Top 5 and Top 8 in the world in Olympic disciplines; Top 3 and Top 5 in Paralympic disciplines
- Number of development athletes in targeted sports' evidence-based pathways tracking towards senior medal-winning performances

## 3

### Aspiration

New Zealand is internationally recognised as having one of the world's leading high performance systems



# STRATEGIC HP INVESTMENT AND RESOURCE SUPPORT

HPSNZ allocates strategic investment and resource support to a balanced portfolio of medal capable sports and athletes to optimise system outcomes.

## PRINCIPLES

- Performance-based system which focusses on HP processes and is accountable for outcomes
- Targeted and top down that prioritises resources to NSOs and Campaigns with the greatest probability of success
- Tailored based on need and impact
- Balances the aggregated NSO needs with system leadership responsibilities
- Maintains a rigour on priorities and resourcefulness
- Enables alignment and an integrated system approach
- Sports and campaigns 'earn the right' to investment



## PRIORITIES

- Sports and athletes that are medal capable at the Olympic Games (Summer and Winter)
- Sports and athletes that are gold medal capable at the Paralympic Games (Summer and Winter)
- Non-Olympic invested sports that can win at World Championships



# KEY STRATEGIC PRIORITIES

1

Lead a highly effective high performance system that ensures resources are targeted and prioritised to deliver performance outcomes

- Maximise high performance outcomes through optimal allocation of investment and other resources to targeted podium potential sports and athletes.
- Drive for effectiveness and efficiency in the high performance system and HPSNZ operations, ensuring maximum use of resource with minimal duplication.
- Implement an evidence-based approach to the monitoring and evaluation of programmes and campaigns to ensure resources are enhancing performance.
- Ensure we retain, develop and attract people who can provide sustained world-leading support.
- Lead the broader high performance system through the delivery of initiatives to address system-wide issues as well as connecting, sharing and informing NSOs, NZOC and Paralympics NZ on HP good practice.

2

Work in partnership to increase the stability and high performance capability of NSOs

- Enhance capability and capacity within sports to meet the changing requirements for winning performance so they are increasingly self-reliant and support their athletes to win consistently.
- Partner with Sport NZ to collectively enhance organisational development support to prioritised HP NSOs in governance, leadership/management and finance to provide stability to enable ongoing HP success.
- Work closely with NSOs to evaluate their high performance programmes and identify opportunities to impact performance.
- Provide consulting and expert technical support to targeted podium potential sports to increase capability and athlete performance.
- Ensure world-class high performance planning and preparation for targeted sports and medal potential campaigns.

3

Partner with NSOs to build world-leading coaching and high performance programme leadership

- Prioritise coaching and create the environment for high performance coaches to provide athletes with the coaching they need to win.
- Grow the coaching and leadership capability of coaches.
- Develop a collaborative HP coaching community that supports coaches, encourages cross sport learning and grows New Zealand's coaching knowledge.
- Enhance individual and collective leadership capability to improve the connectedness and performance sustainability of the New Zealand system.
- Support NSOs to build the environment to attract and retain the key HP people.





4

Deliver world-leading performance support for our athletes and coaches

- Work in partnership with NSOs to enable a positive impact on athlete and coach performance.
- Create, challenge and influence performance by provision of world leading performance knowledge, experience and support.
- Deliver athlete-focused support to enable athletes to maximise their potential and achieve at pinnacle events.
- Use innovative practices to go beyond existing knowledge.
- Achieve sustainable success by developing our people and monitoring their well-being, creating specific pathways and ensuring robust recruitment and retention strategies.

5

Enhance the daily training and competition environments

- Provide an appropriate high performance training, performance and recovery support environments to meet the requirements of elite sport.
- Sustain a professional high performance culture and immerse athletes in a HP environment.
- Create a world-leading high performance environment in performance hubs where there is a critical mass of targeted athletes.
- Partner with NZOC, Paralympics NZ and NSOs to create performance environments at the Olympic and Paralympic Games.

6

Strengthen high performance athlete development systems

- Support NSOs to develop effective high performance athlete development (HPAD) systems and pathways to deliver the number and quality of athletes required to meet or exceed future medal targets.
- Assist NSOs to ensure appropriate developmental experiences for pathway athletes, including competition.
- Lead and support a better understanding of HPAD across the high performance system focused on growing capability.
- Work collaboratively with Sport NZ to improve whole of sport pathway alignment.

7

Lead an integrated and robust innovation, technology and knowledge programme to drive increased performance

- Ensure resources are effectively allocated to develop and implement innovation and technology solutions to improve athlete performance.
- Ensure a network of innovation expertise is harnessed to provide solutions to improve athlete performance.
- In partnership with sports, coaches and athletes, develop and deliver applied innovation projects to solve performance issues.
- Improve collective NSO capability in pinnacle event learning to enhance decision-making and uncover cross-sport insights.
- Implement longitudinal tracking to uncover predictors of performance and enhance learning for athletes and coaches.





# THE HPSNZ BOARD AND MANAGEMENT TEAM DELIVER THE HP STRATEGY THROUGH ITS FOUR ORGANISATIONAL PILLARS

## ORGANISATIONAL PILLARS

1

**PERFORMANCE  
& STRATEGIC  
INVESTMENT**

Optimise investment to achieve HPSNZ's medal objectives and work strategically with NSOs to enhance world-leading high performance programmes

2

**ATHLETE  
PERFORMANCE  
SUPPORT**

Delivering world-leading support to impact NSO, Coach and Athlete Performance

3

**CAPACITY  
AND  
EXPERTISE**

Enhance the capability of New Zealand's high performance sport system to create sustainable world-leading success

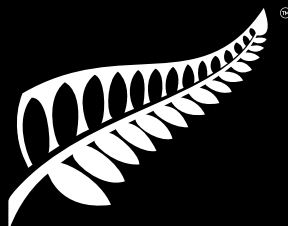
4

**BUSINESS  
OPERATIONS**

Optimise HPSNZ's financial and operational performance to ensure that resources are targeted to impact world-leading performance

Strategy updated February 2017





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