

OUTCOMES FRAMEWORK

CREATING A SPORT NZ OUTCOMES FRAMEWORK

—
FOR WELLBEING, BEHAVIOUR CHANGE AND WITH
A TREATY OF WAITANGI PERSPECTIVE

BACKGROUND

The development of a wellbeing aligned Sport NZ Outcomes Framework (Outcomes Framework) was the result of several independent factors, that occurred at a point in time. That is the:

- development of strategic plan 2020-2024;
- release of Treasury's approach to wellbeing in 2018;
- publication of evidence into the impact of play, active recreation, and sport;
- evolution of Sport NZ towards being more evidence led.

Together these factors created an opportunity for Sport NZ, and New Zealand's play, active recreation and sport sector, to coalesce around a shared understanding that 'what we do' improves the wellbeing of all people living in Aotearoa New Zealand.

During 2018 Sport NZ explored its role in impacting wellbeing, and that of the wider system, including engaging external experts and organisations to support the evolution of its thinking.

In late 2018 a draft Outcomes Framework was released for discussion internally; the draft framework articulated Sport NZ's long-term outcomes and how these impact on wellbeing. The core components of the framework were approved by the Board. The Board also confirmed that the framework would represent a view of Sport NZ's contribution to wellbeing out to 2032, where Sport NZ's strategies would reflect components of the framework within each four-year period.

Subsequent to the approval of the draft Outcomes Framework, Sport NZ continued to explore the details within the framework, in particular incorporating the behaviour change model and perspective from tangata whenua.

The final Outcomes Framework sets the direction for Sport NZ and the play, active recreation and sport sector out to 2032.

Thanks to the following parties for their support during the development of Sport NZ's Outcomes Framework:

Fiona Scott-Melton (Allen & Clarke)
Perēri Hathaway (Awariki Ltd)
Leela Hauraki (Sport Northland)
Tim Ng (The Treasury)
Conal Smith (Kotātā Insight)
Peter Richardson (Ministry of Culture and Heritage)

CONTENTS

INTRODUCTION	02
LIVING STANDARDS FRAMEWORK AND DASHBOARD	03
CONTRIBUTING TO SOCIAL AND HUMAN CAPITAL	05
IMPACTING CURRENT WELLBEING TO CONTRIBUTE TO SOCIAL AND HUMAN CAPITAL	06
WELLBEING ALIGNED LONG-TERM OUTCOMES	10
SYSTEM MODEL FOR BEHAVIOUR CHANGE	13
SPORT NZ'S OUTCOMES FRAMEWORK	16



INTRODUCTION

Sport NZ's Outcomes Framework 2020-2032 draws on the Treasury's Living Standards Framework and Dashboard to identify key areas that our actions and investment contribute to broader Government objectives.

The release of Treasury's Living Standards Framework, and subsequently the Living Standards Dashboard and the link it showed between current and future wellbeing, was the catalyst that drove the development of the Outcomes Framework.

The articulation of the twelve domains of current wellbeing within the Living Standards Dashboard provided the foundation for the approach used by Sport NZ to examine impacts on wellbeing. Using an intervention logic approach and utilising evidence of the impact of play, active recreation and sport system, the contributions and mechanisms by which contributions to wellbeing were identified. Coalescing the contributions and mechanisms resulted in the identification of the long-term outcomes needed to impact wellbeing. These long-term outcomes formed the basis of Sport NZ's Outcomes Framework.

As the Outcomes Framework developed it was clear that a limitation of linking it to the Living Standards Framework was that the framework was essentially a western cultural model of wellbeing and did not incorporate indigenous approaches to wellbeing. Concurrently with the development of the Outcomes Framework, Sport NZ was also developing its approach to working and engaging with tangata whenua. Engagement with Sport NZ's Toihautū¹ and other representatives of tangata whenua, as well as reviewing the indigenous wellbeing analysis conducted by Te Puni Kōkiri, has resulted in an Outcomes Framework that draws on the principles of bi-culturalism but is not a bi-cultural Outcomes Framework. The principles of the Treaty of Waitangi are threaded throughout the Outcomes Framework, however further work is needed to create a true bi-cultural model.

CONSIDERATIONS/NOTING:

- The Outcomes Framework is inclusive of New Zealanders, regardless of race, beliefs, age, gender, and sex.
- The Outcomes Framework reflects the Treaty of Waitangi and its principles, but is not a bi-cultural framework.
- The contribution to wellbeing from high performance sport is not considered in this Outcomes Framework, but will be released in 2019.
- The Outcomes Framework represents the long-term outcomes Sport NZ is seeking, where articulations of strategy will represent what contributions are made within a shorter timeframe i.e. a subset of long-term outcomes.
- The 'value' created to Government through delivering on outcomes within the Outcomes Framework are not articulated in this document.
- Measurement and tracking of outcomes will be discussed in a separate document.

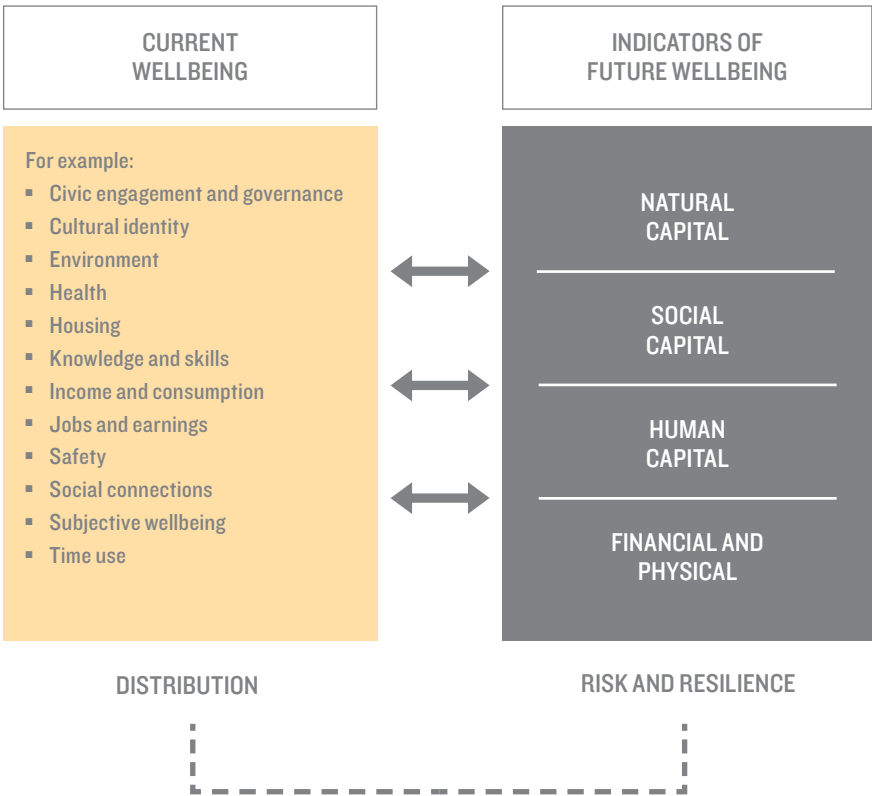
¹ Principal Advisor Māori

LIVING STANDARDS FRAMEWORK AND DASHBOARD

The New Zealand approach to measuring wellbeing is the Living Standards Dashboard, which articulates the relationship between current and future wellbeing.

The aim of the Living Standards Framework Dashboard is to update New Zealand's economic models and measurement to better reflect both the things that matter to people and the resources that underpin our wellbeing both now (Current Wellbeing) and in the future (the Four Capitals). It is estimated that two-thirds of Government's spending is tied to wellbeing outcomes.

FIGURE 1:
THE TREASURY'S LIVING STANDARDS FRAMEWORK



FUTURE WELLBEING – THE FOUR CAPTIALS

The Four Capitals provide the foundation for wellbeing. They cover Natural Capital, Financial and Physical Capital, Human Capital and Social Capital. These capitals combine to generate wellbeing, both now and in the future.

CURRENT WELLBEING – LIFE SATISFACTION

Current Wellbeing is divided into twelve domains:

- Civic engagement and governance
- Cultural identity
- Environment
- Health
- Housing
- Income and consumption
- Jobs and earnings
- Knowledge and skills
- Safety
- Social connections
- Subjective wellbeing
- Time use (leisure and recreation).

The twelve domains of Current Wellbeing reflect wellbeing at a “point in time”. They capture elements of wellbeing generally important to people in New Zealand. For definitions of the Four Capitals and the Current Wellbeing domains, see [Living Standards Framework: Background and Future Work](#).

The Living Standards Dashboard provides an integrated system for measuring wellbeing outcomes. The indicators tied to the twelve domains show how different aspects of wellbeing are changing over time, how they differ by population groups and how they compare to other countries.

When thinking about the Living Standards Framework it is really important to think about wellbeing at a population level, rather than at the individual level.

For more information, see:

- [Measuring wellbeing - LSF Dashboard](#)
- [Conal Smith - Proposal on LSF Dashboard](#)
- [The Treasury Living Standards Framework](#)

CONTRIBUTING TO SOCIAL AND HUMAN CAPITAL

The play, active recreation and sport system’s most significant contributions are to Social and Human Capital within the Living Standard Framework.

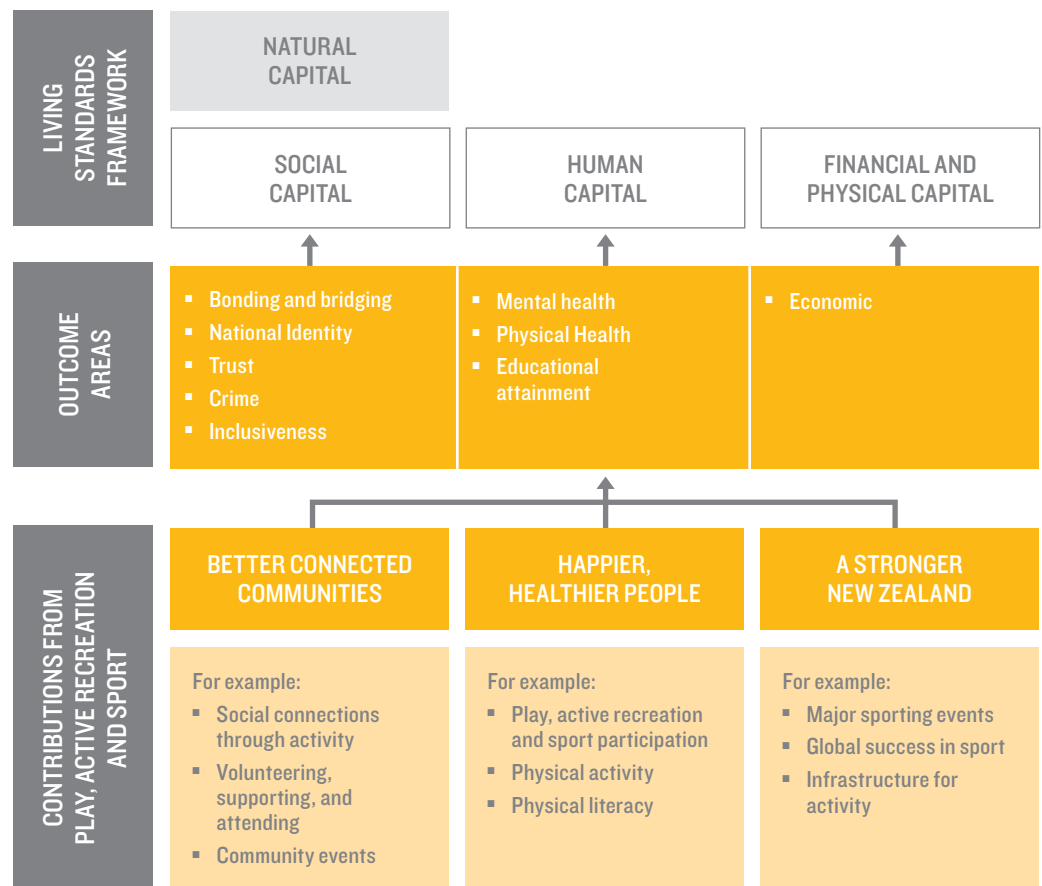
Treasury defines:

- Social Capital as “The social connections, attitudes, norms and formal rules or institutions that contribute to societal wellbeing.”
- Human Capital as “People’s knowledge, physical and mental health that enables them to fully participate in work, study, recreation and society”.

Figure 2 below sets out the links between the evidence set out in the Value of Sport research and the contribution play, active recreation and sport make to the Four Capitals. The diagram identifies that there is a contribution to Financial and Physical Capital² from play, active recreation and sport, but that the contribution is minimal.

For more information, see [Value of Sport research](#).

FIGURE 2:
CONTRIBUTIONS TO THE LIVING STANDARDS FRAMEWORK



² Financial and Physical Capital – Financial and human-made (produced) physical assets, usually associated with supporting material living conditions. Includes factories, equipment, buildings, hospitals, financial securities.

IMPACTING CURRENT WELLBEING TO CONTRIBUTE TO SOCIAL AND HUMAN CAPITAL

Sport NZ contributes to eight of the twelve domains of current wellbeing, with the contributions primarily flowing through to Social and Human Capital. Within the eight domains Sport NZ has a unique role in delivering specific wellbeing outcomes in the 'Time Use' (formally Leisure & Recreation³), 'Knowledge & Skills' and 'Cultural Identity' domains.

An iterative process was followed to identify the domains of Current Wellbeing that Sport NZ contributes to. This process involved:

- developing an understanding of each domain of Current Wellbeing in the Living Standards Framework (see page 6)
- exploring each domain of Current Wellbeing using the Theory of Change approach and developing intervention logics. This included identifying potential outcomes and activities for each domain. Through this process it became clear that Sport NZ does not contribute to Housing
- exploring the inter-relationships between the other eleven domains of Current Wellbeing. Through this process it became clear that Sport NZ has less impact on Income and consumption, Jobs & earnings and Safety
- identifying the domains of Current Wellbeing that Sport NZ is seeking to impact specific wellbeing outcomes.

THEORY OF CHANGE AND INTERVENTION LOGICS

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved (improved wellbeing).

Using 'improved wellbeing' as the desired long-term outcome we then followed an invention logic approach. This approach involved working backwards from the outcome using "if-then" statements to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for improved wellbeing to occur. For Sport NZ these were all mapped out in a large-scale Outcomes Framework demonstrating contributions (or lack of) to each domain of current wellbeing.

We then explored the inter-relationships between all the Current Wellbeing domains, and identified where Sport NZ has a role in impacting specific wellbeing outcomes.

CONTRIBUTIONS TO WELLBEING

Sport NZ contributes to eight of the twelve domains of current wellbeing, with the contributions primarily flowing through to Social and Human Capital.

Using an intervention logic approach Sport NZ identified that its work, and the work of the wider sector, makes sufficient contributions to eight domains of current wellbeing to warrant them being included in the Outcomes Framework (see figure 3). Through the same process the domains of Housing, Safety, Income and consumption, and Jobs and earning were identified as areas where insufficient contributions were made.

³ 'Leisure and Recreation' was the title used in the Living Standards Dashboard, which was subsequently amended to be 'Time Use'. The definition of the domain remained unchanged.

FIGURE 3:
SPORT NZ'S CONTRIBUTIONS
TO CURRENT WELLBEING



In combining intervention logics across the domains we identified that a number of complex interactions occur. For example, an activity might directly impact a change in one domain of wellbeing (and create value), and that contribution may create value in a separate domain of wellbeing at the same time i.e. a spill-over benefit (see example below).

Example:

As part of Sport NZ’s contribution to ‘improving the proportion of leisure and recreation time spent being physically active’ (Time Use domain) the work of Sport NZ and the wider play, active recreation and sport system brings people together when they are physically active (e.g. in clubs or teams)... creating social connections (a domain of Current Wellbeing).

Note: Impacting the ‘Social Connections’ domain is a result of spill-over benefits from increased time spent being physically active. I.e. Sport NZ needs to impact the time spent by New Zealanders in physical activity (first order outcome) in order to generate social connections outcomes (second order outcome).

The understanding of ‘spill-over’ benefit was important in identifying the specific wellbeing outcomes Sport NZ was ultimately trying to impact.

SPORT NZ'S WELLBEING OUTCOMES (LONG-TERM OUTCOMES)

Through using a Theory of Change approach and intervention logic process, we identified three Current Wellbeing domains where Sport NZ has a unique/primary role⁴ in delivering specific wellbeing outcomes for all New Zealanders: Time Use, Knowledge & Skills, Cultural Identity / Ūkaipōtanga.

Time Use

Defined as⁵: free time and access to leisure and recreation are crucial components of a balanced lifestyle. Recreation itself is intrinsically valuable to people and has positive spill-overs to other domains of wellbeing including both physical and mental health.

Sport NZ outcome:

This refers to improving the proportion of leisure and recreation time spent being physically active.

Knowledge and Skills

Defined as: Having sufficient knowledge and skills to both make informed decisions about one's life and understand how to achieve life goals is essential to a view of wellbeing that prioritises the ability to live the kind of life that one values. Knowledge and skills both have intrinsic value in this sense, but also have important instrumental value with respect to achieving good outcomes in other domains of wellbeing.

Sport NZ outcome:

This refers to the levels of physical literacy⁶ across the population.

Cultural Identity / Ūkaipōtanga

Cultural identity is clearly of importance to how people feel about their lives and the choices they make. The ability to live as who you are, without feeling compelled to adopt another identity to fit in with wider society, is an important aspect of wellbeing, as is having a sense of belonging and connection to a culture and place. Cultural identity is particularly salient in a New Zealand context given the country's bi-cultural foundation and its diverse immigrant population.

Sport NZ outcome:

This refers to improved proportion of people being physically active in the way they want to be.

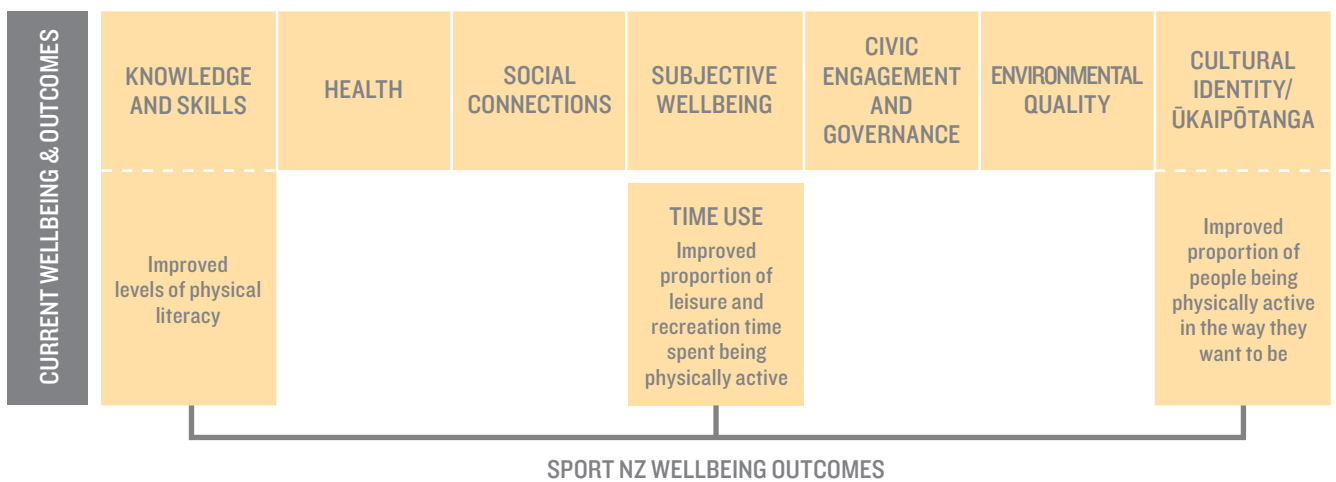
The three outcomes identified above articulate Sport NZ's unique/primary leadership role in contributing to the wellbeing of New Zealanders. There are several wider impacts and contributions to wellbeing that can be created as a result of the contributions to Time Use, Knowledge & Skills, and Cultural Identity / Ūkaipōtanga (see figure 4).

⁴ Unique/primary role refers to work led by Sport NZ that is not led or directly contributed to by another government agency.

⁵ These definitions are set out in [Living Standards Framework: Background and Future Work](#)

⁶ Physical literacy is defined as "the motivation, confidence, physical competence, knowledge and understanding required by participants that allows them to value and take responsibility for engaging in physical activity and sport for life." (Sport NZ website, What is Physical Literacy)

FIGURE 4:
SPORT NZ'S CONTRIBUTIONS
TO CURRENT WELLBEING AND
WELLBEING OUTCOMES



CONSIDERATIONS/NOTING:

- The domains of Knowledge & Skills and Cultural Identity / Ūkaipōtanga are visualised as being split boxes. The visualisation reflects that there is a specific wellbeing outcome (lower box) Sport NZ impacts, and that there are other outcomes that can be impacted within the domain (top box) by Sport NZ.

For example, within the Knowledge & Skills domain Sport NZ's wellbeing outcome is improved levels physical literacy (lower box), where for example in the upper box academic performance is a different wellbeing outcome which is impacted by time spent being physical activity.
- All impacts on wellbeing have value, however currently we are unable to determine where the work of Sport NZ and sector delivers the greatest value.

For example: Improving the proportion of leisure and recreation time spent being physically active will have a positive wellbeing value associated with it. From spending more time being physically active health outcomes improve, and improved health outcomes will also have a positive wellbeing value.

WELLBEING ALIGNED LONG-TERM OUTCOMES

Through an intervention logic process four long-term outcomes that impact current wellbeing outcomes have been developed.

Evidence from the Value of Sport research, and in particular the benefits of physical activity, were mapped onto the three Sport NZ Wellbeing outcomes. This process led to identifying the four components that need to be present to impact wellbeing. These are:

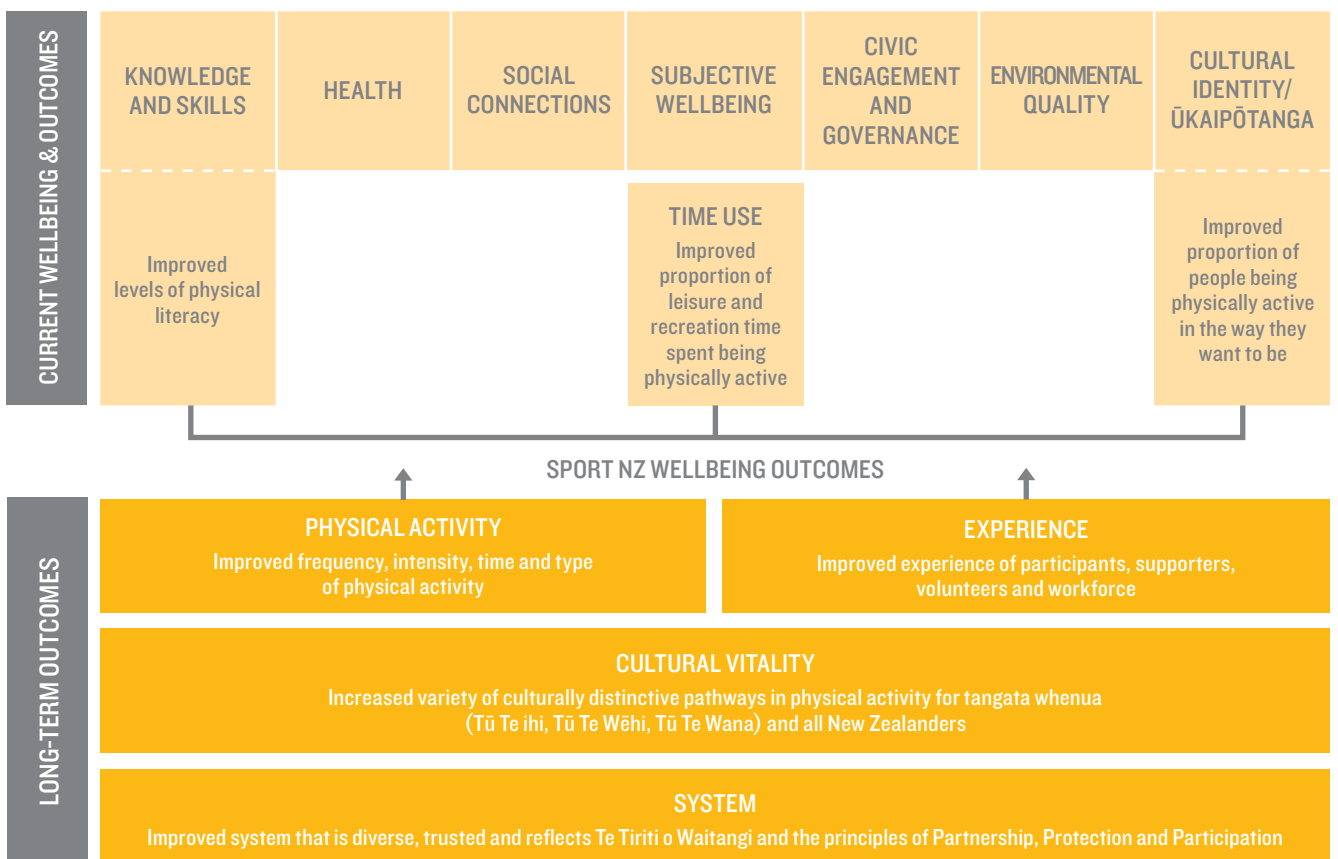
- being physically active (**Physical Activity**); and
- having a positive experience (**Experience**).

Underpinned by:

- culturally distinctive pathways for physical activity for all New Zealanders (**Cultural Vitality**); and
- a system that supports and provides opportunities for everyone (**System**).

The diagram below shows the linkages between the Long-term Outcomes and Current Wellbeing Outcomes (See Figure 5).

FIGURE 5:
LINKING WELLBEING AND LONG-TERM OUTCOMES



EXPLAINING THE LONG-TERM OUTCOMES

Each of the four long-term outcomes are explored below.

Physical Activity

As a long-term outcome for Sport NZ, physical activity refers to play, active recreation and sport. Understanding this is important for improving:

- the relevance of physical activity in different populations (i.e. opportunities that are contextually relevant and that reflect the Treaty of Waitangi and its principles and Te Ao Māori); and
- various health and social outcomes (e.g. optimising physical activity levels according to the intended outcome and adopting a more strengths-based perspective).

For Sport NZ, this refers to:

- frequency – how often people are physically active (i.e. number of sessions per week);
- intensity – how strenuously people are physically active (i.e. low, moderate or vigorous);
- time – how long people are physically active (i.e. minutes of participation); and
- type – how people are physically active (e.g. waka ama, walking the dog, organised sport).

Experience

The quality of the experience of participating in the play, active recreation and sports system is important for improving the likelihood of:

- people continuing to engage in and support physical activity (i.e. engaging in physical activity throughout people's lifespan in ways that are culturally meaningful for them); and
- realising outcomes tangential to physical activity levels (i.e. self-confidence, social connections, affirmation of cultural identity, mental health, etc).

For Sport NZ, this refers to four types of experience:

- participants - people engaging in physical activity (e.g. tramping, local club netball team member, recreational cyclist);
- supporters – people watching others engaging in physical activity (e.g. parent on the side-line of a junior netball match, cheering for the school cross-country team);
- volunteers - people donating their time to enable others to engage in physical activity (e.g. junior sports club coaching, fun run course marshal); and
- workforce – people paid to enable others to engage in physical activity (e.g. regional sports trust community employee, local council recreation officer).

Cultural Vitality

- The opportunity for tangata whenua and New Zealanders to be able to participate through culturally distinctive pathways is important for lifelong engagement in play, active recreation and sport. For tangata whenua this relates to participation for Māori, by Māori, that also allows other cultures to participate in an as Māori environment.
- Enabling all New Zealanders to engage in activities in a cultural context appropriate to themselves.

For Sport NZ this refers to:

- Tū te ihi, tū te wehi, tū te wana is an ancient Māori proverb, that has varying interpretations, however in this context ihi is referred to as energy and the transference thereof. Tū te ihi, the energy within one self, that ignites movement, tū te wehi, the transference of one's ihi to another person igniting their ihi and tū te wana that inspires other people's ihi to tautoko (support) and or to participate. This interpretation refers to people however ihi can also be transferred between humans and the environment.
- Increased vitality of culturally distinctive pathways in physical activity for tangata whenua and all New Zealanders.

System

The system underpins people's experience of engaging in play, active recreation and sport. Having a trustworthy system is important for:

- the sustainability of initiatives delivered by providing enduring guiding principles (i.e. providing direction for how the system is run); and
- encouraging collaboration across different stakeholders on initiatives that have mutual benefits (i.e. providing a framework for aligning organisational priorities and embedding the principles of the Treaty).

For Sport NZ, this refers to:

- capable – a system that operates effectively in the delivery and influence of quality physical activity experiences.
- diversity – inclusive system that provides a variety of opportunities for different population groups (i.e. recognising sociodemographic preferences, embracing people with a disability)
- trusted– reliable system that consistently delivers the intended activities with integrity (e.g. anti-corruption legislation, transparent funding streams); and
- Treaty of Waitangi – underpinning principles of a system that meets the needs of everyone living in Aotearoa (i.e. based on our bi-cultural foundation and multi-ethnic future)

MEASUREMENT

Measures associated with the long-term outcomes and the overall outcomes framework are not included in this document, but are available from Sport NZ.

SYSTEM MODEL FOR BEHAVIOUR CHANGE

To direct how we intervene to impact the long-term outcomes we have used the established socio-ecological model of behaviour change.

The socio-ecological model of behaviour change sets out the multiple components that are determinants of physical activity. These are:

- Intra-personal. This occurs at the individual level. Some of these components cannot be altered, such as age. While other factors such as confidence, knowledge and motivation can be influenced.
- Inter-personal. This refers to individual's social environment and relationships that influence their behaviour.
- Physical and Social Environment. This refers to the physical environment and broader social and cultural norms (including at an organisational level) that influences people's behaviour.
- Policies and Programs. This refers to the institutional guidelines and regulations that influence behaviour.

The model provides a useful framework for identifying the different levers Sport NZ can enable to affect change in play, active recreation and sporting outcomes. Within Sport NZ's context the components of the socio-ecological model were referred to in the Intermediate Outcomes model as:

- Individual Factors;
- Personal Relationships;
- Social and Cultural Norms;
- Physical Environment; and
- Policy.

FIGURE 6

INTERMEDIATE OUTCOMES REFLECTING THE SOCIO-ECOLOGICAL MODEL

INTERMEDIATE OUTCOMES	INDIVIDUAL FACTORS (e.g. knowledge, confidence, motivation, competence)	PERSONAL RELATIONSHIPS (e.g. family, friends, coaches, teachers)	SOCIAL AND CULTURAL NORMS (e.g. organisational practise, community structure, cultural background)	PHYSICAL ENVIRONMENT (e.g. spaces and places, infrastructure access)	POLICY (e.g. national regulations, organisational policy)
	<p>Improved:</p> <ul style="list-style-type: none"> ▪ Value of doing physical activity ▪ Understanding of the benefits of physical activity ▪ Value of volunteers, supporters and workforce that support physical activity. 	<p>Improved:</p> <ul style="list-style-type: none"> ▪ Engagement in physical activity ▪ Encouragement to participate in physical activity ▪ Provision of direct support to participate in physical activity. 	<p>Improved:</p> <ul style="list-style-type: none"> ▪ Diversity in the range of organisations promoting opportunities for physical activity ▪ Organisational cultures that enable physical activity ▪ Use of existing social structures and institutions to develop local initiatives. 	<p>Improved:</p> <ul style="list-style-type: none"> ▪ Access to physical activity options that are safe ▪ Connections between people through physical activity settings ▪ Connections between people and their surrounding environment through physical activity. 	<p>Improved:</p> <ul style="list-style-type: none"> ▪ Leadership and advocacy to support everybody to be active ▪ Implementation of national and regional regulations to ensure sector integrity ▪ Application of evidence-based guidelines to improve physical activity.

DEFINITIONS OF THE FIVE INTERMEDIATE OUTCOMES

Individual factors

This includes knowledge, confidence, motivation and competence at an individual level.

For Sport NZ, this refers to individuals that:

- value doing physical activity;
- understand the benefits of physical activity; and
- value volunteers, supporters and workforce that support physical activity.

Examples of this include individuals that:

- prioritise physical activity as part of their daily routine and balancing other time demands;
- know the physical activity recommendations for health and other social benefits; and
- become volunteers at the local sports club and/or recognise volunteers' efforts.

Personal Relationships

This refers to whānau, friends, coaches and teachers that influence a person's behaviour.

For Sport NZ, this refers to whānau, friends, coaches and teachers that:

- engage in physical activity;
- encourage participation in physical activity; and
- provide direct support to participation in physical activity.

Examples of this includes whānau, friends, coaches and teachers that:

- role model being active in a variety of ways, including playing active games at family events;
- watch junior sports from the side-line and celebrate participation (i.e. not just winning); and
- provide transport to sport and recreation venues and pay for club memberships.

Social & Cultural Norms

This refers to organisational practise, community structures and cultural background that influences people's behaviour.

For Sport NZ, this refers to:

- diversity in the range of organisations promoting opportunities for physical activity;
- organisational cultures that enable physical activity; and
- use of existing social structures and institutions to develop local initiatives.

Examples of this include:

- providing quality physical education in schools
- ensuring quality experiences in broad range of local sport and recreation clubs, gyms, events;
- supporting physical activity during business hours through flexible working conditions and providing appropriate changing and locker facilities; and
- incorporating physical activity into religious and local community gatherings.

Physical Environment

This refers to spaces & places, infrastructure and access.

For Sport NZ, this refers to:

- access to physical activity options that are safe;
- connections between people through physical activity settings; and
- connections between people and their surrounding environment through physical activity.

Examples of this include:

- well maintained playgrounds and open spaces/environments and the walkability / cyclability of neighbourhoods;
- social interaction through sport and recreation facility design/utilisation and accompanying infrastructure; and
- maintaining “green”, “blue” and culturally significant environments as part of physical activity infrastructure.

Policy

This refers to areas such as national regulations and organisational policy.

For Sport NZ, this refers to policy that:

- articulates Sport NZ’s leadership and advocacy role to support everybody to be active;
- implements national and regional regulations to ensure sector integrity; and
- applies evidence-based guidelines to improve physical activity.

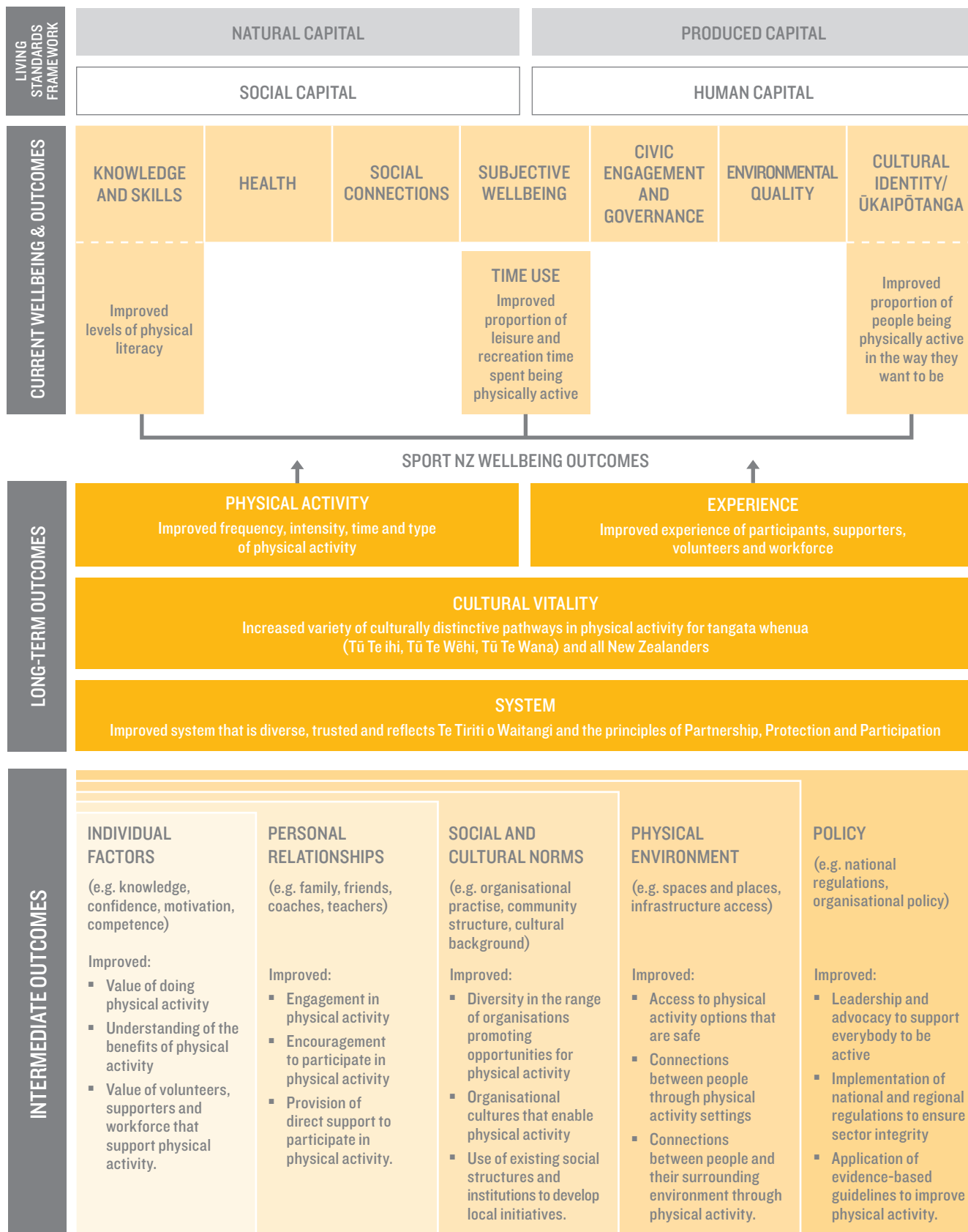
Examples of this include policy that:

- ensures urban planning, including footpaths, designated cycle lanes and “green” play areas;
- upholds international standards in anti-corruption procedures in sport, ensures policies for diversity and inclusion, child protection and athlete welfare are in place;
- uses data and insights to inform organisational decisions to reach diverse populations and develop fit-for-purpose initiatives.

For more information please contact Sport NZ for further information on the application of the socio-ecological model to physical activity behaviour change.

SPORT NZ'S OUTCOMES FRAMEWORK

Sport NZ's Outcomes Framework demonstrates the links from the socio-ecological behavioural change model at the intermediate outcomes level all the way up to the wellbeing outcomes and the contribution that play, active recreation and sport have on the wellbeing of all New Zealanders.





Level 1, Harbour City Centre
29 Brandon Street
Wellington 6011, New Zealand
PO Box 2251 Wellington 6140
Phone: +64 4 472 8058
SPORTNZ.ORG.NZ

New Zealand Government

SPNZ00036
October 2019