

SPORT NZ GROUP

**STATEMENT OF
INTENT**

—
1 JULY 2018 – 30 JUNE 2022



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FOREWORD FROM THE BOARD AND SPORT NZ CHIEF EXECUTIVE

As we approach the last two years of the Sport NZ Group Strategic Plan 2015-2020, we can reflect on the strong foundation we and our partners have built for future achievement.

We made significant changes to our Community Sport Strategy in response to the changes in the way New Zealanders' participate in sport and active recreation. We have been challenged with declining rates of participation and in addressing this we have become participant-focused, particularly on young people, and we are working with partners to adapt and change our sport system, so it can keep pace with a rapidly changing world.

There has also been a positive change in the way we are delivering our strategy. Having launched a number of important plans and initiatives over the last two years, it is pleasing to see Regional Sports Trusts (RSTs) and National Sport Organisations (NSOs) embrace this new way of thinking and leading. Many have reset their strategic direction and developed capability in key areas such as insights, locally-led delivery, and spaces and places.

The aim of our Community Sport Strategy is to ensure young New Zealanders develop a life-long love of sport and active recreation. The sector understands that this can only be achieved by improving the physical literacy of our young people, through programmes like Play.sport, and by providing quality opportunities and experiences. To support this, we are working with our partners to improve our understanding of participants through greater research, insights and intelligence, capability, and through the power of connecting communities to drive local solutions.

Fairness and fair play is fundamental to our national attitude to sport. To protect the integrity and avoid damage to the value of sport, we are undertaking an important review of sports integrity in New Zealand.

There's no question sport is at the heart of our national identity, and our recently released study 'The Value of Sport' tells us that being physically active also creates happier, healthier people, better connected communities and a stronger New Zealand.

Sporting success can inspire, unite the nation and provide a platform to enhance 'Brand NZ'. High Performance Sport New Zealand (HPSNZ) leads the high performance sport system to achieve ambitious performance targets – and under its leadership, the high performance system is delivering unprecedented results.

New Zealand experienced its best ever Olympic Games during Rio 2016. HPSNZ in partnership with Paralympics NZ retained New Zealand's ranking of number one in the world per capita at the Rio 2016 Paralympic Games and exceeded targets for the PyeongChang 2018 Paralympic Winter Games.

PyeongChang 2018 was New Zealand's most successful Winter Games. Two bronze medals won by 16-year-old athletes topped our first and only previous medal won in 1992.

This year's Commonwealth Games proved to be the best away games ever, with New Zealand achieving an increased medal tally of 46 and a gold count of 15, moving up to 5th place from our 6th place ranking at the previous games in Glasgow.

There is no doubt that winning on the world stage plays an important role in enhancing national pride and helps to shape our national identity.

MEASURING OUR PERFORMANCE

Over the last three years we have reviewed our performance and set ourselves ambitious challenges, so we can continue to drive improvement. We have developed a new performance measurement framework, covering our Community Sport and Strategic Support functions, designed to help us address those challenges.

The performance framework measures are included in this Statement of Intent, which covers the next four years to 2022, where we expect to be continually challenged by declining national participation for adults, observed through research conducted in 2013/14.¹ To address this challenge, we must continue to focus our efforts on reaching young people and communities where participation has been low – and on promoting the integrity, diversity and inclusivity of the sport system.

We recognise that we must apply our resources, including public money, with due diligence, so that New Zealanders get the benefits that sport and physical activity can offer. We therefore continue to check the efficiency and effectiveness of our business. For example, internally we control operating costs by benchmarking salaries with market rates, and we monitor the programmes delivered through our partners to ensure we have solid information about the impact we are making at every level of delivery.

We are working closely with our international counterparts in Australia, England, Scotland, Wales and Canada who face the same problems with declining participation as New Zealand, and we are proactively sharing information and best practice on initiatives to help turn these rates around.

We continue to open up exciting new work areas with our Government partners, including the Ministry of Health and the Ministry of Education, to explore opportunities where sport and active recreation can make a difference for New Zealanders. We have developed a set of resources based on The Value of Sport study to demonstrate to Government agencies and a broader audience that recognise sport and active recreation can add to outcomes (beyond participation and winning on the world stage) which contribute to the Government's wider priorities across the social sector.

We have liaised with the Ministry of Culture and Heritage on The Value of Sport, ensuring alignment with the Ministry's Cultural Sector Narrative. Finally, we are eager to find out how Treasury's Living Standards framework can help us frame our target outcomes in the wider context of wellbeing as we start to prepare for our next strategy to 2025.

1. A 7.7% decline between 1998 and 2014 (from 73.3% to 65.6%). 16-Year Adult Participation Trends Report 1998-2014. www.sportnz.org.nz/assets/Uploads/Young-People-Quality-Indicators-FINAL.pdf



INTRODUCTION

This Statement of Intent (SOI) spans beyond the period of the Sport NZ Group Strategic Plan 2015-20 and offers an insight into our current thinking about our next strategic period 2020 to 2025. The SOI will be revised again following the launch of our new strategic plan.

ABOUT THE SPORT AND RECREATION SECTOR

This year we launched 'The Value of Sport' – a study that presents the key findings of research commissioned by Sport NZ during 2016/17 and compiled in a comprehensive report of that research called The Value of Sport and Active Recreation to New Zealanders in 2017.

The study gives a voice to the wider value New Zealanders place on sport and recreation through sport (rather than for sport's sake). We believe it will be a powerful tool for organisations across the sector to better represent the wider contribution their sports make to the communities involved.

There's no question sport is at the heart of our national identity, but this study tells us that being physically active also creates happier, healthier people, better connected communities and a stronger New Zealand.

Sport and Recreation New Zealand (Sport NZ) is Government's lead advisor on the sport and recreation sector. As leaders of the sport and recreation system, we are best placed to offer a holistic view and have a role in leading, guiding, connecting and protecting the sector. We are advocates for the value of sport and recreation in all forms and are driven to increase participation for the wider social benefit of all New Zealanders.

We work across Government to ensure there is a strong legislative and regulatory framework that supports participation and winning, and with key agencies where there are opportunities for shared outcomes (such as working with the Ministry of Health to help address childhood inactivity and obesity). We also have an ongoing commitment to promote sport and recreation in a way that is culturally appropriate to Māori.

High Performance Sport New Zealand (HPSNZ), the wholly-owned subsidiary of Sport NZ, is responsible for leading the high performance system. HPSNZ targets investment where we can maximise outcomes. HPSNZ is able to move quickly and offer innovation to respond to the needs of athletes and coaches, maintaining New Zealand's competitive edge.

Collectively, Sport NZ and HPSNZ lead the sport system from grassroots through to high performance and ensure there is an integrated pathway.

Sport NZ receives more than \$54m each year from the New Zealand Lottery Grants Board. This is primarily for Community Sport purposes, invested across our sport and recreation partners including National Sport Organisations and Regional Sport Trusts, among others. In addition, Sport NZ receives \$19.1m in Vote Sport and Recreation to fund Sport NZ operations and the Kiwisport Partnership Fund.

HPSNZ receives \$62m from Vote Sport and Recreation for the output expense of High Performance Sport, of which 94% is directly allocated to National Sport Organisations, the New Zealand Olympic Committee, Paralympics NZ, and individual athletes and coaches and HPSNZ sector facing activity. A further \$4.2m is received from Vote Sport and Recreation for Prime Minister's Sport Scholarships.

PART 1 – STRATEGIC FRAMEWORK

STRATEGIC CHALLENGES

While New Zealand is an active nation, this is changing. Adult participation in sport and active recreation declined by 7.7 per cent between 1998 and 2014. Participants experience different levels of opportunity, support and quality of experience, and there is room for improvement in delivery.

There is a growing recognition across the sport sector that there is no 'one size fits all' in how sports are delivered and that sport organisations need to adapt to meet changing needs and circumstances of New Zealanders.

A range of factors affect participation. In response to a shift away from demand for some traditional sports, particularly in traditional competitive structures, there is an increasing diversity of sports and levels of participation. Some sport organisations and clubs are experiencing financial pressure as demand shifts away from their offerings toward more flexible and personalised activities.

Information from our recent Active NZ Survey indicates that having fun is the biggest motivator to participate for young people, whereas adults are more motivated by physical wellbeing. As expected, young people also participate as a way to hang out with family and friends.

The Survey also suggested that the biggest barriers to participation are other commitments (which vary depending on life stage) taking priority or being too busy (for reasons which depend on life stage), as are feeling tired and struggling to self-motivate. Despite these challenges, two-thirds of young people and three-quarters of adults, whether currently participating or not, want to do more, and we have a responsibility to help meet the needs of different groups to break down these barriers.

We are seeing a shift in how some of our partners engage with their communities. While some continue to focus on their traditional sport offerings, others are becoming more involved in their communities to achieve broader outcomes (such as better health and/or more connected communities). More community hubs for sports and other organisations/activities are also appearing, which share facilities and resources to improve the sustainability of clubs, and can help make other services more accessible for local communities.

In the wider environment and at local level, there is increasing demand to demonstrate the positive impacts of investment in sport and active recreation. The flow-on effect for the Sport NZ Group is rising demand from our partners for our services and guidance. In particular, there is demand for the Group's help with leadership development, and research and evaluation capability, within sports organisations.

We expect rapid technology development over the next few years, which will present both challenges and opportunities for participation. For example, young people will continue to use mobile devices for recreation and this may lead to sedentary behaviour. On the other hand, fitness trackers and smart/interactive sports equipment and facilities can attract and engage young people.

High performance sport is becoming increasingly competitive as more countries participate in the Olympics and world championship competitions. Higher investment levels and larger relative populations from which to draw athletes can influence our competitors' sporting success. This means the costs of being internationally competitive are increasing, and there are ongoing challenges to be financially responsible and sustainable. It is therefore essential for New Zealand's international sporting success that we retain critical skillsets and experience in high performance sport.

Integrity in sport is receiving increasing attention at an international level, not only in the use of prohibited substances, but also for the duty of care in sports, and in the occurrence of corruption. Athletes, administrators and sport organisations will need to remain vigilant and responsive to these realities. Our Integrity Review will inform our future approach to protecting the integrity of New Zealand sport.

There is also a greater emphasis on using sport to help address broader societal challenges, such as social and economic inequalities. The Government has signalled that the Living Standards Framework will be increasingly used to improve intergenerational wellbeing.

STRATEGIC DIRECTION

The sport and recreation sector supports wider Government outcomes by contributing to New Zealanders' wellbeing.

The work we have undertaken around The Value of Sport study articulates very clear messages about the breadth of health and educational benefits, community inclusion and cohesion, and national identity and pride that New Zealanders get out of sport and active recreation.

Our simple logic is that building a world-leading sport system that promotes equity of access for all and provides quality experiences for participants will lead to increased participation, which in turn offers health and education benefits and improved social connectedness.

Creating a world-leading, sustainable high performance system will lead to more New Zealanders winning on the world stage, providing inspiration and a sense of pride.

2015-20 STRATEGIC PLAN

The Strategic Plan continues to chart our course to 2020.

The Sport NZ Group Strategic Plan 2015-20 covers all areas of the Sport NZ Group's work – young people, adults and elite athletes.

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 are focused on gathering insights into why and how people participate and translating these into intelligence, to support the system to provide sporting experiences which meet participants' changing needs at all levels.

We will continue to promote and support the development and implementation of sport and recreation in a way that is culturally appropriate for Māori.

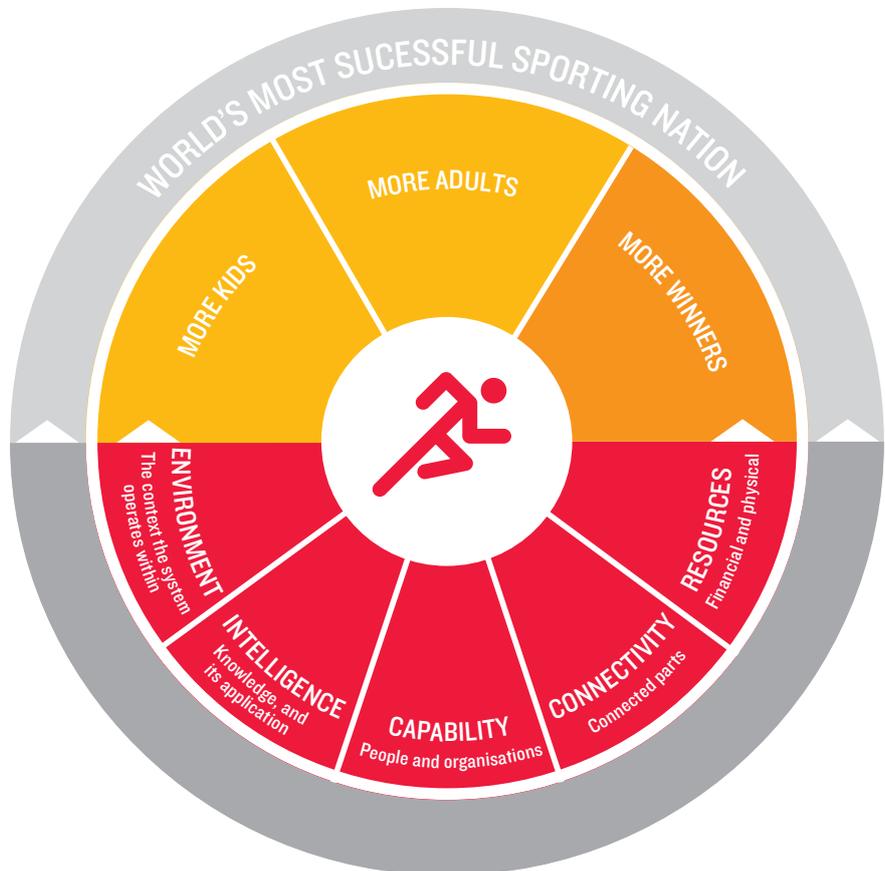
We will also continue to promote participation by traditionally lower-participation groups such as women, older people, Pacific peoples and those with disabilities.

PART 1 – STRATEGIC FRAMEWORK

SYSTEM-LED

A key tenet of coaching sport is that if you focus on playing the game well, 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 a system like ours have five attributes or parts as shown in the diagram above. So instead of focusing solely on the results – more kids, more Kiwis, more winners – we are focusing on the crucial attributes of a successful system. 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.

BEYOND 2020

We are in the process of determining our future strategic direction. This will continue for the remainder of 2018 and include different stages of stakeholder consultation. Our work programme in 2018/19 includes undertaking a number of foundation reviews to better inform our thinking: Integrity Review, Disability Review, Kiwisport Review and Secondary School Sports Review.

Early indications are that these things are unlikely to change:

- We will still seek greater levels of quality participation and winning is still important.
- We will focus on young people to achieve intergenerational change and the value we place on competitive sport and club structures.
- We will continue to target low participating communities.
- We will continue to focus on winning in Olympic/Paralympic Games and World Championships for targeted sports.
- Delivering quality experiences and producing winners by strengthening the sport system and ensuring its sustainability are still key to our success.
- We will continue to recognise the role sport and recreation has in our cultural identity as New Zealanders: the pride we have in New Zealanders winning on the world stage, regional connectedness and comradery, and community connections developed by participating at grassroots level.

Areas of possible change include:

- Through our work around the Value of Sport study, we are working to make more tangible links between participation, winning and the Government's goal to improve the intergenerational wellbeing of all New Zealanders.

This will require a continued focus on those currently missing out on the level of quality opportunities that they should have. We will be working hard to ensure our sport and active recreation system provides equity for all and is a true reflection of the diversity of our communities.

- We intend to further strengthen our leadership role by leading in and across a range of systems including Government, Local Government and our sport sector partners.

This involves undertaking policy development in the following areas:

- Physical Activity – in conjunction with the Ministries of Health and Education we are developing a National Physical Activity Plan. Levels of physical activity are a significant indicator of physical and mental health. With the strong link between participation in sport and active recreation to physical activity, it is important we are part of leading a collective approach to ensuring New Zealanders become more physically active.
- Living Standards Framework – the Treasury is currently progressing the development of the Living Standards Framework, including measures. We are developing our own thinking on how sport and recreation outcomes contribute, particularly in relation to the Human and Social Capitals within the Framework. We will continue to work with Treasury as our thinking develops.

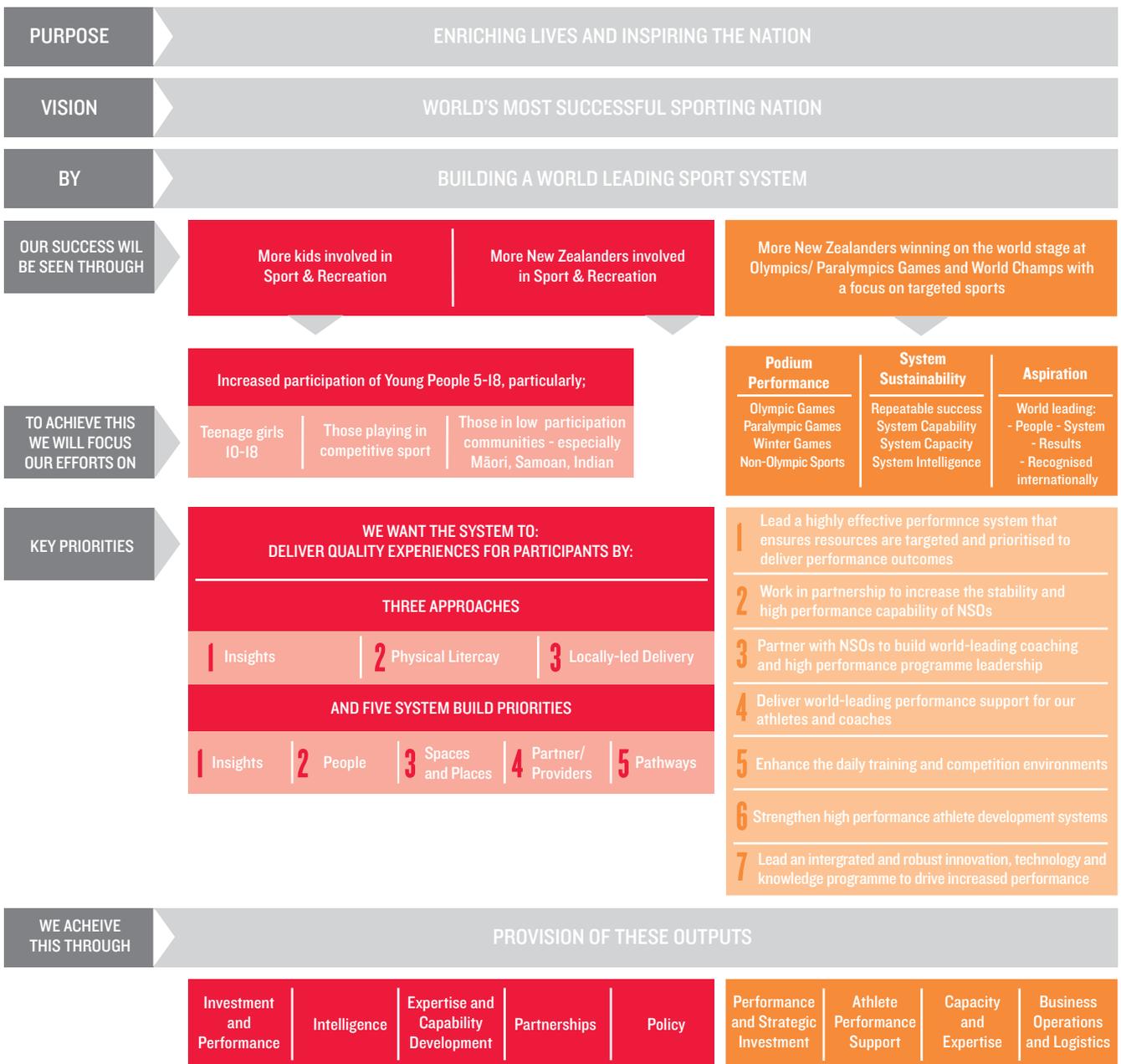
PART 1 – STRATEGIC FRAMEWORK

- Women and Girls in Sport – there are clear inequalities for women and girls when it comes to participation and their wider involvement/visibility in New Zealand sport and active recreation. We recognise the power that sport and gender balance has in positively changing the social, economic and cultural future of New Zealand. To provide greater leadership in this area, we are developing a strategic approach to Women and Girls in Sport. We expect to have a published framework and work programme by Q3 2018/19.
- Māori Participation – In response to the Māori and Community Sport Review, the Sport NZ Board accepted all recommendations in principle and is committed to improving its responsiveness to Māori Participation. In addition to the appointment of a Toihautū Principal Advisor Māori, the key success factors to achieve this are:
 - Establish Te Tuarā – working Group that will develop a Māori Participation Strategy.
 - Increase cultural capability of Sport NZ Board and staff.
 - Review the Sport NZ kaupapa Māori framework Te Whetū Rēhua and He Oranga Poutama programme to ensure current and future relevance.
 - Develop genuine partnerships with Māori, re-build trusting relationships with He Oranga Poutama providers, establish kaupapa-driven connections with key Māori Organisations.
 - Provide advocacy and guidance in cultural capability build for sector partners.
- Across Local Government, we will continue to identify key opportunities, risks and issues that influence quality participation at regional and local levels. For example, the quality and accessibility of council-owned spaces and places.
- We will also continue to lead the sport sector in achieving a major shift in the fundamental approach to sport delivery through the education and adoption of our three strategic approaches: insights, physical literacy and locally-led development.
- Within the high performance system, we are developing a 10-year blueprint that seeks to develop a sustainable system across multiple Olympiads. This will be represented in a revised HPSNZ Strategic Plan.

OUR STRATEGIC FRAMEWORK 2018-2020

Our Community Sport and High Performance Sport New Zealand Strategies are refreshed regularly and represented in the diagram below. This is likely to change again after consideration of our new strategic direction for 2020 and beyond.

OUTCOME FRAMEWORK



PART 1 – STRATEGIC FRAMEWORK

COMMUNITY SPORT STRATEGY

Our Strategic Outcomes for participation are:

- 1 More kids involved in sport and recreation
- 2 More New Zealanders involved in sport and recreation.

The Community Sport Strategy 2015-20 has a strong focus on young people 5-18 years, particularly:

- Girls 10-18 years.
- Those playing competitive sport.
- Those in low participating communities, especially Māori, Samoan and Indian.

This focus on young people aims to encourage New Zealanders' to develop a life-long love of participating in sport and active recreation. Alongside other broader elements which help to build a resilient sport system, the strategy is also designed to enable system improvements that will deliver quality experiences² to participants, which together will attract and support more people to participate at each stage of their lives.

Community Sport investment principles underpin the Community Sport Strategy and are aimed at ensuring effective stewardship of public funding. Investment will:

- Be made where there is a clear value proposition.
- Improve the sustainability of the system.
- Be targeted for greatest impact.
- Be grown through partnership and leverage.

To achieve the required level of system improvements, we have prioritised three approaches and five system-build components:

THREE APPROACHES FOR LONG-TERM IMPACT

- **INSIGHTS** – through the development of surveys, data collection and analytical techniques, we are supporting our partners to identify what New Zealanders want and need in terms of participation and translating this into intelligence, to help the sport system respond effectively.
- **PHYSICAL LITERACY** – we are working to improve system understanding and adoption of the National Physical Literacy Framework and to support partner capability in delivering participation opportunities that are founded on the Physical Literacy approach.
- **LOCALLY-LED DELIVERY** – supporting our partners to engage with local communities, including those with lower socio-economic conditions or facing greater barriers to participation which require the sport system to respond differently.

INSIGHTS APPROACH

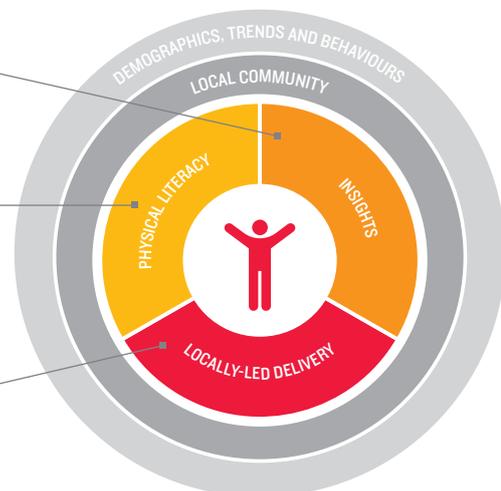
A combination of facts, data, voice-of-the- participant, local knowledge and analysis to help better understand participants.

PHYSICAL LITERACY APPROACH

The motivation, confidence, physical competence, knowledge and understanding to choose participating in physical activity and sport for life.

LOCALLY-LED DELIVERY APPROACH

Local communities empowered to make decisions and take action to improve their lives and communities.



2. www.sportnz.org.nz/assets/Uploads/Young-People-Quality-Indicators-FINAL.pdf

FIVE STRATEGIC PRIORITIES

To build the sport system through the provision of quality advice, guidance, tools, training and investment.

INSIGHTS – a better informed sporting system

- Lead and make available information and knowledge that helps the sport system understand the rapidly changing environment within which potential participants are making decisions regarding their engagement (or not) with sport.
- Provide data and tools for the system to assist in understanding participants.
- Support our partners as they develop strategies to understand and target specific trends and demographics.

PEOPLE – improved people capability

- Enhance our partners' understanding of their future workforce needs and take a proactive and coordinated approach to workforce planning, recruitment and development.
- Implement opportunities for development and connectivity for those in critical Community Sport roles at local, regional and national levels.

SPACES & PLACES – better spaces and places to participate in community sport

- Engage across the sport system, facilitating alignment and collaboration between all those with an interest in the planning and development of sporting spaces and places, including development of regional facility plans.
- Using the Sporting Facilities Framework, guide and influence investment into sport and recreation spaces and places.
- Develop, and make more available, our space and place knowledge and resource base.

PARTNERS/PROVIDERS – increased capability of partners and providers

- Work with and invest in partners and providers who can make the biggest difference to our sport system for the greatest number of people.
- Build long-term partnerships with the above partners. Partnership will focus on building the partners' impact on our five strategic priorities.
- Support our partners to utilise the participant (current and potential) knowledge available to them and translate that into planning and delivery of relevant services and products to their people.
- Bring our partners together to share learning and seek meaningful collaboration.

PATHWAYS – increased and improved opportunities to meet the needs of participants

- Promote system understanding that builds on the Physical Literacy approach and develops pathways and opportunities for those wanting to participate in sport and active recreation.
- Support our partners to incorporate the Physical Literacy approach and Talent plan into their planning and delivery.

PART 1 – STRATEGIC FRAMEWORK

HIGH PERFORMANCE SPORT NEW ZEALAND (HPSNZ) STRATEGY

Our Strategic Outcome for high performance is: More New Zealand winners on the world stage.

Seven strategic priorities underpin the Strategic Outcome and mission statement. From 2018, the refreshed strategic priorities are to:

- Lead a highly effective high performance system that ensures resources are targeted and prioritised to deliver performance outcomes.
- Work in partnership to increase the stability and high performance capability of NSOs.
- Partner with NSOs to build world-leading coaching and high performance programme leadership.
- Deliver world-leading performance support for our athletes and coaches.
- Enhance the daily training and competition environments.
- Strengthen high performance athlete development systems.
- Lead an integrated and robust innovation, technology and knowledge programme to drive increased performance.

We have also identified specific 2018 priorities as part of a broader review of the high performance strategy in New Zealand. The aim of this review is to develop an overarching 10-year Blueprint for High Performance to ensure we are fit for purpose for the future:

- Developing a national infrastructure strategy (people and facilities).
- Partnering with NSOs to implement a joint engagement model.
- Partnering with Sport NZ to support enhanced NSO sustainability and stability.
- Creating partnerships with industry, universities, commercial and/or philanthropic networks to leverage high performance sport.
- Initiating a gender equality project that will promote meaningful opportunities for women in high performance sport.
- Improving long-term planning and decision-making across the sector by providing quality intelligence and data.
- Further developing and enhancing our culture by living our values and improving collaboration with staff, contractors and other key stakeholders.
- Developing the Athlete Voice to ensure our services match athlete needs.

Whilst HPSNZ punch above their weight internationally in terms of results, competition is catching up, and we need to evaluate and move to strengthen and protect our system over the next four years.

HPSNZ and its partners ensure a highly effective and efficient high performance system. The main factor is the HPSNZ 'one-stop shop' – integrated service delivery which responds quickly and decisively to meet the needs of the New Zealand high performance system through centralised specialist expertise. HPSNZ has a unique, direct line of sight into campaigns, athletes and coaches, enabling it to provide best practice sport science and sports medicine or strategic decision-making directly where it is needed. This direct and integrated approach is a strong competitive advantage, which international competitors are beginning to emulate.

HPSNZ's targeted investment approach requires a strong understanding of the needs of sports, and as such works in partnership with NSOs to achieve the desired results. The investment approach includes tiered criteria, ensuring only genuine medal potential sports and athletes are supported. This approach includes Key Performance Indicators and annual performance targets for sports, which enable progress to be tracked.

The primary objective of HPSNZ involves delivering increased and repeatable podium performances at Olympic, Paralympic and non-Olympic World Championships and World Cups. HPSNZ's targeted investment approach supports emerging talented athletes to fulfil their potential beyond the immediate Olympic cycle. This is an area where we need to do more if we are to retain our current levels of performance.

We can gauge our high-level efficiency by comparing our level of Olympic cycle investment against key competitors through a comparison of our highest priority sports (Tier I), noting that this level of investment is targeted at the same number of medal opportunities, requiring HPSNZ to compete with an innovative and targeted strategy to deliver success on the world stage.

We also monitor the conversion rate of high potential campaigns into Olympic and Paralympic medals against the global average as a means of measuring effectiveness. Another measure of high performance system effectiveness is the relative change in medals and gold medals won in the next Olympic campaigns compared to previous campaigns and world comparison of overall system gain.

HPSNZ is committed to maximising Government investment and therefore ensures it prioritises Sports, athletes and coaches above the agency. This is demonstrated by 94% of Government investment allocated directly to sports, athletes and coaches. 90% of HPSNZ staff are 'frontline' and deliver directly into sports and their high performance programmes.

PART 2 – HOW WE WILL ASSESS SUCCESS – OUR PERFORMANCE MEASURES

This section contains measures used to assess Strategic Outcomes and other selected results/impacts. For measures of Outputs and other lower level results, please refer to our Statement of Performance Expectations 2018/19.

STRATEGIC OUTCOME 1 – MORE KIDS INVOLVED IN SPORT AND RECREATION

We will continue to monitor national levels of participation to provide a view of sector performance. We have developed a new, more accurate survey of national participation levels.

For the first time, Active NZ captures participation data for young people and adults in the same survey. Each year, Active NZ will survey at least 5,000 young people (5-17 years) and 20,000 adults (18+ years). For year 1 of Active NZ (2017), a sample size of 6,004 young people and 27,038 adults was achieved.

New survey findings will inform measures for Outcomes 1 and 2.

OUTCOME DESCRIPTION	MEASURE	BASELINE (2016/17 RESULT)	2021/22 TARGET
Young people participation in sport and active recreation	% of young people (age 5-17 years*) participating in at least 3hrs of organised and/or informal activity over the last 7 days	82%	>82%
Young people participation in organised sport	% of young people (age 5-17 years*) participating in at least 3hrs of organised sport over the last 7 days	51%	>51%
Young people participation in informal sport	% of young people (age 5-17 years*) participating in at least 3hrs of informal sport over the last 7 days	59%	>59%

*up to 18th birthday

STRATEGIC OUTCOME 2 – MORE NEW ZEALANDERS INVOLVED IN SPORT AND ACTIVE RECREATION

We will continue to monitor national participation levels to provide a view of sector performance.

OUTCOME DESCRIPTION	MEASURE	BASELINE (2016/17 RESULT)	2021/22 TARGET
Adult participation in sport and active recreation	% of adults (18+ years) that have participated in sport and active recreation in the last 7 days	73%	>73%
	% of adults (18+ years) that are currently in a sport or recreation club	24%	>24%
Adult participation as volunteers in sport and active recreation	% of volunteered for sport and active recreation activity over the last 12 months	25%	>25%

PROGRESS OF THE COMMUNITY SPORT STRATEGY 2015-2020

To achieve our high-level outcomes of increased participation (more adults, more kids), we will progress the Community Sport Strategy, in particular by understanding the impact on quality participation experiences.

PRIORITY	OUTCOME DESCRIPTION	MEASURE	BASELINE (2016/17 RESULT)	2021/22 TARGET
Girls (10-18)	Girls' participation in sport and active recreation	% of young girls (10-18) participating in 3hrs+ of sport and active recreation every week	81%	>81%
	Girls' (10-18) participation in sport and active recreation through investment in RSTs	Evidence (Case study) where target participant groups (TPG) investment has improved participation in sport and active recreation in girls (10-18)	-	Qualitative Evidence
	Girls' (10-18) participation in sport through investment in NSOs	Evidence (Case study) where NSO Grow investment has improved participation in sport in girls (10-18)	-	Qualitative Evidence
Young People in competitive sport	Young people's participation in sport through National Sport Organisations we are investing in	Number of young people (5-18) participating in sport (through clubs)	666,026	>666,026
	Young people are satisfied with their sport club experience	Satisfaction level of young people (5-18) in competitive sport outside of school in NSOs implementing 'Voice of the Participant' [Club Experience Survey, Very OR Extremely Satisfied]	59%	>59%
Low Participating Communities	Young people in low participating communities participation in sport and active recreation	% of young people in low participating communities* participating in 3hrs+ of sport and active recreation every week * High deprivation (8-10)	75%	<75%
	Participation in sport and active recreation for low participating communities through investment in RSTs	Evidence (Case study) where TPG investment has improved participation in sport and active recreation in low participating communities	-	Qualitative Evidence
	Participation for low participating communities through investment in NSOs	Evidence (case study) where NSO Grow investment has improved participation in sport in low participating communities	-	Qualitative Evidence
Play.sport	Young people's participation in physical education, sport and active recreation through the schools we are investing in	% young people (5-18) participating in sport and active recreation in Play.sport schools	23%	>23%
	Young people's level of engagement and belonging at school, and physical education learning	% young people who have a high level of engagement and belonging at school and with their PE learning [Play.sport survey - High]	56%	>65%
Physical Literacy	Young people have the knowledge, motivation, confidence and competence to take part in physical education, sport and active recreation	% young people who understand why taking part in physical activities is good for them	89%	>89%
		% young people who want to take part in physical activities [Active NZ Survey - Agree a little OR Agree a lot]	85%	>85%
		% young people who feel confident to take part in different physical activities [Active NZ Survey - Agree a little OR Agree a lot]	73%	>73%
		% young people who believe they are good at lots of different physical activities [Active NZ Survey - Agree a little OR Agree a lot]	73%	>73%

PART 2 – HOW WE WILL ASSESS SUCCESS – OUR PERFORMANCE MEASURES

We will follow our Partners' progress in embedding our strategic approaches and gaining impacts from system build.

FOCUS AREA/ PRIORITY	OUTCOME DESCRIPTION	MEASURE	BASELINE (2016/17 RESULT)	2021/22 TARGET
Insights approach	Partners embedding the Insights approach by identifying participant needs and wants	% of Partners embedding the Insights approach [Partner Confidence Survey - process of embedding this approach and have support OR successfully embedded this approach]	50%	60%
Physical Literacy approach	Partners embedding the Physical Literacy approach by applying a holistic approach to the participant	% of Partners embedding the Physical Literacy approach [Partner Confidence Survey - process of embedding this approach and have support OR successfully embedded this approach]	43%	55%
Locally-led approach	Partners embedding the Locally-led approach by enabling local communities to co-design sport and active recreation to meet local needs	% of Partners embedding the Locally Led approach [Partner Confidence Survey - process of embedding this approach and have support OR successfully embedded this approach]	53%	55%

Our investment underpins our strategy and we are using this to improve the quality of delivery by partners to provide quality opportunities and support to participants. Our key performance indicators are:

OUTCOME DESCRIPTION	MEASURE	BASELINE (2016/17 RESULT)	2021/22 TARGET
An informed sporting system	Sport NZ's activity in the Insights area has had a positive impact on Priority Partner Organisations [Partner Confidence Survey - Positive impact]	83%	85%
People capability	Sport NZ's activity in the People area has had a positive impact on Priority Partner Organisations [Partner Confidence Survey - Positive impact]	52%	75%
Spaces and places to participate in Community Sport	Sport NZ's activity in the Spaces and Places area has had a positive impact on Priority Partner Organisations [Partner Confidence Survey - Positive impact]	48%	75%
Capability of partners and providers	Sport NZ's activity in the Partners/ Providers area has had a positive impact on Priority Partner Organisations [Partner Confidence Survey - Positive impact]	91%	85%
Opportunities to meet the needs of participants	Sport NZ's activity in the Pathways area has had a positive impact on Priority Partner Organisations [Partner Confidence Survey - Positive impact]	48%	75%

During 2017/18 we have simplified and enhanced the Partner reporting process, effective for 2018 reporting. The revised reporting structure is based on a Results Based Accountability (RBA) approach asking how much, how well and what impact an initiative had relative to our investment.

We have also introduced face-to-face meetings to better understand the work of our Partners, and from these expect to get richer information around how our Partners are impacting on the outcomes of our strategic priorities.

We also want to know that our Partners have confidence that the Community Sport strategy is able to improve participation.

OUTCOME DESCRIPTION	MEASURE	BASELINE (2016/17 RESULT)	2021/22 TARGET
Sport NZ's Impact on ability to increase participation	% of Partners that believe the Community Sport Strategy is able to improve participation [Partner Confidence Survey, Good OR Excellent]	78%	≥ 80%

PART 2 – HOW WE WILL ASSESS SUCCESS – OUR PERFORMANCE MEASURES

STRATEGIC OUTCOME 3 – MORE NEW ZEALAND WINNERS ON THE WORLD STAGE

With our partners, we are aiming for the following results on the world stage from New Zealand athletes and teams. With a greater focus on gold medals:

PINNACLE EVENT	PAST PERFORMANCE	TARGET RESULTS
Olympic Summer Games Tokyo 2020	Rio 2016 - 18 medals (Exceeded target by 2 medals)	16+
Winter Olympics Beijing 2022	PyeongChang 2018 – 2 medals (Exceeded target by 1 medal)	TBD
World Championships	19 World Championships across 8 Sports in the Rio Cycle.	Winning in non-Olympic sports
Paralympics Tokyo 2020	Rio 2016 – 21 medals (9 gold)	10-14 gold medals
Winter Paralympics Beijing 2022	PyeongChang 2018 – 3 medals (1 gold) (Exceeded target by 2 medals)	TBD

We will monitor progress towards Olympic and Paralympic success through these annual results:

RESULTS SOUGHT	COMPARATOR	ANNUAL TARGET RESULTS
Consistent numbers of New Zealand athletes placed in top 3, 5 and 8 in the world in Olympic disciplines	The annual results for the comparative year in the previous Olympic cycle e.g. 2015 as compared to 2019, one year out from the Olympic Games	Top 3:16 Top 5: 24 Top 8: 32
Consistent numbers of New Zealand Paralympic athletes placed in the top 3 and top 5 in Paralympic disciplines	The annual results for the comparative year in the previous Olympic cycle e.g. 2015 as compared to 2019, one year out from the Olympic Games	Top 3:18 Top 5:24

Annually, we monitor progress by targeted sports across the high performance programme as follows:

EXPECTED PROGRAMME STATUS	MEASURE	PAST PERFORMANCE
More than 80% of high performance programme goals are achieved by targeted sports	Regular assessment of KPIs for targeted sports	2017: 89%

MANAGING THE ORGANISATION

OUR KEY PRIORITIES TO 2022

We will give a high priority to optimising our organisational performance and the way we operate through:

- Stakeholder engagement – embedding better processes and behaviours through development and adoption of a Stakeholder Engagement Plan.
- Cross-government collaboration – building on existing relationships with Health and Education to further influence joint outcomes.
- Active NZ Survey findings – embedding the Survey to inform decision-making for us and the wider sector.
- Sport NZ performance framework – ongoing development of performance measures to measure strategic progress (including return on investment), organisational effectiveness and efficiency.

Ongoing financial sustainability remains a key focus. We have been 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. It has allowed us to ensure our four-year forecast shows a sustainable equity position, maintain our commitments to our sector partners and take the opportunity to further progress our strategic objectives.

There is, however, always more we can do within a sector that is not wealthy and heavily reliant on volunteers. It is also within the context of increasing high performance costs as we continue to compete against large, well-resourced nations. This requires a constant vigilance to ensure our own operating costs are working as efficiently as possible and getting best value for money, and that we continue to look at the efficiency of our investment and work to establish an understanding of return on investment where it is possible to do so.

To underpin organisational effectiveness and efficiency, we will continue to progress culture change and the organisational development that is required through these initiatives:

- The Sport NZ Way – we will complete Sport NZ's Culture Plan to enable change.
- Organisational capability programme – the next phase aims to address urgent business needs such as intelligence and evaluation, aligned with better practice to balance diversity across our workforce.

We will continue to be future-focused – we will create the vision and influence the development of the future state of New Zealand's sport and active recreation system through:

- Policy review – to provide the platform for future development, particularly across wellbeing, Living Standards, physical activity, diversity and integrity.
- Strategy development – across Sport NZ and HPSNZ, informed by policy review.

APPENDIX 1 – WHO WE ARE

Sport and Recreation New Zealand (Sport NZ) is a Crown entity, operating under the Sport and Recreation New Zealand Act 2002 to “promote, encourage and support physical recreation and sport in New Zealand”. Its functions are set out in Section 8 of the Act.

Funded by both Government appropriations and New Zealand Lottery Grants Board revenue, Sport NZ invests directly in the sport and recreation sector, and leads the country’s sport system in working towards achieving the following strategic outcomes:

- More kids in sport and recreation.
- More New Zealanders involved in sport and recreation.
- More New Zealand winners on the world stage.

High Performance Sport New Zealand (HPSNZ) is a wholly-owned Crown Entity Subsidiary of Sport NZ. Established in 2011, its purpose is to provide a one-stop-shop to support high performance athletes in their endeavours to win on the world stage.

For the purposes of combined financial reporting and performance reporting, including in this document, the two organisations are referred to as the Sport NZ Group.

APPENDIX 2 – REPORTING TO THE MINISTER

The Board of Sport New Zealand provides the Minister for Sport and Recreation with annual and six-monthly reports on the Sport NZ Group consolidated operations and its progress towards meeting agreed performance targets.

Sport NZ is committed to meeting its reporting requirements set out in the Crown Entities Act 2004, including giving notice to the Minister prior to acquiring subsidiaries or shares.

The Ministry for Culture and Heritage advises the Minister for Sport and Recreation as the performance monitor of the Sport NZ Group.

APPENDIX 3 – SPORT NZ GROUP GOVERNANCE

Sport NZ is governed by a Board whose members and Chairperson are appointed by the Minister for Sport and Recreation. The Board is responsible for setting Sport NZ's strategic direction and for providing governance and leadership for the agency.

BOARD OF SPORT NZ		
BOARD MEMBER	APPOINTED	TERM ENDS
Sir Paul Collins (Chair)	May 2009	June 2018
Jason Shoebridge (Deputy Chair)	January 2017	December 2019
Jackie Baron	May 2013	June 2018
Darrin Sykes	August 2013	December 2018
Paul Cameron	July 2015	June 2018
Bill Moran	September 2016	July 2019
Hilary Poole	July 2017	June 2020
Kylie Clegg	July 2017	June 2020

GOVERNANCE OF HPSNZ

The directors of HPSNZ are appointed under the Constitution of HPSNZ, to lead the high performance system.

BOARD OF HIGH PERFORMANCE SPORT NEW ZEALAND		
BOARD MEMBER	APPOINTED	TERM ENDS
Sir Paul Collins (Chair)	July 2011	June 2018
Alison Shanks	July 2015	July 2018
Ian Hunt	July 2015	July 2018
Bill Moran	January 2017	Dec 2019
Hilary Poole	January 2017	Dec 2019
Waimarama Taumaunu	August 2017	July 2020
Tony Hall (NZOC appointment)	January 2018	December 2020
Peter Miskimmin* (CE of Sport NZ)	July 2011	

*non-voting, ex-officio member.

APPENDIX 4 – 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 and performance expectations from 1 July 2018 – 30 June 2022.



SIR PAUL COLLINS
Chairperson, Sport NZ and HPSNZ
23 May 2018



JASON SHOEBRIDGE
Deputy Chairperson, Sport NZ
23 May 2018





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