

SPORT NZ GROUP STRATEGIC PLAN 2015-20





Introduction

New Zealand has a world-leading sport system, with high rates of participation by both young people and adults, and an enviable record of winning on the world stage. It all stems from the way sport is ingrained in our culture and the sporty childhood enjoyed by Kiwi kids.

This wonderful sporting heritage we've all been fortunate to inherit is certainly something to celebrate. But we also know that it's under threat from societal changes and global trends towards inactivity. The face of New Zealand is changing. The way people want to engage in sport is changing. And winning on the world stage is getting harder and more expensive.

So, if we don't act now, our sporting culture, and all of the benefits it provides to New Zealand and New Zealanders, could be lost. And as many countries are now finding, once gone, it's just about impossible to get back.

Protecting this sporting heritage is a big job. And it'll take more than the efforts of Sport NZ alone. It will take the collective efforts of everyone who makes sport happen at every level around the country.

At Sport NZ we have a clear, compelling vision for the future – for New Zealand to be the world's most successful sporting nation. This means not only sustaining what we currently have in terms of participation and high performance success, but delivering bigger, better outcomes for sport and for the country.

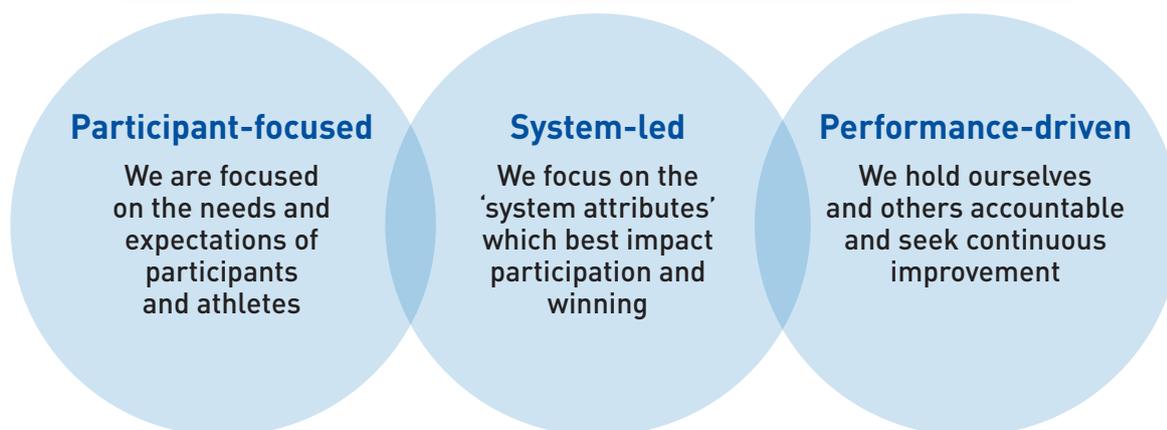
We'll still be focused on getting more Kiwis, especially kids, into sport, and producing more winners on the world stage. But we're making changes to the way we do it. It's crucial that we meet the changing needs of participants, so we will change our approach to focus on demand – what today's participants want – rather than what the sport system has traditionally supplied. And we will prioritise our work around the areas of the sport system that can best impact participation and winning. If we are to achieve this, we must hold ourselves and others accountable for both the investment we get and the impact we make. We will encourage all those who lead and deliver sport to lift the bar – we will be performance-driven.

We are challenging ourselves and all those in the sport system to raise the bar. We must be bold – there is too much to lose. We all need to play our part in ensuring sport continues to be a part of who we are as New Zealanders. We are inviting all those who support this vision to join us.

This Strategic Plan

This Strategic Plan covers all areas of the Sport NZ Group's work – young people, adults and elite athletes. The Sport NZ Group (the Group) – comprises Sport NZ and its wholly-owned subsidiary High Performance Sport NZ. The Group strategically leads the sport system from grass roots through to high performance and ensures there is an integrated pathway. This Strategic Plan charts a course for the next five years, to ensure Kiwis continue to both participate and win in sport, and that sport enriches lives and inspires us.

Our strategic approach



Participant-focused

Participants are at the heart of our strategy – whether they're Kiwi kids just starting on the sporting pathway, club members or gym-goers, weekend warriors, rising stars or established high performance athletes. We will focus on gathering insights to support the system to provide sporting experiences to meet the changing needs of participants at all levels.

We believe sport can enrich lives regardless of age, gender, ethnicity or ability, so we will continue to encourage participation by traditionally lower-participation groups such as women, older people, Pacific and Asian peoples and those with disabilities, and to promote sport and recreation in a way that is appropriate to Māori.

System-led

A key tenet of coaching sport is that if you focus on the process, the result will look after itself. We believe the same to be true of our sport system.

The New Zealand sport system is dynamic and complex with lots of moving parts. It's helpful to consider that in a system like ours, those processes are embedded within five attributes:

- **Environment** – the context the system operates within
- **Intelligence** – knowledge, and its application by people in the system
- **Capability** – people and organisations within the system
- **Connectivity** – sharing and collaboration across the system
- **Resources** – financial and physical 'inputs' to the system

So instead of focusing solely on the results – more kids, more Kiwis, more winners – we will focus on the attributes that have the greatest impact on these. If we get these right, we're confident the results will follow.



Performance-driven

As leaders, we will hold ourselves and others accountable for our impact on the system through robust and timely measurement. We will ensure there is a clear return on investment for all money we receive and invest. We will maximise the financial and operational performance of our own business, of partners we invest in, and of the system, to ensure we provide the maximum possible value to New Zealanders. We will encourage all those in the system to strive for continuous improvement.



Focus areas:

Sport and recreation will take place in communities all over the country in many different ways, at many different levels and with the support of many different groups and individuals. We will encourage and support it all; however, we will focus our investment and resources in the areas of the system where we can make the most difference.

We believe that if New Zealanders are to continue to participate and win in sport all young people must develop the skills and confidence needed for lifelong involvement. We need strong clubs and strong competition pathways, and we need to reduce barriers to participation. And we need Kiwis to continue to win on the world stage, so future generations are inspired to do the same.

Our focus areas are:

1. **Young people:** Developing a love of sport at an early age is more likely to encourage a lifelong participation habit. A focus on developing physical, social and emotional skills through a 'physical literacy approach' will ensure all Kiwi kids have the skills and opportunities they need to be involved in sport for life.
2. **Local delivery (particularly in low-participation communities):** The opportunity exists to increase sport uptake by improving local delivery. We will identify and prioritise population groupings where there is low or declining participation, and where barriers to greater participation exist.
3. **Competitive sport (including talent identification):** The preservation of our sporting heritage and high participation rates will be dependent on our ability to sustain numbers of people participating in traditional sport competition structures and pathways, so this will continue to be a focus.
4. **Leading high performance:** To have the best chance of success, athletes need world-leading programmes, support services and facilities, so they can focus solely on performance. We will work with targeted sports, athletes and teams, and will be performance-driven, athlete-focused and coach-led.



Our role in the system

The Sport NZ Group has oversight of the complete sporting system, from grass roots through to high performance. The Group is comprised of three business arms – a wholly-owned subsidiary High Performance Sport New Zealand (HPSNZ), a Community Sport Team and a Group Strategic Support Team. Together we Lead, Enable, Invest and Deliver for our world-leading system.

LEAD – having a clear vision for the future of New Zealand sport; understanding the mega-trends that impact the sport system; having an overview, and understanding, of our unique New Zealand system and advocating for those in it; championing the value of sport; facilitating engagement across the system and with communities of interest to foster collaboration and unlock thinking.

ENABLE – developing and improving the five attributes of the sports system through the provision of world-leading specialist advice and resources, so they are better able to meet the needs of participants and athletes; connecting our partners to influencers and working with them to increase their capability; supporting partners facing challenges.

INVEST – investing, and co-investing, smartly for results in high performance and community sport, and across the system.

DELIVER – through HPSNZ, delivering world-leading performance support to targeted athletes and teams.

We will know the 'system' is delivering success when we have:

1. More kids in sport and recreation – as measured by:

- 90% of young people doing at least 3 hours of organised and/or informal sport each week
 - Not less than 60% doing 3+ hours of organised sport each week
 - Not less than 70% doing 3+ hours of informal sport each week.

2. More New Zealanders involved in sport and recreation – as measured by:

- An increase in adult participation*
- An increase in volunteering*.

3. More New Zealand winners on the world stage – as measured by:

- 14+ medals in Rio 2016 Olympics
- 16+ medals in Tokyo 2020 Olympics
- 12 gold medals at Rio 2016 Paralympics
- 10-14 gold medals in Tokyo 2020 Paralympics
- 1 medal at the 2018 Winter Olympics
- 1 gold medal at the 2018 Winter Paralympics
- Winning at World Championships in targeted non-Olympic sports.

4. Progress in all areas of a world-leading sport system

- We will monitor the development of the five system attributes through a balanced scorecard approach.

* Active NZ Survey 2013/14 - 74% of adults took part in sport and recreation in any given week; 28.6% volunteered in sport in the last year.



How we will deliver on our strategic priorities

SPORT NZ GROUP
A world-leading sport system

Community **SPORT**

More kids, More Kiwis

**HIGH PERFORMANCE
(HPSNZ)***
More winners

GROUP STRATEGIC SUPPORT

* High Performance Sport NZ (HPSNZ) was launched in 2011 as a wholly-owned subsidiary of Sport NZ, the Crown agency that oversees sport and recreation in New Zealand. The HPSNZ mandate is to lead the high performance system in New Zealand.



Community Sport Strategy 2015-20

Strategic Outcomes

More kids in sport and recreation

90% of school-aged children take part in 3+ hours of organised and/or informal sport a week

More New Zealanders involved in sport and recreation

An increase in adult participation
An increase in volunteering

Focus Areas

School-aged children

Focusing on 'physical literacy' to ensure all young people have the skills they need to be involved in sport for life, targeting 5-18 year-olds

Local delivery

Improving the connectivity of all those involved in local delivery of sport, particularly in low-participation communities

Competitive Sport

Sustaining the number of people participating in existing competition structures and pathways, including talent development

Strategic Priorities

Insights

Success is a well-informed, participant-focused sporting system at all levels:

- Segmentation
- In-depth research
- Analysis
- Benchmarking
- Best practice
- Case studies
- Sharing
- Innovative solutions

People

Success is a network of skilled people delivering to and supporting participants:

- Coaches
- Teachers
- Parents
- Volunteers
- Young leaders

Spaces and Places

Success is more and better places for New Zealanders to play sport:

- Planning
- Design
- Partnering
- Programming

Partners/providers

Success is a network of capable partners of sport, providing relevant sport experiences:

- Sports hubs
- Community sport capability
- Delivery networks
- Planning
- Local delivery

Pathways

Success is the system providing relevant opportunities and integrated experiences to participants that encourage ongoing engagement:

- Physical literacy
- Life-stage learning
- Competitions
- Talent development
- Pathway to podium

High Performance Sport NZ Strategy 2013-20

Strategic Outcomes

More winners on the world stage

14+ medals in Rio 2016 Olympics
 12 gold medals at the Rio 2016 Paralympics
 16+ medals in Tokyo 2020 Olympics
 10-14 gold medals in Tokyo 2020 Paralympics
 1 medal at the 2018 Winter Olympics
 1 gold medal at the 2018 Winter Paralympics
 Winning at World Championships in targeted non-Olympic sports

Focus Areas

Leading high performance

Leading 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 Priorities

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

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

Enhancing the daily training and competition environments (meeting targeted sports' high performance facility needs)

Delivering world-leading performance support for our athletes and coaches

Working in partnership to increase the high performance capability of NSOs

Strengthening high performance athlete development (including talent identification and development)

Leading an integrated and robust innovation, research and technology programme to drive increased performance

Group Strategic Support 2015-20

Group Strategic Support helps deliver strategic projects, with the following priorities:

Championing the value of sport

We will create opportunities to tell the story of sport so its value, to both individuals and society, is understood by all New Zealanders, and its power can be harnessed to provide wider benefits.

System connectivity

We will build strategic relationships with key players in, and outside of, the system. We will create opportunities to bring the right people together and facilitate discussion that better positions us to address problems or take advantage of opportunities.

System capability

We will build the business capability of the system, and of our partners, through the provision of world-leading specialist advice and resources. We will support the development and retention of a quality workforce.

System funding

We will have oversight of all funding into the system to ensure it is aligned, sustainable and used wisely. We will work to increase the financial resources available across the system.

Major and mega events

We will oversee a National Sporting Events System which ensures we host events that can contribute to both our goals and those of wider New Zealand. We will coordinate government involvement in mega events, and support the New Zealand Major Events investment process.

Facilities

To support the priorities in the High Performance and Community Sport strategies, we will oversee a National Facilities Framework ensuring the planning, investment, building and management of sport facilities are best practice and aligned to a national plan.

Group efficiency and effectiveness

We will optimise our financial and operational performance across the Group to ensure we are providing the maximum possible value to the system and to New Zealanders.

Community Sport Strategy 2015-20

High Performance Sport NZ Strategy 2013-20



**SPORT
NEW ZEALAND**

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