

HIGH PERFORMANCE
PLANNING AND INVESTMENT
2025-2028

GUIDANCE FOR ASPIRATIONAL SPORTS

For the Investment Period 1 January 2025 to 31 December 2028

VERSION 1.0 – 11 JULY 2024

OVERVIEW

The purpose of this document is to provide planning guidance to National Sporting Organisations (NSOs) who wish to make a submission for High Performance (HP) investment into their sports from High Performance Sport New Zealand (HPSNZ) for the investment period from 1 January 2025 to 31 December 2028 – aligned to the investment criteria for an **aspirational sport**, which is made up of an investment categorisation and the investment decision-making considerations.

HPSNZ INVESTMENT CRITERIA

1. INVESTMENT CATEGORISATION – ASPIRATIONAL SPORT / SUB-CATEGORY: NSO FOCUSED CAMPAIGNS

- **Descriptor:** NSO with one or more campaigns likely to achieve podium success at the pinnacle event in this cycle and at the pinnacle event in the next cycle

Evidence required (seeking some or all of this evidence):

EITHER:

- Strong evidence of tracking towards one or more medals at the pinnacle event in this cycle (Olympic/Paralympic Games) with some evidence of tracking towards one or more medals at the pinnacle event in the next cycle (Olympic/Paralympic Games) – i.e. summer Games 2028 and 2032, or winter Games 2026 and 2030

AND:

- Sport has a history of medal success at pinnacle events (Olympic Games, Paralympic Games, world championships) in the past four to eight years, together with consistent top 8 finishes at those events
 - Athlete depth demonstrated by the performances of development athletes who are five to eight years away from the podium
 - Sport has demonstrated culturally distinctive pathways
 - Sport has demonstrated public engagement within New Zealand
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OR:

- Strong evidence of tracking towards one or more medals at the pinnacle event in this cycle (world championships or Commonwealth Games)

AND:

- Sport has a history of medal success at pinnacle events (world championships or Commonwealth Games) in the past four to eight years, together with consistent Top 8 finishes at those events
- Athlete depth demonstrated by the performances of development athletes who are five to eight years away from the podium
- Sport has demonstrated culturally distinctive pathways
- Sport has demonstrated public engagement within New Zealand

HP Planning Guidance: For HP Investment Submissions for NSO Focused Campaigns, see **Appendix 1**.

2. INVESTMENT CATEGORISATION – ASPIRATIONAL SPORT / SUB-CATEGORY: INDIVIDUAL FOCUSED CAMPAIGNS

- **Descriptor:** NSO with 'stand-alone' individual campaigns likely to achieve podium success at the pinnacle event in this cycle

Evidence required (seeking some or all of this evidence):

EITHER:

- Strong evidence of tracking towards one medal at the pinnacle event in this cycle (Olympic/Paralympic Games or world championships or Commonwealth Games)

AND:

- Sport has a history of medal success at pinnacle events (Olympic/ Paralympic Games or world championships or Commonwealth Games) in the last cycle, together with consistent Top 8 finishes at those events
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OR:

- Objective performance data clearly demonstrates that the athlete is progressing towards a podium performance at the pinnacle event in this cycle (Olympic/Paralympic Games or world championships or Commonwealth Games)

HP Campaign Planning Guidance: For HP Investment Submissions for Individual Focused Campaigns, see **Appendix 2**.

3. INVESTMENT CATEGORISATION – ASPIRATIONAL SPORT / SUB-CATEGORY: HIGH PERFORMANCE POTENTIAL

- **Descriptor:** NSO with campaigns that have demonstrated performance progression showing potential of a Top 8 placing at the pinnacle event in this cycle and/or potential to medal at the pinnacle event in the next cycle and/or contribute to HPSNZ's broader investment objectives.

Evidence required (seeking some or all of this evidence):

- Strong evidence of campaign performance progression against sport Picture of Performance (POP) towards a Top 8 placing at the pinnacle event in this cycle (Olympic/Paralympic Games)
- New events/sports added to the Olympic/Paralympic Games programme with evidence of high-potential athletes capable of fast tracking to a Top 8 placing in this cycle
- Athlete depth is still developing in pathway with evidence of future potential
- Sport has demonstrated culturally distinctive pathways
- Sport has potential to generate engagement, inspire within their own sporting community and/or the wider New Zealand community

HP Planning Guidance: For HP Investment Submissions for High Performance Potential, see **Appendix 3**.

4. INVESTMENT DECISION-MAKING CONSIDERATIONS ACROSS ALL INVESTMENT CATEGORIES:

- Ability to impact HPSNZ's stated strategic outcomes
- Past performance
- Future potential
- Quality of HP pathway, programme, and/or campaign(s)
- Individual sport context

For full details on HPSNZ's HP investment strategy, criteria and process, see the overarching guidance document, *HPSNZ's High Performance Investment Programme 2025-2028*.

HIGH PERFORMANCE PLANNING

NSO HP Investment Submissions

Aspirational sport NSOs who wish to be considered for HP investment in the 2025-2028 investment cycle should submit their HP planning documentation by email to hpinvestment@hpsnz.org.nz (and by copy to their assigned HPSNZ Performance Team Leader (PTL)) by **12pm, Friday 18 October 2024**. To assist, the tables in Appendices 1-3 outline summary guidance for HP planning.

NSO HP Plans

HPSNZ wants to invest in the HP plans of NSOs. We anticipate that the HP plans submitted to HPSNZ by NSOs should be consistent with the HP plans that NSOs present to their Boards and other key stakeholders. We also recommend that NSOs engage with their athletes and/or athlete representative groups in the development of their HP plans. Each assigned PTL will engage with each NSO to clarify the applicable investment criteria and the core information that we would expect to see in the NSO's HP plan.

APPENDIX 1: HP PLANNING GUIDE – NSO FOCUSED CAMPAIGNS

Focus Area	Performance Questions	Planning Documentation												
HP Strategy	<ul style="list-style-type: none"> What is the NSO seeking to achieve in HP and what are the strategic priorities and HP goals? What was learnt in the 2022- 2024 cycle and what key shifts is the NSO seeking to implement in the 2025-2028 cycle? What are the key risks to achieving your HP goals? What are the key international events and performance targets for the 2025-2028 cycle? 	<ul style="list-style-type: none"> The NSO's High Performance Strategy 												
Leadership	<ul style="list-style-type: none"> What is your HP leadership and/ or management structure? 	<ul style="list-style-type: none"> Roles and responsibilities of HP leadership and/or management, including key support functions 												
NSO Performance Pathway	<ul style="list-style-type: none"> What is your NSO pathway model? 	<ul style="list-style-type: none"> Describe your performance pathway (HP and pre-HP) capturing the approach to identifying, developing and supporting athletes into, through and out of high performance Including the NSO's approach to selection, induction, transition, monitoring, review, and deselection 												
Sport/Event Picture of Performance	<ul style="list-style-type: none"> What does it take to win in your sport/event? 	<ul style="list-style-type: none"> The Picture of Performance (POP) should be a holistic view with clearly defined components of what it takes to win on the world stage in your sport/ event 												
HP Campaigns and Athletes	<ul style="list-style-type: none"> What/who are the key campaigns and athletes you plan to support to achieve HP goals in the 2025-2028 cycle? 	<ul style="list-style-type: none"> Identification of campaigns, including sport/event Picture of Performance (POP), and athletes aligned to HPSNZ's Performance Pathways Framework: 												
		<table border="1"> <thead> <tr> <th>Description</th> <th>Entry Criteria</th> </tr> </thead> <tbody> <tr> <td colspan="2" style="text-align: center;">HP Elite Athletes and/or Campaigns</td> </tr> <tr> <td>Athletes who have demonstrated realistic medal winning capabilities and are refining performances for podium success at the pinnacle event/s in this cycle</td> <td>The athlete has achieved multiple top 8's at Olympic Games /Paralympic Games / world championships (or one Top 8 OG/PG/WC and equivalent international performances) AND shows evidence of progression against the sport's Picture of Performance towards a podium at the Olympic Games/Paralympic Games in this cycle.</td> </tr> <tr> <td colspan="2" style="text-align: center;">HP Potential Athletes and/or Campaigns</td> </tr> <tr> <td>Athletes who have demonstrated performance progression, showing high potential of a Top 8 placing at the Pinnacle Event/s in this cycle and/or potential to medal at the pinnacle event/s in the next cycle</td> <td>The athlete has demonstrated performance progression (at agreed international events and against the sport's Picture of Performance) tracking towards a Top 8 placing at the Olympic/Paralympic Games this cycle AND tracking towards a podium at the Olympic/Paralympic Games next cycle</td> </tr> <tr> <td></td> <td>OR The athlete has demonstrated performance progression (at agreed international events and against the sport's Picture of Performance) tracking towards a podium at the Olympic Games/Paralympic Games next cycle</td> </tr> </tbody> </table>	Description	Entry Criteria	HP Elite Athletes and/or Campaigns		Athletes who have demonstrated realistic medal winning capabilities and are refining performances for podium success at the pinnacle event/s in this cycle	The athlete has achieved multiple top 8's at Olympic Games /Paralympic Games / world championships (or one Top 8 OG/PG/WC and equivalent international performances) AND shows evidence of progression against the sport's Picture of Performance towards a podium at the Olympic Games/Paralympic Games in this cycle.	HP Potential Athletes and/or Campaigns		Athletes who have demonstrated performance progression , showing high potential of a Top 8 placing at the Pinnacle Event/s in this cycle and/or potential to medal at the pinnacle event/s in the next cycle	The athlete has demonstrated performance progression (at agreed international events and against the sport's Picture of Performance) tracking towards a Top 8 placing at the Olympic/Paralympic Games this cycle AND tracking towards a podium at the Olympic/Paralympic Games next cycle		OR The athlete has demonstrated performance progression (at agreed international events and against the sport's Picture of Performance) tracking towards a podium at the Olympic Games/Paralympic Games next cycle
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Focus Area	Performance Questions	Planning Documentation
Pre-HP Athletes	<ul style="list-style-type: none"> Who are the highest potential future athletes? 	<ul style="list-style-type: none"> Names of athletes who are confirming the attributes, ambition, and attitude, against the sport's Picture of Performance (POP), to achieve a Top 8 placing or medal at the pinnacle event/s in the next cycle and future cycles.
Planning & Learning	<ul style="list-style-type: none"> How does the NSO enable campaign planning, learning, and monitoring of progress? 	<ul style="list-style-type: none"> Description of planning, review, pre-brief/debrief systems.
HP Coaches	<ul style="list-style-type: none"> Do the priority campaigns have the coaches and coaching they need? 	<ul style="list-style-type: none"> Who are the HP coaches of the priority campaigns? How will you ensure that the coaches have the necessary capacity and capability required to support the priority campaigns?
Performance Environment	<ul style="list-style-type: none"> Do the priority campaigns have the daily training environment they need? 	<ul style="list-style-type: none"> Where and how are the athletes training? Do they have access to the facilities and equipment they need?
Wellbeing	<ul style="list-style-type: none"> What are you doing to support your people to thrive in sport and life? How are you engaging athletes in the decisions that impact them? 	<ul style="list-style-type: none"> The NSO's framework/approach to supporting their people to thrive, and measures to check that it is working. An overview of the NSO's athlete voice mechanism/representation.
Performance Support	<ul style="list-style-type: none"> How can HPSNZ best support and enable your NSO HP plan and priority campaigns? 	<ul style="list-style-type: none"> Identification of high level performance support needs for priority campaigns. <p><i>NB: The specific Athlete Performance Support services to be provided by HPSNZ to the NSO for their athletes in the new cycle, will be identified in partnership between HPSNZ and the NSO during Q1 2025.</i></p>
Budget	<ul style="list-style-type: none"> What is the budget for 2025-2028 to deliver HP strategic priorities? 	<ul style="list-style-type: none"> HP programme budget including budgeting for priority campaigns. <p><i>NB: A budget template will be provided by HPSNZ for completion by the NSO.</i></p>

APPENDIX 2: HP CAMPAIGN PLANNING GUIDE – INDIVIDUAL FOCUSED CAMPAIGNS

Focus Area	Performance Questions
HP Campaign(s) and Athletes	<ul style="list-style-type: none"> What/who are the key campaigns and athletes you plan to support to achieve HP goals in the 2025-2028 cycle? What is the sport/event Picture of Performance (POP) and how is the campaign tracking towards this? The Picture of Performance (POP) should be a holistic view with clearly defined components of what it takes to win on the world stage in your sport/event.
Campaign Plan	<ul style="list-style-type: none"> What HP outcome/s will be achieved if the campaign is successful? What are the key campaign milestones, and what measures will be used to track progress against overall outcomes? What is the current gap to the podium and what improvements are required to achieve the performance outcome? What are the critical success factors of the campaign? Where and how are the athletes training, and what facilities and equipment do they need? How will the athlete/s be supported to thrive in sport and life? How does the campaign enable effective campaign planning, learning, and monitoring of progress? What are the key risks to achieving your campaign goals? What coaching does the campaign need and how will this be supported? What performance support does the campaign need?
HP Coaches	<ul style="list-style-type: none"> What is the itemised budget for 2025-2028 campaign?
Budget	<ul style="list-style-type: none"> Do the priority campaigns have the daily training environment they need?

APPENDIX 3: HP PLANNING GUIDE – HIGH PERFORMANCE POTENTIAL

Focus Area	Performance Questions
HP Plan	<ul style="list-style-type: none"> • What is the NSO seeking to achieve in HP and what are your HP goals and strategic priorities? • What is your HP leadership and/or management structure?
HP Campaign(s) and Athletes	<ul style="list-style-type: none"> • What/who are the key campaigns and athletes you plan to support to achieve HP goals in the 2025-2028 cycle? • What is the event Picture of Performance (POP) and how is the campaign tracking towards this? The Picture of Performance (POP) should be a holistic view with clearly defined components of what it takes to win on the world stage in your sport.
Campaign Plan	<ul style="list-style-type: none"> • What HP outcome/s will be achieved if the campaign is successful? • What are the key campaign milestones, and what measures will be used to track progress against overall outcomes? • What is the current gap to the podium and what improvements are required to achieve the performance outcome? • What are the critical success factors of the campaign? • Where and how are the athletes training, and what facilities and equipment do they need? • How will the athlete/s be supported to thrive in sport and life? • How does the campaign enable effective campaign planning, learning, and monitoring of progress? • What are the key risks to achieving your campaign goals? • What coaching do the priority campaign/s need and how will this be supported? • What performance support does the campaign need?
NSO Performance Pathway	<ul style="list-style-type: none"> • What is your NSO pathway model? Describe the approach to identifying, developing and supporting athletes into, through and out of high performance.
Pre-HP Athletes	<ul style="list-style-type: none"> • Who are the highest potential future athletes including athlete depth chart? • Who are the coaches supporting the pre-HP athletes and what development support do they require to coach future focused HP athletes?
Budget	<ul style="list-style-type: none"> • What is the itemised HP budget for 2025-2028 including budgeting for campaigns?



**HIGH PERFORMANCE
SPORT NEW ZEALAND**

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