

SPORT NZ GROUP

Statement of Intent

1 JULY 2021 - 30 JUNE 2025

Statement of Responsibility

In signing this statement, we acknowledge responsibility for the information contained in the Statement of Intent for the Sport NZ Group. This Statement of Intent has been prepared to meet the requirements of the Crown Entities Act 2004. It outlines for Parliament, Ministers and interested stakeholders the Sport NZ Group's strategic intentions from 1 July 2021 to 30 June 2025.



Bill Moran, MNZM

Chair, Sport NZ and High Performance Sport NZ
24 June 2021



Jason Shoebridge

Deputy Chair, Sport NZ
Chair, Audit Finance and Risk Committee
24 June 2021

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Presented to the House of Representatives pursuant to section 44 of the Public Finance Act 1989.

Foreword

Our role is to work alongside the play, active recreation and sport system to lift the physical activity levels of everyone in Aotearoa and support New Zealanders to win on the world stage in a way that inspires us. In doing this, we believe we will have the greatest possible impact on wellbeing. Building on the mahi (work) that has gone before, and in response to the broad societal changes and challenges we face, we're proud to have launched new strategic plans for both Sport NZ and High Performance Sport New Zealand (HPSNZ) in the past 18 months.

These plans outline our focus areas for the next strategic period. For Sport NZ, this includes improving the activity levels of tamariki and rangatahi, particularly those who are less active and/or do not have equitable access to be physically active. The HPSNZ strategic plan maps out three System Shifts that will enable New Zealand to achieve sustainable success on the world stage.

Responding to and recovering from COVID-19

While the Sport NZ Group has its sights set on the future, we cannot forget the challenges and lessons learned in the past year. The COVID-19 pandemic and nationwide lockdowns had – and in many areas continue to have – a significant impact on the play, active recreation and sport system in Aotearoa New Zealand and around the world. COVID-19 has exacerbated existing, or created new, inequities. We are committed to working with our partners to ensure everyone has access and is able to participate in physical activity in a way that is relevant and meaningful for them and their community.

The global health crisis highlights the importance of health and wellbeing. The benefits of physical activity to our physical health, mental wellbeing and social connections are well known and proven. During Alert Level 4, while levels of physical activity among young people dropped off for a brief period, we saw an increase in adults' physical activity. For many, having no daily commute, or the desire to take a break from online meetings, provided an opportunity for more walking, running or cycling in local areas. Across New Zealand we saw some great innovative approaches emerge during 2020 to encourage more people into physical activity.

The future is positive with challenges along the way

We take this innovation and overall attitude into the next strategic period as we specifically focus on improving the physical activity levels of tamariki, rangatahi and those in communities where participation has been low, such as among women and girls, disabled people and people in high deprivation areas. We have a unique opportunity to reshape the play, active recreation and sport system for a better future. Our future sport system must be equitable and inclusive, empower communities, honour the principles of Te Tiriti o Waitangi, protect the natural environment in which everybody can be active, and prioritise wellbeing.

Responding to and recovering from the effects of COVID-19 will be a significant focus for us during the initial stages of this Statement of Intent, but it's not the only challenge or focus area facing the system. There are a range of social, economic, technological, political and environmental factors that are currently – or have the potential – to impact the system.

Future-proofing the Sport NZ Group

The Sport NZ Group is currently undertaking a review of the governance and organisational structure of Sport NZ and HPSNZ to recommend a fit-for-purpose and cost effective governance, structural and operating model that will allow us to successfully deliver the shared purpose and strategic visions of both organisations. An independent Integrity Working Group is also undertaking a review into what a leading integrity structure for the play, active recreation and sport (High Performance and Community) system in New Zealand could look like. The findings of both reviews will be a significant focus for us over the next couple of years.

Inspiring sporting performances

2021/22 kicks off with the Olympic and Paralympic Games in Tokyo, which is set to be the most challenging in recent history. Supporting our athletes, coaches and staff to compete safely and perform well is a major priority for HPSNZ and Sport NZ. Alongside this, HPSNZ is also embedding the first stages of its new strategic plan, which aims to make a pronounced difference to how athletes, teams and coaches progress through the high performance sport system, ensuring we support people at all stages of their high performance careers.

This also means balancing the requirements of elite sport with the mental, financial and social wellbeing of athletes and coaches. Together, HPSNZ and Sport NZ are increasingly focused on a holistic view of wellbeing and we support the Government's commitment to improving the intergenerational wellbeing of all New Zealanders.

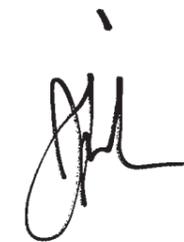
Delivery requires strong partnership

Sport NZ and HPSNZ work closely with a diverse range of partners across the system, who bring knowledge, networks and aspiration to achieve our shared objectives. We greatly value these partnerships, which are integral to our collective success.

We continue to see exciting areas to collaborate with new partners and we're looking forward to working alongside a growing group of passionate partners and advocates in the coming years.



Bill Moran, MNZM
Chair, Sport NZ and High Performance Sport NZ
24 June 2021



Jason Shoebridge
Deputy Chair, Sport NZ
Chair, Audit Finance and Risk Committee
24 June 2021



Raelene Castle
Chief Executive, Sport NZ
24 June 2021



About the Sport New Zealand Group

Who we are

The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand (Sport NZ), its wholly owned subsidiary High Performance Sport New Zealand (HPSNZ), and the New Zealand Sports Foundation Charitable Trust (NZSFACT), in which Sport NZ has a controlling interest.

Sport NZ is a kaitiaki (guardian) of the play, active recreation and sport system in Aotearoa New Zealand. As a Crown entity, 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.

HPSNZ's role is to enable and empower world class sporting performances that inspire New Zealanders, within environments that value wellbeing.

Together, Sport NZ and HPSNZ provide leadership for the system.

Our purpose

Sport NZ and HPSNZ have a shared purpose:

To contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring play, active recreation and sport system.

The system

The system is the collection of organisations, places, people and regulations who directly or indirectly participate, support, contribute to, or influence play, active recreation and sport in Aotearoa.

The system includes central and local government agencies, sport organisations, private and commercial providers, whānau, hapū, iwi, Māori, schools, teams, funders and social groups. The attitudes, knowledge, beliefs and personal objectives that individuals and groups bring to the system is hugely varied and contributes to its overall dynamism.

As the only agency with a national lens, our mandate involves navigating the system to connect and share information, insights and investment between the many agents within the system. Our ability to realise our vision depends on how well the Sport New Zealand Group leads, influences and unites the system.

The play, active recreation and sport sector, is a subset of the system. It includes organisations, individuals and other groups who have a primary focus on the delivery of play, active recreation and sport.

Our partners

The Sport NZ Group works closely with the partners who can make the biggest difference to our play, active recreation and sport system for the greatest number of people. We are increasingly focused on working with partners to reach communities where deprivation means that people are missing out. We also work with partners who support New Zealanders to win and excel on the world stage.

To maximise our impact across the play, active recreation and sport sector, we typically partner with sector representative bodies at the national and regional levels, who in turn provide leadership across their own networks. These include:

- Disability sport and recreation organisations including, the Halberg Foundation, Special Olympics New Zealand and Parafeds/D-Sport
- Iwi who promote Māori participation in sport and active recreation as Māori
- Local and regional Councils
- National Education Organisations
- National Recreation Organisations (NROs), including the Mountain Safety Council and Recreation Aotearoa
- National Sport Organisations (NSOs): the peak organisations for their sport in Aotearoa New Zealand, such as Netball New Zealand or Cycling New Zealand
- New Zealand Olympic Committee
- Paralympics New Zealand
- Regional Sports Trusts (RSTs): a network of 17 community-based organisations around Aotearoa New Zealand who deliver community-level ('grassroots') sport, recreation and physical activity initiatives.
- Women In Sport Aotearoa (WISPA)

Notwithstanding our relationships with national and regional partners, we know the value of 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 wider and deeper connections, increased ownership and improved capability of community providers. This approach means we are open about who we work with to achieve our strategic outcomes.

Success at Olympic Games, Paralympic Games and World Championships in Olympic and non-Olympic sports can only be achieved through a strong system working in collaboration towards common goals. In addition to the NSOs, the partners HPSNZ work with include peak bodies, athlete representative groups, tertiary institutions, high performance facility providers, community organisations and commercial partners.

Our commitment to Te Tiriti o Waitangi

Ihi Aotearoa | Sport New Zealand 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, indeed all New Zealanders, are able to participate and succeed as themselves.

We honour our commitment 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 tino rangatiratanga.

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.

As mainstream providers and solutions are proving less effective for Māori, a different approach is required, which is primarily Māori-based and -driven. This means using a Kaupapa Māori approach, involving new models and modes of delivery and working in partnership with iwi and other Māori providers.

Our engagement with Māori is future-focused and we are strengthening our capacity to understand Māori perspectives in different ways by:

1. Advancing our bi-cultural approach and putting this into practice where an issue is significant for and affects Māori, either now or in the future
2. Building our internal Te Ao Māori capability through our Tū Te Ihi programme to empower the Sport NZ Group to engage in a manner that enhances the mana of all parties and respects Māori tikanga
3. Applying Te Whetū Rehua framework to help play, active recreation and sport providers consider how they might design or adapt activities to be culturally responsive to Māori
4. Evaluating Māori initiatives and collecting data using a Te Ao Māori approach
5. Ensuring greater access for iwi and Māori providers to support and investment, including dedicated funding for new investment and activation approaches.

We support Maihai Karauna (the revitalisation of Te Reo) through a Te Ao Māori approach to communicating with Māori and through the increasing use of Te Reo in our wider communication and documentation.

This strong bi-cultural foundation enables us to reach and support New Zealand's increasingly diverse society.

Legislation and Governance

Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002. HPSNZ is Sport NZ's wholly owned subsidiary, established by the Sport NZ Board in August 2011.

Sport NZ is governed by a board whose members and chairperson are appointed by the Minister for Sport and Recreation. HPSNZ is governed by its own board of directors who are appointed by the Sport NZ Board, following Ministerial approval. The Sport NZ Board is responsible to the Minister for Sport and Recreation and has accountability for the functions of the entire Sport NZ Group.

Managing risk

The Sport NZ Group's risk management arrangements include the Boards' risk appetite, corresponding risk registers, a business continuity plan, pandemic plan and cyber security plan. The Boards receive regular reports of significant risks and risk management mitigations, actions and controls. Staff have risk management resources including a risk management manual, policy and the opportunity to attend risk management workshops. Maintaining risk awareness is an ongoing activity.

Setting the Scene

Active recreation and sport have played an important role in Aotearoa New Zealand culture for generations – but the world is changing.

Globally, physical activity levels are in decline due to a range of social, economic, technological, political and environmental factors, which are outside our area of influence.

The way people choose to engage in sport and physical activity is changing. New Zealand's demographics are also shifting, with implications for the types of sports and activity we want to engage in. People's ability or willingness to participate is influenced by many national and global challenges such as climate change, land use, housing density, urban design, technology, the changing nature of work, and food and healthcare provision.

Many of these challenges also apply to the high performance sport system, alongside others like international governing bodies' rules and politics, doping, match-fixing and athlete welfare.

The decline in participation is steeper among certain communities. Age, gender, ethnicity, disability and deprivation all affect people's participation in physical activity. These are issues we are working hard to better understand and respond to.

Around the world, gender equality, culture, wellbeing and athlete voice are increasingly in focus. Addressing these are critical for improving participant experience, and in turn boosting our levels of physical activity and sporting performances on the world stage.

We know that being more active has significant physical, mental, emotional 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.

We also know that achieving world class sporting performances will mean more people are inspired by high performance sport, enhancing their sense of belonging and connection to Aotearoa New Zealand.

There are several areas and events that we believe are especially relevant to the Sport New Zealand Group and our work over the next four years:

Ongoing recovery from COVID-19

The COVID-19 pandemic has had a major effect on the entire sector, affecting those who participate in and the organisations that provide play, active recreation and sport services.

Sport NZ provided initial relief funding as well as ongoing pandemic-management support and advice to the sector. The Government has also committed \$264m to assist the sector in its short-, medium- and long-term recovery. This will help the sector to achieve three outcomes:

Reset and Rebuild

Short-term support to help sport and recreation organisations respond to the initial impacts of COVID-19.

Strengthen and Adapt

Support the sector to rebuild and make changes to successfully operate post-pandemic.

Different and Better

Reimagine the future through new approaches, ideas and technologies for improved wellbeing through play, active recreation and sport.

In the past year we have ensured the funding supports those requiring immediate relief, including grassroots organisations, professional sports, major events and our high performance programmes and athletes.

Whilst ongoing support for specific COVID-19 related costs will continue, we are now focusing our attention on further strengthening the sector to adapt to change and be more resilient and sustainable for the future. This includes exploring innovative opportunities in collaboration with the wider system to collectively achieve our strategic outcomes and move towards a preferred future.

We are also evaluating the impact of our COVID-19 funding.

Significant pandemic management support and advice to the sector will continue for the foreseeable future, including ongoing collaboration with the Ministries of Health and Business, Innovation and Employment. This largely revolves around the movement of athletes across international borders and hosting international events within the COVID-19 environment.

For high performance athletes in particular, the pandemic has forced most events around the world (including the Tokyo Olympic and Paralympic Games) to be postponed or cancelled. This creates a highly compressed pinnacle event calendar from 2021-2024. We must balance the importance of success in Tokyo (2021) with the need to prepare for Paris in 2024. During this time of significant uncertainty, the wellbeing of athletes, coaches and support staff is paramount.

The long-term effects of COVID-19 on the system and participation are yet to be fully understood. We will continue to monitor how COVID-19 affects children, young people and adult's engagement with and their levels of physical activity.

The pandemic has provided us with a unique opportunity to create a collective vision for the system to increase levels of physical activity and improve performance. We have launched the Futures Project to highlight a range of strategic, systemic and structural issues we wish to resolve to future-proof the play, active recreation and sport system.

Significant upcoming events

With COVID-19 at the forefront of our minds, we are supporting our athletes, coaches, support staff and the wider sector to prepare for significant upcoming events. First, the pending Olympic and Paralympic Games in Tokyo, followed by the Winter Olympics and Commonwealth Games in 2022. Alongside our partners in Government and the sector, we are planning our approach to manage the health, wellbeing and safe travel of everyone involved in preparing for these events.

Looking ahead to 2022 and 2023, we are also excited by the opportunities to host and participate in the Women's World Cups for cricket, rugby and football. As we progress our commitments under the Government's Women and Girls strategy, these are important events to demonstrate our support for women's high performance sport, and to inspire the next generation of women.

Enhancing the integrity of the system

Sport NZ and HPSNZ is committed to supporting organisations to implement best practice to ensure involvement in physical activity is kept safe, fair and inclusive for all. We work closely with others who also play a role in maintaining integrity within play, active recreation and sport, including Drug Free Sport NZ, the Sports Tribunal of NZ, Paralympics NZ, the NZ Olympic Committee, the NZ Police and the Human Rights Commission.

We have established an independent Integrity Working Group to review what a leading integrity structure for the play, active recreation and sport system in New Zealand could look like. The Group is comprised of representatives of the sport and recreation system and people providing leadership of and service to integrity issues in New Zealand.

The Integrity Working Group will recommend an appropriate integrity model for the New Zealand environment, focused on anti-corruption, anti-match-fixing, anti-doping, player welfare, member and child protection.

Fit-for-purpose governance

In April 2021, we launched a governance and organisational review across Sport NZ and HPSNZ to recommend a fit-for-purpose governance, structural and operating model that can most effectively deliver the shared purpose and strategic visions of both organisations, while also offering the best and most efficient support structure for the sector.

We operate inside a sector that is changing, partly due to COVID-19, but also due to the inevitable shift that occurs as we carve our pathway to the future. As a Crown entity, it is important we lead the way in evolving, strengthening and adapting so we can deliver our collective strategic goals now and across the next decade.

Sport NZ Strategic Direction 2032

Our vision: Every Body Active

This means:

1. All tamariki (children aged 5-11), rangatahi (young people aged 12-18) and adults being physically active through play, active recreation and sport.
2. 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.
3. Every New Zealander can access a quality experience at home, within their neighbourhood and across their community.
4. Communities are collaborating, generating ideas, and owning the creation and promotion of opportunities for all New Zealanders to be active.

Outcomes Framework to 2032

Sport NZ is focused on contributing to the wellbeing of New Zealanders through the Living Standards Framework. A whole-of Government view, the framework comprises four capitals (natural, human, social, and financial/physical) that together promote higher living standards and greater intergenerational wellbeing.

By increasing levels of physical activity, we contribute to human and social capital through:

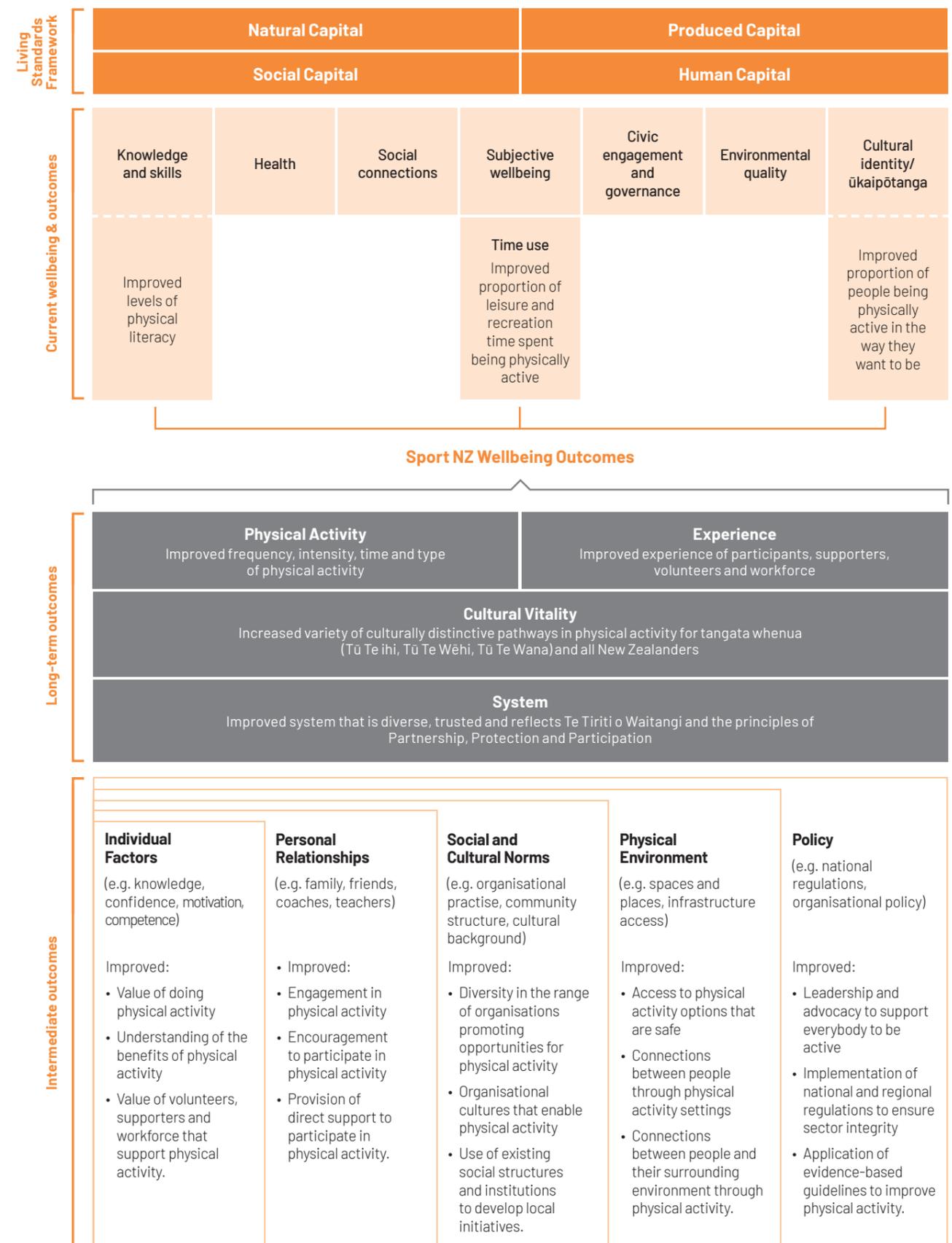
- improved physical and mental health
- creation of social connections
- reflection of cultural identity
- improved knowledge and skills
- aspiration to reach potential.

Sport NZ's Outcomes Framework sets out the thinking and evidence behind the contributions play, active recreation and sport make to the wellbeing of all New Zealanders.

We have four long-term outcomes we are seeking to impact through our investments and initiatives. By 2032, we aim to achieve four outcomes that contribute to wellbeing:

1. Improved frequency, intensity, time and type of physical activity.
2. Improved experience of participants, supporters, volunteers and workforce.
3. Increased variety of culturally distinct pathways in physical activity for all tangata whenua and New Zealanders.
4. Improved system that is diverse, trusted and reflects Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.

The Outcomes Framework is a central component of our 2020-2032 Strategic Direction.



Sport NZ Strategic Plan

To support the delivery of the 2032 Strategic Direction, Sport NZ is following three four-year strategic plans. The current Strategic Plan outlines our target audiences where we are seeking to grow participation and the strategic themes that chart our progress towards our 2032 outcomes. This plan forms the basis of this SOI.

During the next strategic period we continue to focus on improving the activity levels of tamariki (5-11) and rangatahi (12-18), particularly those who are less active and/or do not have equitable access to be physically active, in order to:

- reduce the drop-off in activity levels of rangatahi, particularly among 15-17-year olds
- improve the activity levels of tamariki and rangatahi who are less active, particularly among communities that are facing greater levels of deprivation.

We are doing this because:

- 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)
- 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 on their health and wellbeing 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 previous 2015-20 Community Sport Strategy.

While tamariki and rangatahi are our major focus, we know there are other areas that demand our attention.

These are:

Develop and enhance our leadership position

We have an important role in helping to embed the wellbeing approach into and across the play, active recreation and sporting system, which includes our partners, local and central government, and our international counterparts. We take a holistic view of wellbeing, which includes how we work with and for Māori on our bi-cultural approach, uphold the integrity of the system, and ensure our system is inclusive of everyone, particularly women and girls and disabled people.

Examine the future of play, active recreation and sport

We have established the Futures Project to develop a shared vision for the play, active recreation and sport system. This allows us to build a common purpose across the system and raise collective consciousness of the influence we can choose to have on the future. This in turn, will inform the evolution of our strategic thinking and how we prioritise our effort and investment.

To bring this all together, we are prioritising our work against four strategic themes:

1. A Better Future

We aim to create a relevant, responsive, inter-generational and sustainable system for:

- play, active recreation and sport
- the spaces and places that support them
- the organisations that deliver them.

The Futures Project has led to a shared expression of the characteristics of our “preferred future”. The opportunity now is to develop a shared commitment to action.

Responsibly managing the COVID-19 Recovery Funding is a key part of ensuring a sustainable and relevant system in the future. Funding is being allocated and the impact measured against our investment outcomes:

- Reset and Rebuild
- Strengthen and Adapt
- Different and Better.

3. Valuing Physical Activity

We want to lead the confident, safe, and principled delivery of play, active recreation and sport through:

- promoting physical literacy in schools (Healthy Active Learning)
- sport development and coaching (Balance is Better)
- integrity programme.

We advocate for the value of activity to improve physical and mental wellbeing, social connectedness and academic outcomes. We want our tamariki and rangatahi to have good experiences of play, active recreation and sport, and to value and embed a life-long love of being active. We aim to create and sustain a system that is trusted and operates with high degrees of integrity.

2. Equitable Opportunity and Access

We aim to create an equitable, inclusive and accessible system, focusing foremost on:

- women and girls
- disabled people
- Māori
- tamariki and rangatahi, particularly in areas of high deprivation.

Improving the provision and accessibility of play, active recreation and sport opportunities for tamariki and rangatahi, especially those less active or missing out, is important to us in this strategic period. Initiatives and investments will aim to address systemic issues and structural inequalities that disadvantage Māori, women and girls, and disabled people – three primary areas of focus for diversity and inclusion – alongside our overarching focus on tamariki and rangatahi.

4. Honouring Te Tiriti o Waitangi

We aim to advance the principles of partnership, protection and participation through:

- treaty partnership
- bi-cultural competency
- supporting Māori participation in physical activity.

We will continue our bi-cultural capability journey and provide leadership in building sector bi-cultural capability. Having clarity on how the Treaty Principles can be applied, and what this means for our work with Māori, will strengthen our ability to improve the wellbeing of tangata whenua and all those living in Aotearoa New Zealand.

How we work

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. We do this by focusing on five leadership responsibilities: direction setting, insights, advocacy, collaboration and investments.

We also use the socio-ecological model of behaviour change, which sits at the base of our Outcomes Framework and sets out the determinants of physical activity. It helps us to identify different levers we can use to affect change in play, active recreation and sporting outcomes. We use this to guide our initiatives and investment.

Direction setting

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

Insights

Our investment in research and evaluation enables us to build a greater body of insights, which guides our work and enables us to strengthen partner capability and demonstrate 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.

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.

Investment

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

Measuring our performance

Ultimately, we are working towards achieving the long-term outcomes in our Outcomes Framework. These guide our 2032 Strategic Direction and inform how we measure our performance over the three strategic periods between now and 2032. In line with this, we have broadened our set of performance measures to better demonstrate the full impact of our strategy and how these contribute to our long-term outcomes.

As set out in our Strategic Plan, our focus is on improving the activity levels of tamariki (age 5-11) and rangatahi (age 12-18), particularly those who are less active and/or do not have equitable access to be physically active.

We have three main annual surveys that provide the bulk of our quantitative data and allow us to track our performance.

1. Active NZ surveys around 30,000 children and adults per year to measure nationwide participation in play, active recreation and sport. Active NZ will be in its fifth year in 2021/22 and is now sufficiently mature for us to be able observe and report trends. Active NZ is pivotal for us to measure our progress against our long-term outcomes, particularly levels of physical activity.
2. The Partnership Confidence Survey allows us to gauge the value our partners derive from the services Sport NZ provides. We survey different cohorts of partners each year.
3. The Voice of Participant club experience survey helps NSOs to understand club level player experiences, while the Voice of Rangatahi Survey into secondary schools/kura shows us how rangatahi experience physical activity within a school.

Tracking progress against our four strategic themes is important, as is measuring the results of the COVID-19 recovery funding. We have introduced total estimated subjective wellbeing value into our set of measures and will continue to build this into our reporting framework. In addition, we have a range of indicators to track our servicing and engagement. These include:

- working with our partners to understand the results and impact of our investment
- how our servicing and investment supports our diversity, inclusion and equity goals
- individual programme measures.

At an operational level, to ensure we're performing at our best, we have a series of measures to track organisational health.

During the period covered in this SOI, we continue to develop the 'Sport Social Value Bank' as a means of measuring the wider societal impact of physical activity.

High Performance Sport New Zealand Strategy 2032

Our vision: Inspiring Performance Every Day

This means:

- Everybody in the high performance system – athletes, coaches and support staff – can inspire through their performances: from winning on the world stage in a way that makes us proud, to how they interact with each other and with the wider community as role models and ambassadors.
- Inspiring performance happens all the time, not only at pinnacle events but also in training, through the stories we share and in the day-to-day sacrifices we make to reach our goals.

Realising this vision will mean more people are inspired through their engagement with high performance sport, enhancing their sense of belonging and connection to Aotearoa New Zealand.

High Performance Sport NZ Outcomes Framework to 2032

The current, intermediate and long-term outcomes are in areas where high performance sport has a unique opportunity to contribute to the wellbeing of New Zealanders. These outcomes support the Government's Living Standards Framework to promote greater intergenerational wellbeing for New Zealanders by contributing to:

- enhanced feelings of inspiration and positivity
- a greater sense of connection and belonging to New Zealand.

Looking ahead to 2032, we are seeking to achieve the following long-term outcomes:

1. Increased frequency of winning performances that resonate with all New Zealanders.
2. Increased proportion of people engaging with high performance sport.
3. Increased variety of culturally distinctive pathways in high performance sport for all tangata whenua and New Zealanders.
4. Improved high performance system that is capable and diverse, is trusted and acts with integrity, and reflects Te Tiriti o Waitangi and its principles of Partnership, Protection and Participation.

At the base of the outcomes framework are the three System Shifts we believe are fundamental to delivering the transformation required to create a sustainable, enhanced high performance system between now and 2032.

The Shifts are:

Performance Pathways

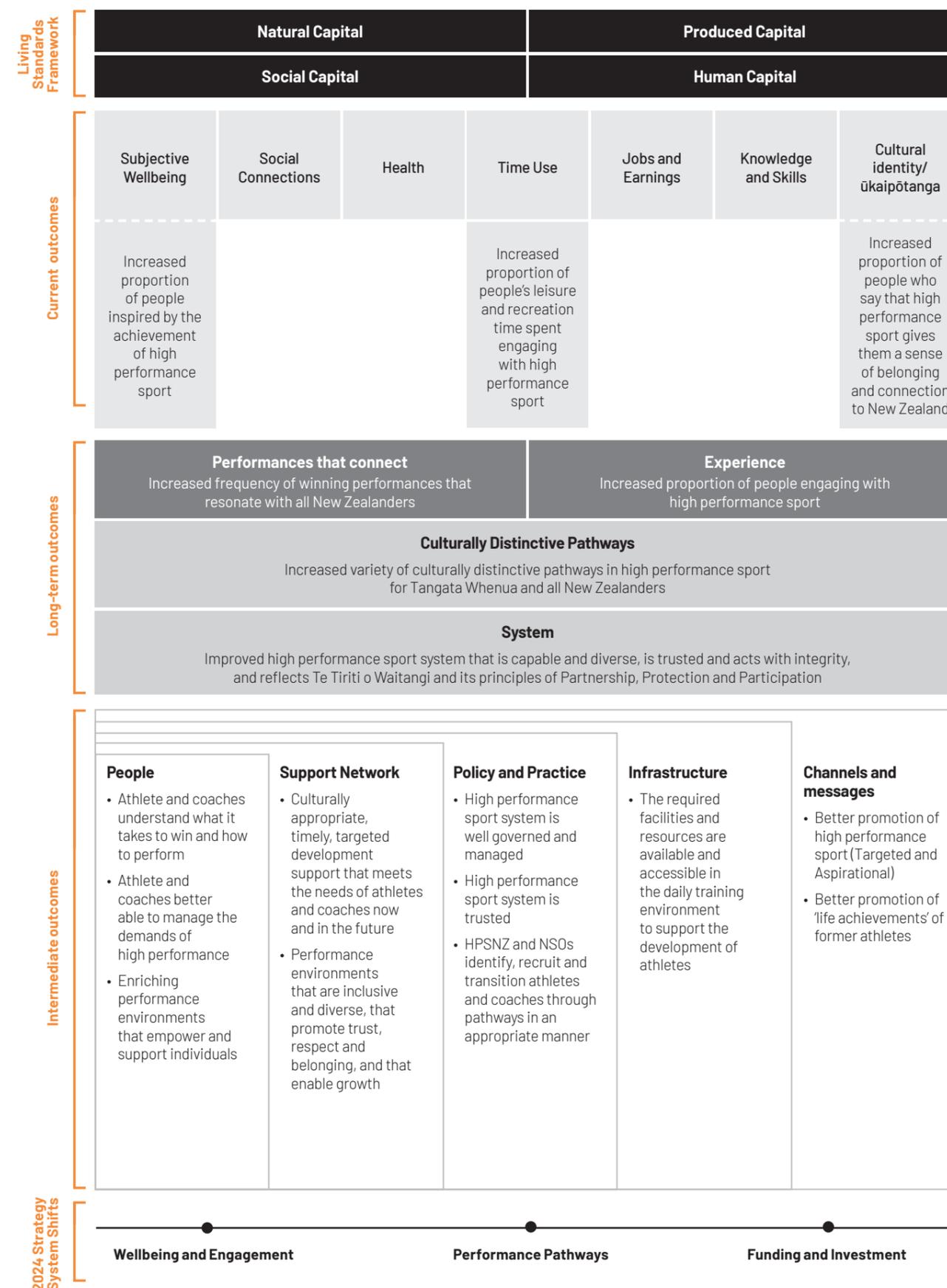
Enhance our competitive advantage by creating pathways for athletes and coaches.

Wellbeing and Engagement

Ensure the requirements of high performance sport and wellbeing can co-exist without compromise.

Funding and Investment

Deliver repeatable and sustainable success.



HPSNZ Strategic Plan

The HPSNZ Strategic Plan is the first four years of a 12-year evolution through to 2032 that intends to deliver a world-leading high performance system, enabling New Zealand to achieve sustainable success on the world stage and continue to inspire New Zealanders.

The strategy focuses on the three System Shifts.

Performance Pathways

Performance Pathways are the anchor point of the strategy and the mechanism to redefine New Zealand's high performance sport system. We will focus on clear, consistent and connected sport-led pathways, with attention on key phases: development, performance and transitions.

Key features include:

- a South Auckland performance hub and regional high performance pods (regional training facilities)
- online research depository and tailored plans to support NSOs innovate
- guidelines and eligibility framework to ensure performance support meets athlete and coach needs.

Goal

Greatly enhanced performance pathways for athletes and coaches delivering an accessible national performance network (national performance hubs and regional performance pods) for the development of future talent, while providing our elite athletes and coaches with the support they need to become world class.

Why?

A truly integrated and clear end-to-end performance pathway will deliver improved talent identification and development, enhanced support for elite athletes and coaches and retain more talent in the high performance sport system following retirement from competition.

Wellbeing and Engagement

We need to ensure there is a common understanding of wellbeing within the high performance context, and a coordinated approach so that the requirements of high performance sport and wellbeing can co-exist without compromise.

We also remain committed to supporting NSOs address the importance of athlete voice and gender equity in high performance sport leadership and coaching roles.

Key features include:

- a programme to address gender imbalance in high performance sport leadership and coaching roles
- capability development programmes for NSOs to enhance culture and performance environments
- provision for wellbeing expertise and initiatives.

Goal

Enriching performance environments that empower and support individuals to reach their potential and enhance their ability to thrive in their sporting and non-sporting lives.

Why?

By prioritising wellbeing and engagement and demonstrating care for the people in the system, we will retain and grow our valuable talent and knowledge base, enhancing our competitive advantage and the likelihood of delivering repeatable success.

Funding and Investment

Our strategy creates a sustainable funding framework that enables athletes to excel on the world stage and reflects the value of high performance sport to New Zealanders.

Key features include:

- an Aspirational Fund to broaden our investment, potentially increasing funding to currently supported sports with longer term potential and enabling investment in other sports for the first time, both of which inspire New Zealanders
- targeted investment in performance outcomes through performance pathways and supported initiatives
- a new base training grant for athletes to help relieve the financial pressures of high performance sport.

Goal

An expanded and more agile funding and investment framework, enabling investment in more sports (including those with culturally distinctive pathways) through an Aspirational Fund, more athletes to be identified earlier and more communities engaged and inspired by New Zealand's success.

Why?

Changing our funding and investment model will enable us to adapt to the changing landscape in sport and the world around us by investing in more sports with the potential to inspire the nation and its communities.

Sport NZ Group Organisational Health and Capability

We know that to reach our strategic direction over the next 12 years, Sport NZ and HPSNZ need to be operating at their best. In addition to tracking our organisational health, we'll be concentrating on a few key areas that are important to the Sport NZ Group.

Advancing our bi-cultural journey

Through Tū Te Ihi, our Māori cultural capability programme, we continue to build stronger Māori cultural capability to empower the Sport NZ Group to engage in a manner that enhances the mana of all parties and respects Māori tikanga. We are also taking important steps to develop a bi-cultural approach to processes and decision-making.

Diversity and inclusion

We know that equity, diversity and inclusion lead to stronger whanaungatanga and improved organisational performance. Across the Sport NZ Group, we remain committed to closing the gender pay gap and are making steady progress towards this through a range of initiatives.

More broadly, we've developed a Diversity and Inclusion Action Plan for 2021-25 that will drive change and build long-term commitment to ensure diversity and inclusion is prevalent throughout Sport NZ and HPSNZ. The four priorities include:

- informed and committed leadership
- attract, retain and build a diverse and inclusive workforce
- enhanced cultural capability through education and engagement
- an organisational culture that fosters a sense of belonging, openness and equity.

Keeping people safe and well

We are continuously improving our health, safety and wellbeing systems, with a goal of ensuring that there are no notifiable events in the workplace. Our regional and national health and safety committees ensure monthly site inspections, training and induction for people using our training facilities, as well as health and safety reminders for staff. Additional measures have been put in place to provide assurances over the health and safety of staff travelling overseas for work, in the current COVID-19 environment.

Ongoing financial sustainability

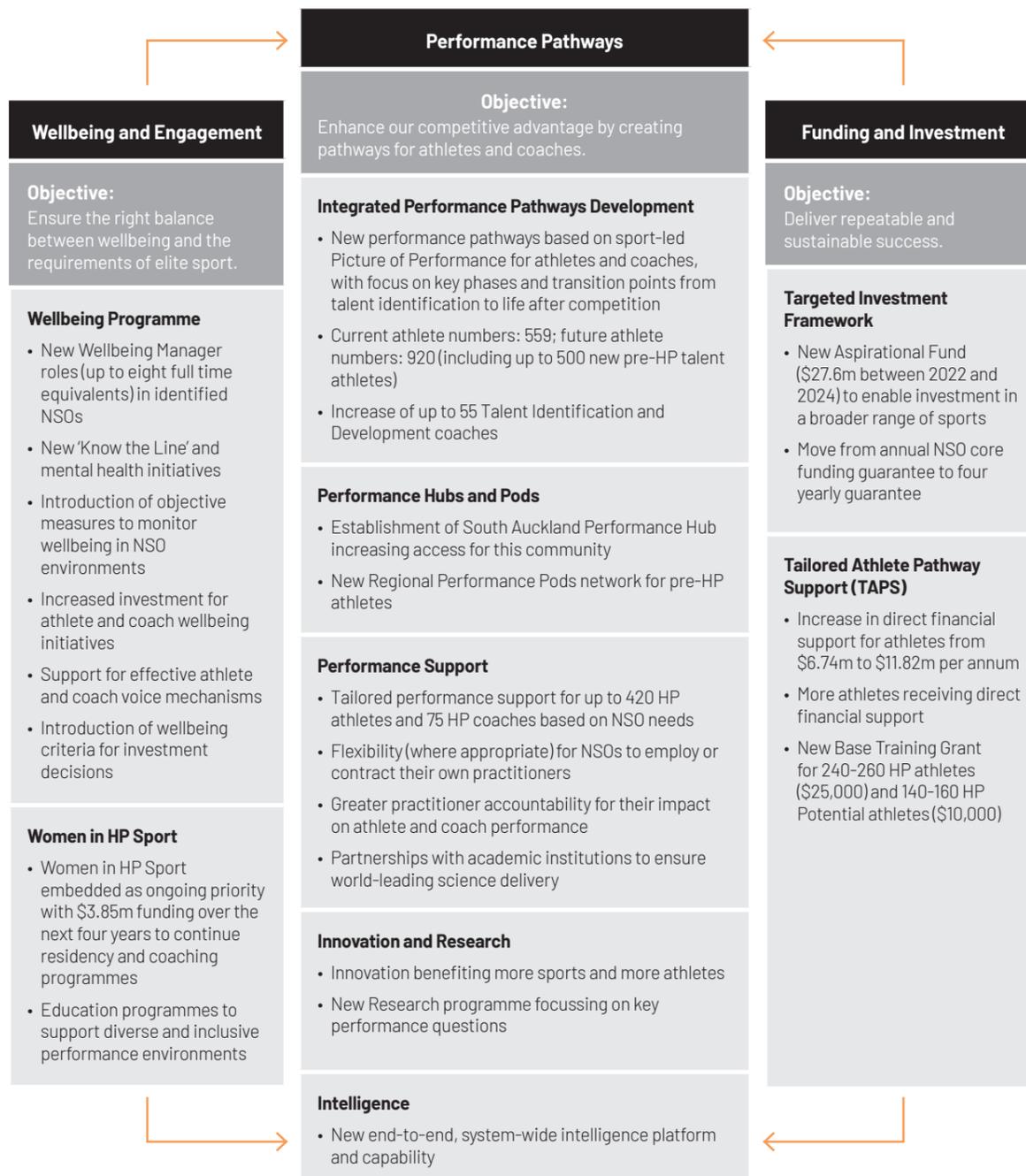
The Sport NZ Group receives annual core revenue through Vote Sport and Recreation. Through Budget 2020, Sport NZ and HPSNZ received an additional \$264m investment into the sector over four years to support our response to and recovery from COVID-19. In addition, Sport NZ receives annual funding from the New Zealand Lottery Grants Board. We are grateful to Lotto NZ and the New Zealand Lottery Grants Board for the continued strengthening of this essential revenue base over the last couple of years. We ensure we are working as efficiently as possible across the Group to maximise the funding across the system. We also look at the return on investment, where it is possible to do so.

Structure and governance

We know that a strong governance and organisational structure will help ensure the Group is in the best position to lead the play, active recreation and sport system. We are committed to the organisational and governance review, which began in April 2021. The purpose of the review is to recommend a fit-for-purpose governance, structural and operating model that can most successfully deliver the strategic visions of both organisations, while also offering the best and most efficient support structure for the sector. In addition to the review, our Boards and leadership continue to monitor and manage risks and performance as we work towards our strategic direction.

Reducing our impact on the environment

The impacts of more extreme weather are increasingly determining where and when sport and recreation can take place, and how people can participate. We are also mindful of the impact of the sports sector on the environment through emissions and other forms of consumption. As a crown agency, Sport NZ is committed to our role of measuring, reporting, and reducing our emissions as part of the Carbon Neutral Government Programme (CNGP).



Wellbeing and Engagement and Funding and Investment support the anchor point of our strategy, Performance Pathways.

Measuring our performance

HPSNZ's updated performance measures and framework concentrates on measures that demonstrate how we're realising our strategy, reaching for our desired outcomes and contributing to the Government's Living Standards Framework.

Our main impact measures include:

- medals and podium results
- non-podium performances such as placings and world rankings
- diversity and inclusion measures
- wellbeing measures for high performance environments
- New Zealanders engaging with and inspired by high performance sport.



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