



# STRATEGIC PLAN 2012-2015

[www.sportnz.org.nz](http://www.sportnz.org.nz)



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## INTRODUCTION

Welcome to **Sport New Zealand's** refreshed Strategic Plan for 2012 to 2015.

New Zealand's sporting landscape is constantly changing, and so are we.

After 10 years of being known as SPARC, on 1 February 2012 we became **Sport New Zealand (Sport NZ)**. We also recently launched **High Performance Sport New Zealand (HPSNZ)** as a subsidiary of **Sport NZ**, to focus on elite athletes and ensure they're as well prepared as they can be when they arrive at the start line.

So it's timely that we re-visit our Strategic Plan (2009-2015), both to reflect these changes and to take stock of the progress we're making. In spite of the changes, our commitment to sport in New Zealand remains the same: to lead, enable, and invest in the sector so everyone can benefit from the power and enjoyment of sport, every day.

I'd like to acknowledge everyone who has been part of SPARC's journey over the last 10 years. Together, we've delivered a strong foundation for the future of sport in New Zealand, from grass roots through to high performance.

And there have been many successes to celebrate. For example, in the past three years, 400,000 children have taken part in sport through KiwiSport programmes. These children will go on to become the participants, volunteers, club members and medal winners of the future.

SPARC has worked alongside many sports to help them get to grips with the modern sporting environment. One of the great success stories has been New Zealand Rugby League, which has seen a rapid revitalisation in its playing and volunteer numbers for two years in a row.

2011 was arguably our most successful high performance year ever, with 22 Kiwi athletes and teams securing top three placings at their most recent world championships or similar pinnacle event. This success reflects the increasing maturity of our high performance system, and bodes extremely well for **HPSNZ's** target of 10 or more medals at the London Olympics.

As **Sport NZ** we'll continue to help national sport and recreation organisations and regional sports trusts strengthen their business practices, planning and leadership to boost participation in our communities. And we will continue to increase opportunities for people to participate in community sport that is delivered within a kaupapa Māori context.



Our refreshed strategic plan includes a renewed focus in some areas. We'll look for ways to improve regional delivery, increase sport in schools and better support clubs. We'll also develop a coherent, joined-up strategy for talent development.

And there are some new areas of focus. These include exploring ways of increasing sport outside the traditional club structure, with particular focus on the changing lives and needs of our young people. We'll look at ways to meet their needs through sports events, private providers and new sports with particular youth appeal. We'll also help sports bodies become more commercially-capable and provide advice on the planning and development of sports facilities around the country.

The formation of **HPSNZ** will focus energy and resources to ensure our elite athletes have the support they need to be the best they can be. We're looking forward to success at the London Olympics and Paralympics and beyond, and the launch of **HPSNZ's** new 2012-20 strategic plan, as we reap the rewards of the Government's increased investment in high performance sport.

We strive to be innovative and forward-looking. We will continue to challenge ourselves and our partner organisations to deliver more sport and more success to New Zealanders.



Paul Collins  
**Chairman**



## SPORT IN NEW ZEALAND

Sport is integral to New Zealand's culture and way of life.

It helps define who we are as a nation and how we are viewed by the rest of the world. Whether Kiwis are playing, coaching, refereeing, volunteering, managing or supporting – the power of sport helps build social cohesion that binds individuals, families, communities, regions and the nation together.

Sport enriches our culture and our economy. It improves our well-being, it helps children's bodies and minds develop and it makes us more resilient as communities and individuals.

At **Sport NZ** we define sport in its broadest sense. Sport includes active recreation, casual pick-up games and organised competitions. Sport is the joy of a mountain bike ride with a few mates, surfing or snowboarding on a perfect blue-sky day, a game of kilikiti with the family, rafting down a river, going for a run around the park, a workout at the gym or coaching the local junior football team. It's also the clash between club netball teams on a Saturday morning, the passion and pride of an inter-school volleyball match, a business house soccer team, and it's the years of hard work that have gone into training for the athletes who will head to some of the world's biggest sports events.

It's part of our role to ensure that all New Zealanders have access to sport wherever they live, whoever they are and whatever their ability.

Sport contributes to New Zealand's success in social, economic and cultural ways that we are only just beginning to measure and understand.

As people play, train, win and lose together, the best human traits come to the fore: loyalty, camaraderie, teamwork, dedication and perseverance.

The many benefits of sport can go unrecognised in our busy and complex lives. Individuals, families, organisations and communities are experiencing economic and social pressures that directly impact people's ability to be involved with sport, at a time when sport's positive impacts are needed the most.

Sport has always been important to the people of Canterbury. It has helped keep communities together during the recovery from earthquakes and it will play an important role during the rebuilding – giving people time and space to reconnect, play and share in their city.

Rugby World Cup 2011 showed the power of sport to bring people together. Across New Zealand, in communities big and small, a 'stadium of four million supported and urged our team on to a thrilling victory. It was not only a great historic sporting moment, but a great New Zealand moment. After that victory, we celebrated not only the All Blacks' win, but also our renewed national identity and place in the world. We also proved ourselves to be great hosts for international sporting events.

New Zealand has an international reputation for sporting success, and the newly-formed **High Performance Sport New Zealand (HPSNZ)** is charged with enabling our top athletes to realise their potential on the world stage.

Our elite sporting stars all began their sporting journey somewhere. That 'somewhere' is a community in New Zealand – a school hall or a frosty field on a Saturday morning – made possible by a whole local infrastructure of volunteers, coaches, facilities and funders working together. It is **Sport NZ's** job to lead, invest in, and enable that sports system so it, in turn, can deliver the best access to sporting opportunities for all Kiwis.

The teams at **Sport NZ** and **HPSNZ** are working together to make this one of the world's most successful sporting nations – that means more Kiwis getting involved, especially kids, and more winners on the world stage.

That way, sport will continue to be an essential part of who we are and what we do.



## OPERATING ENVIRONMENT

**Sport NZ** operates in a complex, changing and often challenging environment. The way that we implement our priorities takes into account the challenges below.

### SOCIAL AND TECHNOLOGICAL CHANGE

Growth in casual or informal sport may cause a gradual decline in club membership and volunteer numbers, making the traditional club less viable. Similarly, new sports and digital entertainment may lead to declining participation in traditional sports.

### POPULATION CHANGE

An ageing population will demand more sport and recreation activities and facilities suitable for older New Zealanders while major population growth centres, such as Auckland, will place a strain on organisations and their facilities.

Increasing cultural diversity may increase demand for more globally popular sports and/or currently minor or marginal sports.

### SUSTAINABILITY AND CAPABILITY OF ORGANISATIONS

Sport and recreation organisations often have a narrow income base and struggle for sustainable funding and resources. On top of this, increasing environmental obligations, changes in the regulatory environment, and potential restrictions on alcohol sponsorship may create challenges for the sector.

The growth of international betting and gambling rings has the potential to undermine the integrity of sport through match-fixing and other forms of corruption.

### YOUNG PEOPLE

Some schools, families and sport and recreation organisations may be providing fewer physical education and sport opportunities for young people. This, combined with sedentary lifestyles, may lead to a decline in participation, physical fitness and skill levels for young people.

### CHRISTCHURCH

Many sporting facilities were damaged by the Christchurch earthquakes and there is a clear need for new community and high performance facilities in the city.

### AUCKLAND

There have been significant changes to both the local government structure and the demographics of the population in our largest city.



## OUR PLAN AND OUR PARTNERS

**Sport NZ's** mandate and high level outcomes haven't changed since our Strategic Plan was first published in 2009, but this refreshed Strategic Plan reflects some recent changes in the way we do business, the way we understand the sport sector, and the way we measure our performance.

Implementing this plan requires teamwork and a shared agenda. **Sport NZ's** role is to provide leadership and direction.

Our success depends on the support of our partners in the sector, particularly national sport and recreation organisations (NSOs and NROs) and regional sports trusts (RSTs). They work with other regional and community-based organisations to deliver sport to every corner of the country.

We also depend on strong links with the other funders of sport and recreation: territorial authorities, community trusts and gaming trusts. These are all valued local, regional and national partners who operate interdependently to make our sport system work.

We're proud to be part of a nationwide team of sports lovers who share our passion and vision. Together, we can reach every corner of New Zealand to support the delivery of sport and recreation opportunities for New Zealanders.

**Note:** Our Statement of Intent and all our strategic documents are available on our website, [www.sportnz.org.nz](http://www.sportnz.org.nz).



## OUR ORGANISATION

**Sport NZ** is the national agency for sport and recreation in New Zealand.

After 10 years of being known as SPARC, we changed our name to **Sport New Zealand (Sport NZ)** on 1 February 2012. (Our legal name continues to be Sport and Recreation New Zealand).

**Sport NZ** is continuing the work done under the name of SPARC. Our mandate hasn't changed. We're still in the business of getting more Kiwis into sport and recreation and producing more winners on the world stage.

How we go about achieving these things has changed.

**HPSNZ** was established in August 2011 as a fully-owned subsidiary of SPARC. It was formed by merging SPARC's high performance unit with the two New Zealand Academies of Sport.

**HPSNZ** is now responsible for supporting our elite athletes, and also developing a network of world-class facilities, so our athletes arrive at the start line as well prepared as they can be.

**Sport NZ** leads the country's single sport system and works with the sector to build capability from club level through to high performance. We will continue to drive for a seamless and integrated pathway for participation that runs from early childhood to old age, and spans casual sport and recreation and elite competition.

Together, **Sport NZ** and **HPSNZ** will work with all our partners to deliver on our priorities and ensure that the 'ihi' in sport – the Māori word meaning 'spark', 'energy', 'life force' – can be tapped into and experienced by as many Kiwis as possible.



## THE PLAN

### OUR VISION

Enriching lives through sport – everyone, every day.

### OUR MISSION

To create a world class sports system at all levels, so we have more kids playing and enjoying sport; more adults participating and getting involved; and more Kiwi winners on the world stage.

#### **When we have delivered on our priorities, New Zealand will see:**

- More kids in sport and recreation
- More adults in sport and recreation
- More winners on the world stage

### OUR APPROACH

**Sport NZ's** role is to lead, invest and enable the sector to achieve our outcomes and priorities.

We fulfil our role by:

**Leading** – providing a clear sense of direction, challenging the sector to keep lifting its performance, recognising and sharing best practice, celebrating success, bringing the sector together and providing evidence and advocacy to point the way forward.

**Enabling** – building capability of our partners in areas such as governance and management systems, information technology services, event management, facilities, commercialisation, human resources, research and monitoring and good practice.

**Investing** – investing to produce results, monitoring the performance of the sector, and reporting back on the use of taxpayer money.

## OUTCOMES

By 2015 we want to have achieved:

### **MORE YOUNG PEOPLE ENGAGING IN MORE SPORT AND RECREATION**

We want to achieve:

- 80% of school-aged children participating in organised sport for at least three hours a week

### **MORE NEW ZEALANDERS ENGAGING IN MORE SPORT AND RECREATION**

We want to achieve:

- half a million more adult New Zealanders participating at least once a week in sport and recreation
- more than one million people volunteering in sport and recreation

### **MORE WINNERS ON THE WORLD STAGE**

We want to achieve:

- an increase in the number of world-ranked New Zealand athletes and teams



## OUR FOCUS

We have five priority areas that will deliver our outcomes:

### YOUNG NEW ZEALANDERS

*We want young New Zealanders (aged 0-18) to develop a love of sport and recreation that leads to lifelong participation.*

### COMMUNITY SPORT

*We want capable, sustainable and co-ordinated organisations delivering quality sport to their communities.*

### ACTIVE RECREATION

*We want a capable, sustainable and co-ordinated recreation sector, delivering quality opportunities that get more New Zealanders participating.*

### HIGH PERFORMANCE

*We want New Zealand's most talented athletes to be identified and developed, and to win on the world stage.*

### PARTNER CAPABILITY (PEOPLE/PLACES/PARTNERSHIPS)

*We want our partners to be sustainable and capable of delivering results.*



## OUR PRIORITIES

### YOUNG NEW ZEALANDERS

*We want young New Zealanders (aged 0–18) to develop a love of sport and recreation that leads to lifelong participation.*

**Foundation skills** – The foundations for participation in sport are laid down in the early years, so we will support organisations that provide quality programmes for fundamental movement and basic sport skills for children aged under 12.

**Quality experiences** – We will provide clear guidance for parents, teachers, coaches and other volunteers to help lift the quality of sport experiences for children, and we will encourage clubs to provide family-friendly environments to give children and parents with quality experiences.

**More sport in schools** – We will encourage the education sector to provide more quality sport opportunities for children by demonstrating how sport can improve educational outcomes, and by strengthening the links between schools, clubs and other providers.

**Youth-oriented sport** – We will support sports and events that appeal to young people and we will promote the creation of facilities and spaces to give young people better access to sports opportunities.

**Tackling drop-out** – We will find ways to keep young people engaged in sport after they leave school.

#### IN 2015 OUR SUCCESS WILL BE MEASURED BY:

The number of young people participating in sport through initiatives supported by our partners.



## COMMUNITY SPORT

*We want capable, sustainable and co-ordinated organisations delivering quality sport to their communities. Our sector must keep pace with changes in society and the economy and find ways of working together better to share its vast resources, expertise and goodwill. And it needs to connect better to people and communities.*

**Community sport planning** – We will assist and invest in national sport organisations (NSOs) to lead and develop their sports in the community.

**Regional alignment** – We will continue to work with regional partners, including RSTs, territorial authorities, gaming and community trusts, to strengthen sport networks at the regional and club level and implement NSOs' community sport plans. We will work with all major funders of sport to coordinate funding decisions, to reduce waste and to focus resources where they will benefit New Zealanders the most.

**Auckland and Christchurch** – We will help the sport sector respond to local government reorganisation in Auckland and the earthquake recovery in Christchurch.

**Facilities** – We will help to provide more New Zealanders with better places to play sport by supporting better planning and design of sports facilities around New Zealand, and by encouraging sports organisations to plan and to share resources and facilities where that reduces costs and provides better services for participants.

**Coaches and volunteers** – We will increase the number and quality of volunteers, especially coaches, by providing specialist advice on managing and supporting volunteers and by investing in coaching through national sports organisations.

**Club development** – We will explore opportunities to strengthen the club infrastructure throughout New Zealand.

**Sport outside the traditional club structure** – To ensure that sport remains an attractive option for all New Zealanders, we will support the sector to develop new ways of connecting with existing and new participants, through events, commercialisation or appealing to diverse cultures and communities (for example, immigrant communities).

**Māori** – We are committed to promoting and supporting the development and implementation of sport in a way that is culturally appropriate to Māori, and will continue to do this with the support and guidance of our advisory board, Te Rōpū Manaaki.

### IN 2015 OUR SUCCESS WILL BE MEASURED BY:

- the number of adults participating in sport through activities supported by our partners
- the number of volunteers involved in the sport sector

## ACTIVE RECREATION

*We want a capable, sustainable and co-ordinated recreation sector, delivering quality opportunities that get more New Zealanders participating.*

**Skill development** – We will give young New Zealanders a taste for active recreation by investing in organisations that develop the skills for participation.

**Youth-friendly** – We will increase recreation opportunities for young people by investing in organisations, events and activities that appeal to young people.

**Targeted investment** – We will invest in recreation organisations that can get more adult New Zealanders participating.

**Access and advocacy** – We will increase opportunities for New Zealanders to participate in recreation by working with the Sir Edmund Hillary Outdoor Recreation Council and other government agencies to improve access and coordination in the sector.

### IN 2015 OUR SUCCESS WILL BE MEASURED BY:

- the number of New Zealanders participating in recreation through initiatives supported by our partners





## HIGH PERFORMANCE

*We want New Zealand's most talented athletes to be identified and developed, and to win on the world stage.*

**Targeted investment** – We will target investment to those NSOs that are capable of producing results on the world stage.

**Facilities** – We will provide athletes with world-class conditions for training so they are prepared for international competition.

**Athlete services** – We will ensure that athletes are provided with the right services, resources and opportunities to maximise their potential.

**People** – We will attract, develop and retain world-class coaches and support services people into New Zealand's high performance system and we will provide high quality technical advice and specialist services to support athletes.

**Talent development** – We will help NSOs develop future talent by providing specialist and technical advice in talent identification and development, and we will help national sports organisations design and implement talent development plans.

**Technology and innovation** – We will invest in the development of world-leading research and technology to give our athletes a performance edge over their competitors.

### IN 2015 OUR SUCCESS WILL BE MEASURED BY:

- the performance of athletes within the high performance system
- the number of athletes within the high performance system

**Note:** HPSNZ will develop a new high performance strategy (2012-20) during the first half of 2012.



## SECTOR CAPABILITY

*We want our partners to be sustainable and capable of delivering results.*

**Developing people** – We will invest in leadership by providing and supporting leadership initiatives for NSOs and RSTs (such as our CEO seminar series), workforce planning, and helping sector organisations strengthen their governance and management arrangements.

**Tools and resources** – We provide tools and resources to help our partners manage their business, attract and retain volunteers, and manage their legal and financial obligations.

**Commercialisation** – We will help the sector strengthen its financial position and become more self-sustaining by providing advice on commercial capability and opportunities.

**Technical expertise** – We will lift technical expertise in the sector by providing high quality technical advice in specialised areas including IT, performance measurement and business analysis.

**Facilities and events** – We will also provide specialist advice on planning and co-ordination of investment for sports facilities, and on attracting and managing sports events.

### IN 2015 OUR SUCCESS WILL BE MEASURED BY:

- the capability of our partner organisations



## HOW WE WILL WORK

**Leadership** – We will provide the sport sector with advocacy and a clear sense of direction, and we will support good leadership among sector organisations.

**Targeted investment** – We will continue to target our investment to organisations that are the most capable and ready to deliver on our sport and recreation outcomes.

**Streamlined investment** – We will consolidate our investment streams to simplify and streamline the investment process for sports organisations.

**Multi-year commitments** – Where possible, we will give sports organisations certainty about their income from **Sport NZ** over a three or four-year period to help them with their planning.

**Accountability** – We will continue to hold ourselves to account for what we do with sport and recreation investment by tightening our own monitoring and measurement and asking our partners to do the same.

**Leveraged investment** – We want to see sports organisations becoming more self-sustaining, so we will expect them to use our investment to diversify their income streams and we will encourage partnerships between the sport and business sectors.

**Tightening our belt** – We will continue to drive for efficiency and effectiveness in everything we do so that we can be of more benefit to the sector.

**Evidence** – We will value rational, evidence-based decision-making and long-term planning.



## MONITORING OUR PROGRESS

We will review our priorities each year to ensure that they remain relevant and meet the needs of the sport sector and Government.

We will also monitor **Sport NZ's** progress through a system of indicators and measures, including a second Young People's Survey and second Active New Zealand Survey, both in 2014-2015.

Continuous monitoring and review will ensure that we continue to raise the bar, both in terms of our own performance and the performance of our partners.

### OTHER SPORT NZ DOCUMENTS

Our Statement of Intent and Annual Report are available on our website:  
[www.sportnz.org.nz](http://www.sportnz.org.nz)

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