

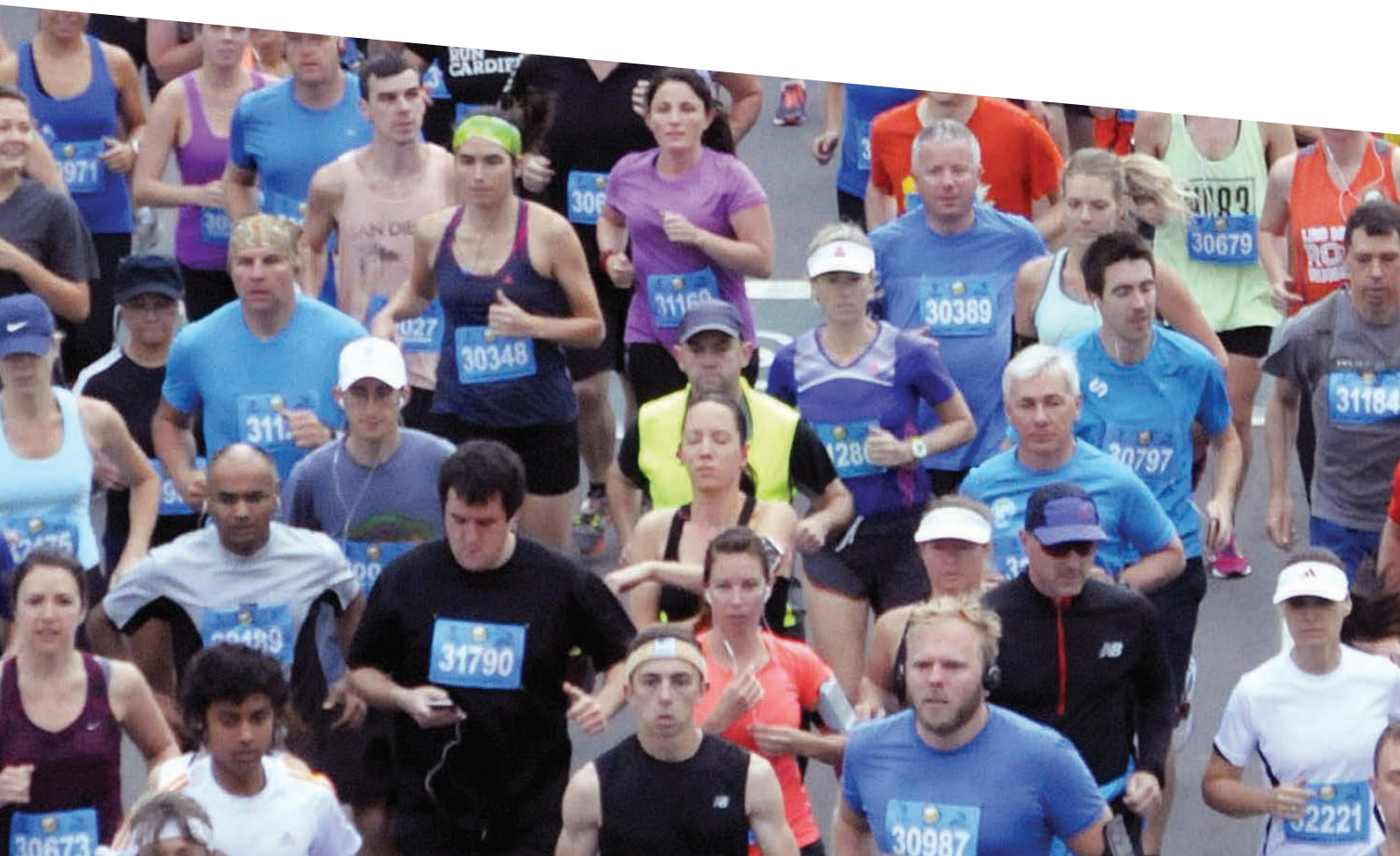
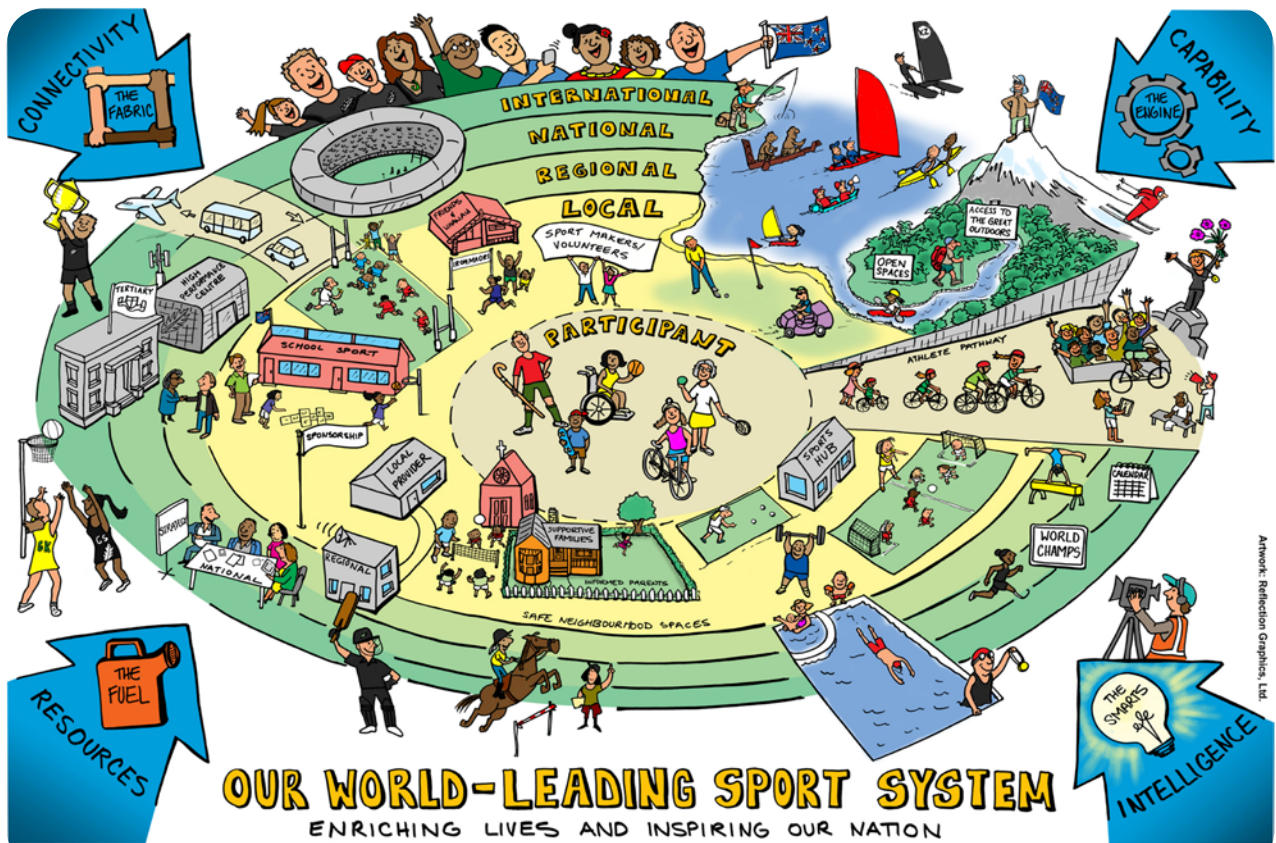
SPORT NZ GROUP STATEMENT OF INTENT

1 JUL 2015–30 JUNE 2020



SPORT
NEW ZEALAND





The world-leading sport system

To be the *world's most successful sporting nation* (More Kids, More Adults, More Winners on the world stage) requires us to be focused on building a *World-Leading Sport System*, just as a coach would ask players to focus on the process and let results take care of themselves.

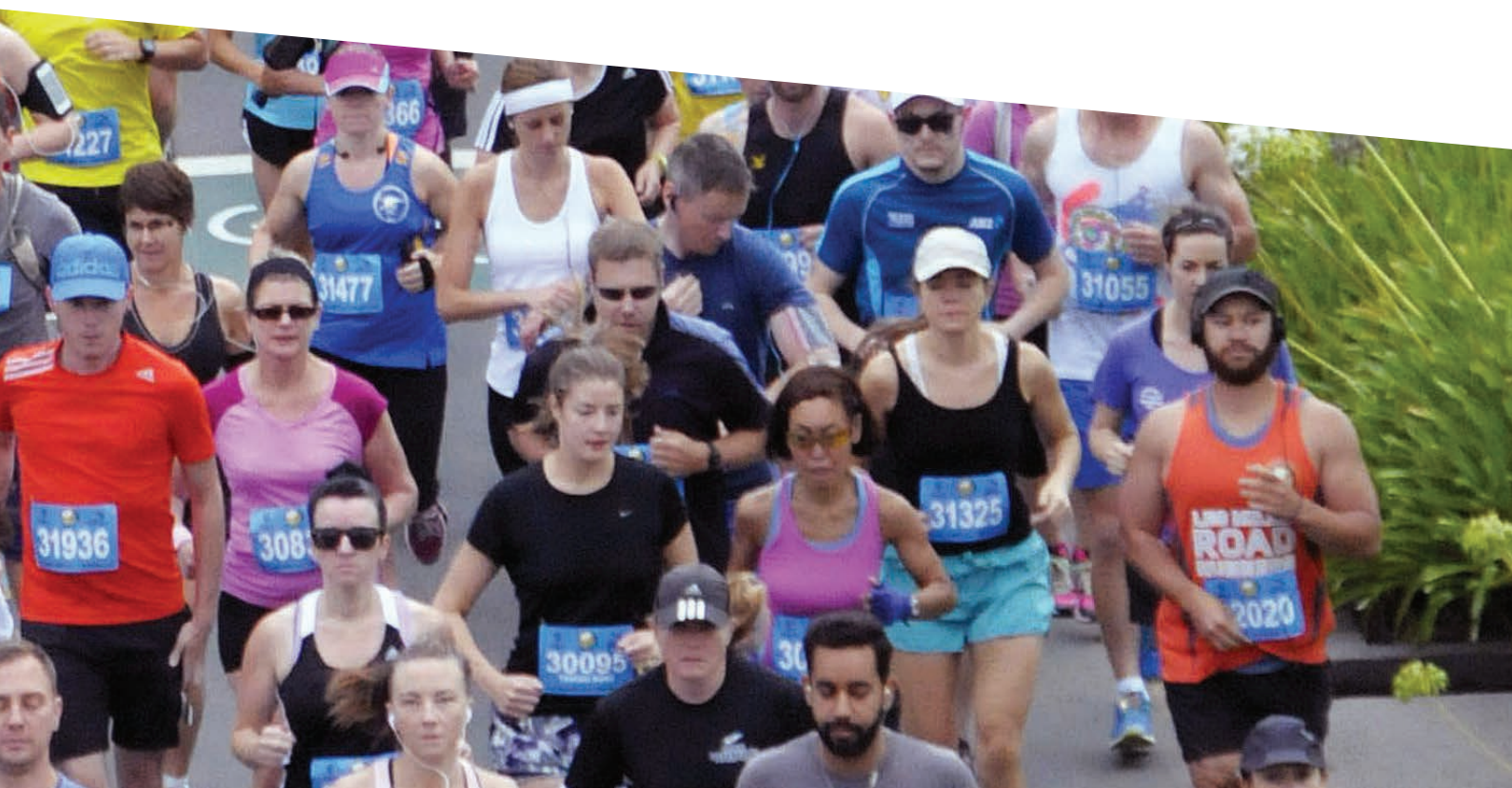
The above picture is a representation of our (New Zealand's) world-leading sport system. Importantly, the participant is at the heart of our system with those having the greatest influence over their quality sporting experiences including family, friends, teachers and coaches close by; together, they are the backbone of volunteer support in the system. Another important aspect is that the system provides a fully integrated pathway from grassroots sport and physical activity to winning on the world stage.

Our sport system is, arguably, one of the world's top few in several respects, including high national participation rates, extensive access to the great outdoors plus Olympic success beyond the level which may be expected of a small nation.

Our *participant-focused approach*: We are focused on the needs and expectations of participants and athletes. Sport NZ will obtain first-hand, extensive knowledge about participant needs in community sport and use these insights to inform, support and influence partners and providers so that sport experiences meet participant needs now and in the future. Sport NZ's subsidiary, High Performance Sport NZ, has built up extensive knowledge about high performance athlete needs and tailors its support to enable athletes to compete and win at the right time during the Olympic cycle.

Sport NZ Group recognises that there are other local, regional, national and international parts which make up the infrastructure essential to building a world-leading sport system. Sport NZ Group leads and enables people and these other parts to come together, to meet participant needs and shape the future system.

We can't do this alone; we need to be courageous and demanding of ourselves and the wider sector so that we collectively deliver a truly world-leading sport system for New Zealand.



Contents

Introduction	1
The Strategic Plan	2
Focus areas	4
Our role in the system	6
How we will deliver on our strategic priorities	8
– Community Sport Strategy	10
– High Performance Sport New Zealand Strategy	14
– Group Strategic Support	16
What we intend to achieve	17
How we will measure success	19
Organisational health and capability	29
Appendix 1 – Who we are	31
Appendix 2 – Our operating environment and managing risk	32
Appendix 3 – Sport NZ Group governance	34
Appendix 4 – Statement of responsibility	35

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



Introduction

New Zealand is building a world-leading sport system, with high rates of participation by both young people and adults, and an enviable record of winning on the world stage. It all stems from the way sport is ingrained in our culture and the sporty childhood enjoyed by Kiwi kids.

But the wonderful sporting heritage that we've all been fortunate to inherit is under threat from societal changes and global trends towards inactivity. The face of New Zealand is changing. The way people want to engage in sport is changing. Another factor is winning on the world stage is getting harder and more expensive.

If we don't act now, our sporting culture, and all of the benefits it provides to New Zealand and New Zealanders, could be lost. And as many countries are now finding, once gone it's just about impossible to get back.

Protecting this sporting heritage is a big job. And it'll take more than the efforts of Sport NZ Group alone. It will take the collective efforts of everyone who makes sport happen at every level around the country.

At Sport NZ Group we have a clear, compelling vision for the future – for New Zealand to be the world's most successful sporting nation. This means not only sustaining what we currently have in terms of participation and high performance success, but delivering bigger, better outcomes for sport and for the country.

We'll still be focused on getting more Kiwis, especially kids, into sport, and producing more winners on the world stage. But we're making changes to the way we do it. It's crucial that we meet the changing needs of participants, so we will focus on demand – what today's participants want – rather than what the sport system has traditionally supplied. And we will prioritise our work around the areas of the sport system that can best impact participation and winning. If we are to achieve this, we must hold ourselves and others accountable for both the investment we get and the impact we make. So we will be performance-driven.

We have challenges ahead. Due to lower profits from Lotto NZ, we have recently been advised that in the current year (2014/15) the share of profits we receive from the NZ Lottery Grants Board will be \$5.9 million below budget and their forecast for 2015/16 is now for a similar result. The impact over two years is \$11 million. Current reserves allow Sport NZ and HPSNZ to protect and deliver its financial commitments in 2015/16. However, longer term there are potentially significant impacts on our ability to achieve our strategic intent if lottery surpluses do not revert to the higher forecast levels.

For HPSNZ, in particular, this is further compounded as they prepare their campaign for Tokyo Olympics 2020 and beyond, with escalating costs of high performance programmes. Success on the international stage comes at a cost – more athletes competing significantly increases the total system cost.

We are taking steps to actively manage this situation over the next six to twelve months.

We are challenging ourselves and all those in the sport system to raise the bar. We must be bold – there is too much to lose. We all need to play our part in ensuring sport continues to be a part of who we are as New Zealanders. We are inviting all those who support this vision to join us.



More Kids – 89%

- New Zealand comes first equal in an international physical activity report card for youth
- Around 9/10 kids are doing three hours or more of formal or informal sport a week



More Adults – 74%

- Around 3/4 of adults take part in sport and recreational activities during any given week
- 29% of adults volunteer for a sport and recreation activity



More Winners – 13 medals

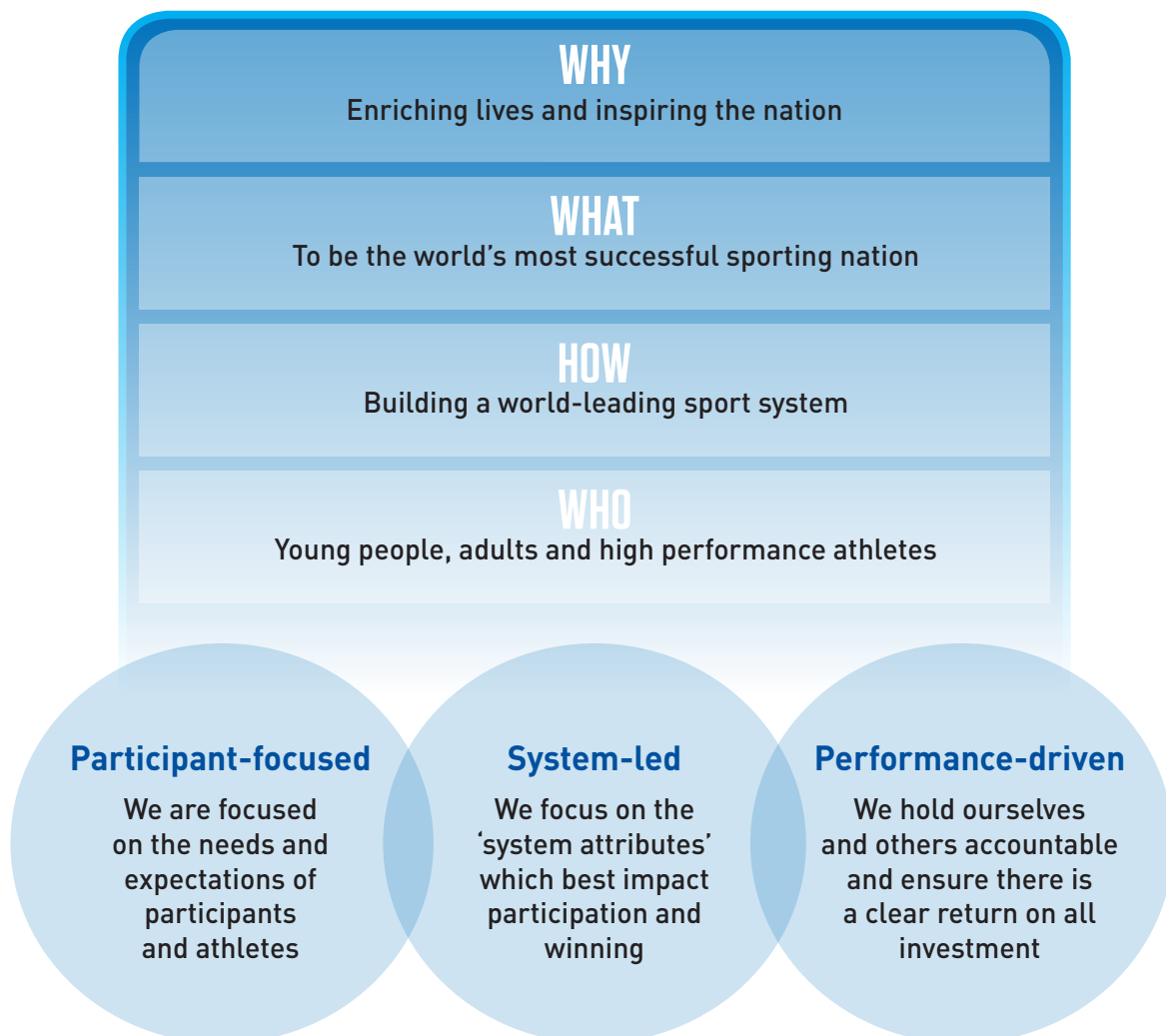
- London Olympic Games: 13 medals including 6 gold – making NZ 4th on the medals per capita table
- London Paralympic Games: 17 medals

The Strategic Plan

The new Sport NZ Group Strategic Plan 2015-20 covers all areas of the Sport NZ Group's work – young people, adults and elite athletes. The Sport NZ Group (the Group) comprises Sport NZ (Community Sport and Group Strategic Support) and its wholly-owned subsidiary High Performance Sport NZ. The Group leads the sport system from grass roots through to high performance and ensures there is an integrated pathway. 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.

The Strategic Plan charts a course for the next five years, to ensure Kiwis continue to both participate and win in sport, and that sport enriches lives and inspires us. This Statement of Intent lays out the strategic plan and how we will measure success along the way.

Our strategic approach



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 will focus on gathering insights into why and how people participate, 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 to Māori.

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

System-led

A key tenet of coaching sport is that if you focus on playing the game well, then the result will look after itself. We believe the same to be true of our sport system.

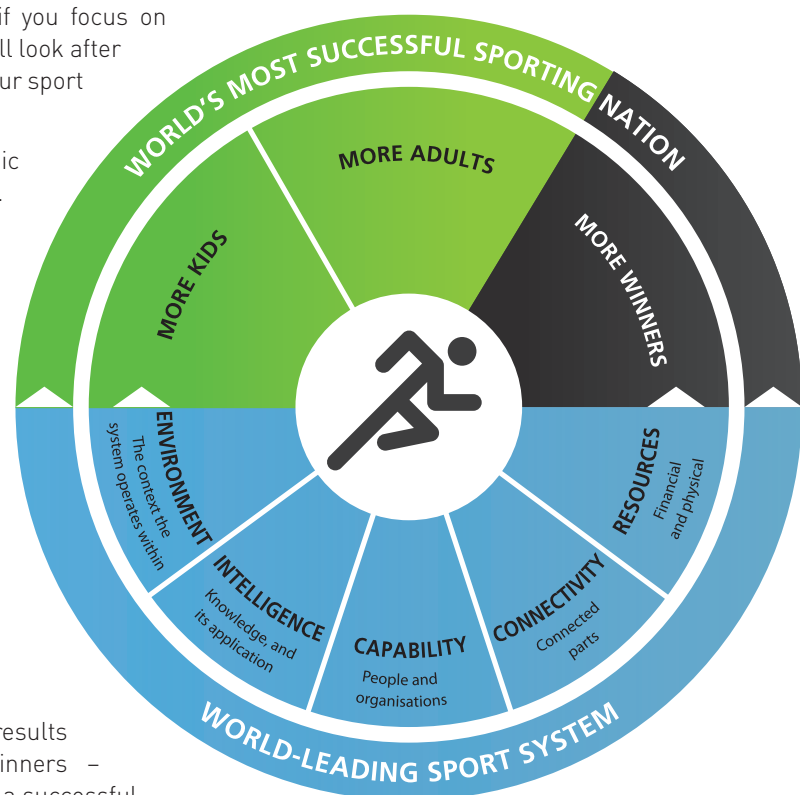
The New Zealand sport system is dynamic and complex with lots of moving parts. It's helpful to consider a system like ours having five attributes or parts:

- **Environment** – the context the system operates within
- **Intelligence** – knowledge, and its application by people in the system
- **Capability** – people and organisations within the system
- **Connectivity** – sharing and collaboration across the system
- **Resources** – financial and physical 'inputs' to the system

So instead of focusing solely on the results – more kids, more Kiwis, more winners – we will focus 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.



Focus areas

Sport and recreation will take place in communities all over the country in many different ways, at many different levels and with the support of many different groups and individuals. We will encourage and support it all; however we will focus our investment and resources in the areas of the system where we can make the most difference.

We believe that if New Zealanders are to continue to participate and win in sport we need all young people to develop the skills and confidence needed for lifelong involvement. We need strong clubs and strong competition pathways, and we need to reduce barriers to participation. And we need Kiwis to continue to win on the world stage, so future generations are inspired to do the same.

Our focus areas are:

1. **Young people:** Developing a love of sport at an early age is more likely to encourage a lifelong participation habit. A focus on developing physical, social and emotional skills through a 'physical literacy approach' will ensure all Kiwi kids have the skills and opportunities they need to be involved in sport for life.
2. **Local delivery (particularly in low-participation communities):** The opportunity exists to increase sport uptake by improving local delivery. We will identify and prioritise population groupings where there is low or declining participation, and where barriers to greater participation exist.
3. **Competitive sport (including talent identification):** The preservation of our sporting heritage and high participation rates will be dependent on our ability to sustain numbers of people participating in traditional sport competition structures and pathways, so this will continue to be a focus.
4. **Leading high performance:** To have the best chance of success, athletes need world-leading programmes, support services and facilities, so they can focus solely on performance. We will work with targeted sports, athletes and teams, being performance-driven, coach-led and athlete-focused.





Our role in the system

The Sport NZ Group has oversight of the complete sporting system, from grass roots through to high performance. The Group comprises three business arms – a wholly-owned subsidiary High Performance Sport NZ, a Community Sport team and a Group Strategic Support team.

LEAD – having a clear vision for the future of New Zealand sport; understanding the mega-trends that impact the sport system; having an overview, and understanding, of our unique New Zealand system and advocating for those in it; championing the value of sport; facilitating engagement with communities of interest to unlock thinking.

ENABLE – developing and improving the five attributes of the sports system through the provision of world-leading specialist advice and resources, so they are better able to meet the needs of participants and athletes; connecting our partners to influencers and working with them to increase their credibility; supporting partners facing challenges.

INVEST – investing, and co-investing, smartly for results in high performance and community sport, and across the system.

DELIVER – through High Performance Sport New Zealand (HPSNZ), delivering world-leading performance support to targeted athletes and teams.

We will know the ‘system’ is delivering success when we have:

1. More kids in sport and recreation – as measured by:

- 90% of young people doing at least 3 hours of organised and informal sport each week
 - Not less than 60% doing 3 hours of organised sport each week
 - Not less than 70% doing 3 hours of informal sport each week.

2. More New Zealanders involved in sport and recreation – as measured by:

- An increase in adult participation*
- An increase in volunteering*.

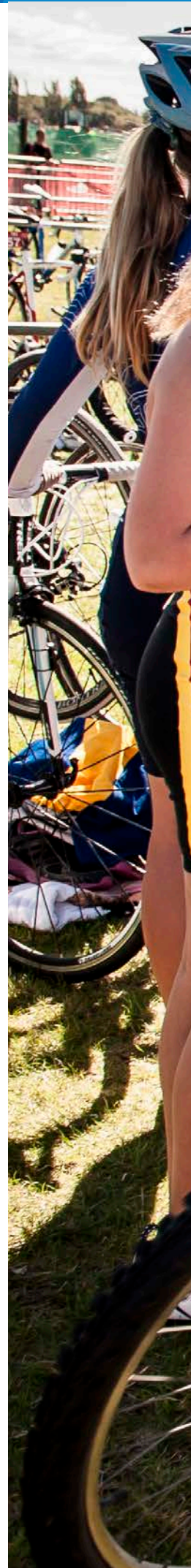
3. More New Zealand winners on the world stage – as measured by:

- 14+ medals in Rio 2016 Olympics
- 16+ medals in Tokyo 2020 Olympics
- 12 gold medals in Rio 2016 Paralympics
- 10-14 gold medals in Tokyo 2020 Paralympics
- 1 medal in 2018 Winter Olympics
- 1 gold medal in 2018 Winter Paralympics
- Winning at World Championships in targeted non-Olympic sports.

4. Progress in all areas of a world-leading sport system

- We will monitor the development of the five system attributes through a scorecard.

* Active NZ Survey 2013/14 – 74% of adults took part in sport and recreation in any given week; 28.6% volunteered in sport in the last year.





How we will deliver on our strategic priorities

SPORT NZ GROUP
A world-leading sport system

Community **SPORT**

More kids, More Kiwis

**HIGH PERFORMANCE
(HPSNZ)***
More winners

GROUP STRATEGIC SUPPORT

This diagram depicts the three delivery arms under the Sport NZ umbrella. The following section describes the strategic approaches by our Community Sport team and High Performance Sport NZ to delivering those respective strategies. The priorities in supporting Community Sport and High Performance Sport NZ are also described briefly.

* High Performance Sport NZ (HPSNZ) was launched in 2011 as a wholly-owned subsidiary of Sport NZ, the Crown agency that oversees sport and recreation in New Zealand. The HPSNZ mandate is to lead the high performance system in New Zealand.



Community Sport Strategy

New Zealand's first national Community Sport Strategy, launched in 2009, paved the way for the provision of dedicated national support to young people and adult participation across New Zealand.

Five years on, Sport NZ has learnt much about the opportunities and challenges of community sport and the role of different stakeholders in delivering sporting opportunities to New Zealanders, including its own role in leading change.

Our new Community Sport Strategy 2015-20 aims to sustain the positive momentum that has been created and lead the New Zealand sports sector in taking the next step in the evolution of community sport.

This Strategy is designed to enable system improvements which together will attract and support more people to participate at each stage of their lives. We are adopting a Physical Literacy Framework that will guide our work with the sector to ensure that sport and physical activity are delivered in a way that recognises participants' physical competency, confidence and motivation. This in turn will support people to stay on the lifelong path of sport and physical activity, consistent with the Ministry of Health's strategic outcome of New Zealanders living longer, healthier, more independent lives.



PHYSICAL LITERACY

is the: motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activity and sport for life.

It is a lifelong journey that connects an individual, within their environment, to physical activity and sport.

The Physical Literacy Framework will guide our work with agencies involved in physical activity and Community Sport including the Ministry of Health and other government agencies. The Framework will explain the needs of participants at each life stage. The Framework, drawing from Te Whare Tapa Whā model¹, affirms that as a person develops through their life stages the following personal dimensions should be considered:

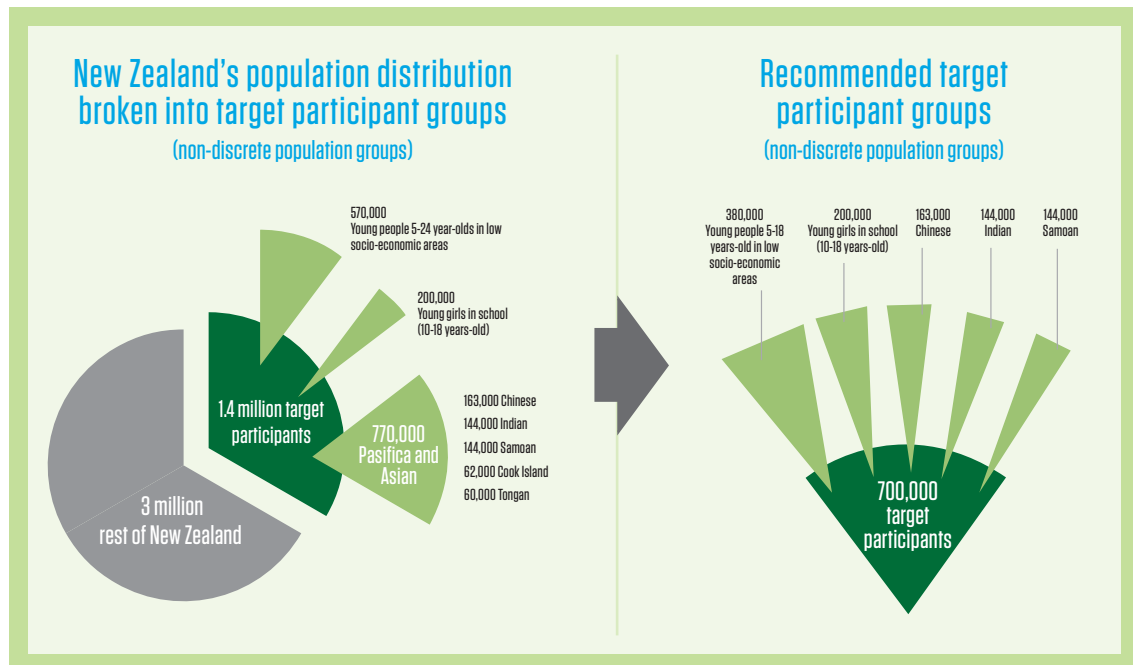
PHYSICAL - TINANA	COGNITIVE/EMOTIONAL - HINENGARO	SOCIAL - WHĀNAU	SPIRITUAL - WAIRUA
Our physical body, growth, development and movement capability	Our thinking processes, impacted by our emotional state, that determine our capability to think, learn, reason and act	Our interpersonal connectedness, family relationships and social support	Our values, beliefs, personal identity and life purpose

¹ Mason Durie, *Whaiora: Māori Health Development*, OUP Australia and New Zealand, 1995 <http://www.health.govt.nz/our-work/populations/maori-health/maori-health-models/maori-health-models-te-whare-tapa-wha>

In partnership with Health, we will also focus on a national approach to increasing physical activity levels in the 0-18 age group within schools, clubs, homes and communities. This will involve increased resource and investment into a range of physical activity interventions, particularly in low-participation and at-risk communities.

The shared approach will also be aligned with nutritional and other support provided by Health, to prevent obesity and maintain healthy weight in young people.

We want people to strengthen or develop their love and habit of sport and physical activity. We want to ensure the system provides for participant needs at any stage of their life. Given the need to get the most from limited resources, we will focus on both sustaining current high participation rates and growing participation in segments of the population where greater barriers exist or participation is relatively low. These low-participation target groups are shown below.



Over this strategic period (2015–2020) we have three focus areas in community sport:

- School-aged Children (5-18)** - Developing a love of physical activity and sport at an early age is more likely to encourage life-long participation. A focus on 'physical literacy' will ensure all Kiwi kids have the skills they need to be involved in sport for life.

Outcome: An increase in children taking part in 3 hours or more of organised and/or informal sport a week in schools by 2020.
- Local Delivery (particularly in low-participation communities)** - The opportunity exists to increase sport uptake by improving the connectivity of all those involved in local delivery. We will identify and prioritise population groupings where there is low or declining participation (these may include Chinese, Indian, Samoan, young women, lower socio-economic) and where barriers to greater participation exist.

Outcome: A 3% increase in participation in supported projects by 2020.
- Competitive Sport (including talent identification)** - The preservation of our sporting heritage and high participation rates will be dependent on our ability to sustain numbers of people participating in traditional competition structures and pathways, so this will continue to be a focus. We will place greater emphasis on ensuring quality talent pathways exist for participants.

Outcome: An increase in high engagement participation reported from targeted sports by 2020.

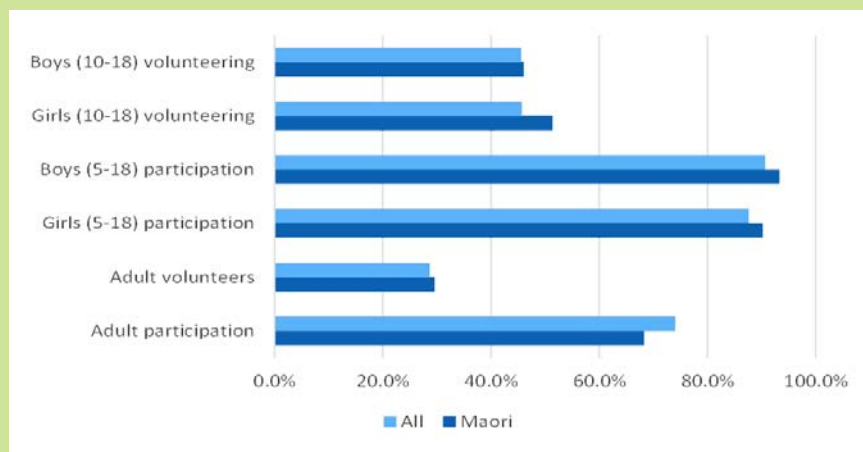


Community Sport investment principles underpin the Community Sport Strategy and are aimed at ensuring effective stewardship of public funding:

- Investment will be made where there is a clear value proposition
- Investment will improve the sustainability of the system
- Investment will be targeted for greatest impact
- Investment will be grown through partnership and leverage.

Māori participation

Sport continues to be a positive space for many Māori. Māori adults and young people take part and volunteer in sport in high numbers. According to the 2013/14 Active NZ Survey and the 2011 Young People's Survey:



However, opportunities exist to further increase participation and impact on multiple social outcomes for Māori via sport, especially in communities where there are hard-to-reach non-participants and there is multiple disadvantage.

While the Community Sport Strategy includes a broad range of initiatives which will continue to deliver for Māori (including investment in partners such as Iwi, regional sports trusts, territorial authorities and national sport organisations), additionally we will consider Māori through the lens of low-participation communities and HOP¹. We will engage with relevant stakeholders, including whānau, hapu and iwi, with a focus on understanding participants, and supporting the local sport system to respond in a way that is appropriate for that community. As part of our Insights programme we are also seeking insights into the attitudes, drivers and barriers for Māori participation.

¹ The goal of the He Oranga Poutama programme (HOP) is "to increase participation and leadership as Māori in sport and traditional physical recreation, at a community level".

Community Sport Strategy 2015-20

Strategic Outcomes

More kids in sport and recreation

90% of school-aged children take part in 3+ hours of organised and/or informal sport a week

More New Zealanders involved in sport and recreation

An increase in adult participation
An increase in volunteering

Focus Areas

School-aged children

Focusing on 'physical literacy' to ensure all young people have the skills they need to be involved in sport for life, targeting 5-18 year-olds

Local delivery

Improving the connectivity of all those involved in local delivery of sport, particularly in low-participation communities

Competition pathways

Sustaining the number of people participating in existing competition structures and pathways, including talent development

Strategic Priorities

Insights

Success is a well-informed, participant-focused sporting system, at all levels

- Segmentation
- In-depth research
- Analysis
- Benchmarking
- Best practice
- Case studies
- Sharing
- Innovative solutions

People

Success is a network of skilled people delivering to and supporting participants

- Coaches
- Teachers
- Parents
- Volunteers
- Young leaders

Spaces and places

Success is more and better places for New Zealanders to play sport

- Planning
- Design
- Partnering
- Programming

Partners / providers

Success is a network of capable partners of sport, providing relevant sport experiences

- Sports hubs
- Community sport capability
- Delivery networks
- Planning
- Local delivery

Pathways

Success is the system providing relevant opportunities and integrated experiences to participants that encourage ongoing engagement

- Physical literacy
- Life-stage learning
- Talent development
- Pathway to podium

High Performance Sport New Zealand Strategy

High Performance Sport New Zealand has created a performance-driven, coach-led and athlete-focused system, which provides athletes with world class support services and facilities, so they can focus solely on performance. We work collectively with partners, harness world-leading best practice and, as a one-stop shop, are able to respond quickly and decisively to meet the needs of our athletes. Our key partners include national sport organisations, the New Zealand Olympic Committee and Paralympics New Zealand.

The ingredients needed to deliver the High Performance Strategy include: world-class people, an appropriate high performance environment, world-leading planning and monitoring, immersion in sports and understanding what it takes to win, developing and applying world-leading innovation, plus capturing, sharing and leveraging world-leading best practice across the High Performance system.

The core values required to support delivery of the High Performance strategy are *excellence, integrity and collaboration*. The core capabilities needed to deliver the strategy are encapsulated in being:

- **Performance-driven** – with appropriate behaviours for partnership working, understanding what it takes to win and growing internal capability through purposeful learning.
- **Coach-led** – with appropriate behaviours for the optimal alignment and delivery of coaching, recognition of the coach leadership role, its accountability and development requirements.
- **Athlete-focused** – with appropriate behaviours for aligning support with athlete needs, working in an ethical manner which protects the athlete, maximising sustainable performance outcomes for the athlete and HP system.

The international stage

In the first year we remain focused on preparing athletes for the Rio 2016 Olympics and Paralympics. Programmes across our targeted sports are in place and there will be no stone left unturned to ensure our athletes can perform at their best.

For the balance of our strategic period, our focus will turn to the Olympic and Paralympics to be held in Tokyo in 2020. Planning is already well underway and this will intensify beyond Rio.

Tokyo will offer a new set of challenges including escalating costs of competitions, increasingly competitive nations that are well resourced across our targeted sports, a large contingent of our Rio medal prospects expected to retire post Rio and increasing pressures to retain key staff as they are head-hunted by our competitors.

Alongside our Olympic and Paralympic athletes, we remain focused on supporting our national teams to prepare and compete for their own pinnacle events including World Championships and Commonwealth Games.

The success of the high performance sport system in New Zealand has largely been driven by a top-down, targeted investment strategy, in which sports with the greatest medal potential receive the support required to win on the world stage within our financial constraints. The same investment strategy will continue over the next five years.



High Performance Sport NZ Strategy 2013-2020

Strategic Outcomes

More winners on the world stage
 14+ medals in Rio 2016 Olympics
 16+ medals in Tokyo 2020 Olympics
 12 gold medals in Rio 2016 Paralympics
 10-14 gold medals in Tokyo 2020 Paralympics
 1 medal in 2018 Winter Olympics
 1 gold medal in 2018 Winter Paralympics
 Winning at World Championships in targeted non-Olympic sports

Key Goals

**Key Goal 1:
Podium performance**
 At Olympic/Paralympic and World Championships in targeted sports

**Key Goal 2:
System sustainability**
 Achieve a sustainable high performance sport system capable of constant improvement through collaborative leadership and investment

Key Goal 3:
 By 2020 being recognised as a world-leading high performance system

Strategic Priorities

Leading a highly effective high performance system that ensures resources are targeted and prioritised to deliver performance outcomes

Assisting national sport organisations (NSOs) to build world-leading coaching and high performance programme leadership

Enhancing the daily training and competition environments (meeting targeted sports' high performance facility needs)

Delivering world-leading performance support for our athletes and coaches

Working in partnership to increase the high performance capability of NSOs

Strengthening high performance athlete development (including talent identification and development)

Leading an integrated and robust innovation, research and technology programme to drive increased performance

Mandate

Leading the HP sport system in New Zealand, working in partnership with NSOs and key stakeholders by:

Allocating resources to targeted sports and athletes

Delivering world-leading support to impact NSOs, coach and athlete performance

Constantly striving to outperform international benchmarks

Group Strategic Support

As Sport NZ's third delivery arm (see diagram on page 8), the role of Group Strategic Support is to support both HPSNZ and Community Sport to build a world-leading sport system. Specifically this will be achieved through delivering the following priorities:

Championing the value of sport

We will create opportunities to tell the story of sport so its value, to both individuals and society, is understood by all New Zealanders, and its power can be harnessed to provide wider benefits.

System connectivity

We will build strategic relationships with key players in, and outside of, the system. We will create opportunities to bring the right people together and facilitate discussion that better positions us to address problems or take advantage of opportunities.

System capability

We will build the business capability of the system, and of our partners, through the provision of world-leading specialist advice and resources. We will support the development and retention of a quality workforce.

System funding

We will have oversight of all funding into the system to ensure it is aligned, sustainable and used wisely. We will work to increase the financial resources available across the system.

Major and mega events

We will oversee a National Sporting Events System which ensures we host events that can contribute to both our goals and those of wider New Zealand. We will coordinate government involvement in mega events, and support the New Zealand Major Events investment process.

Facilities

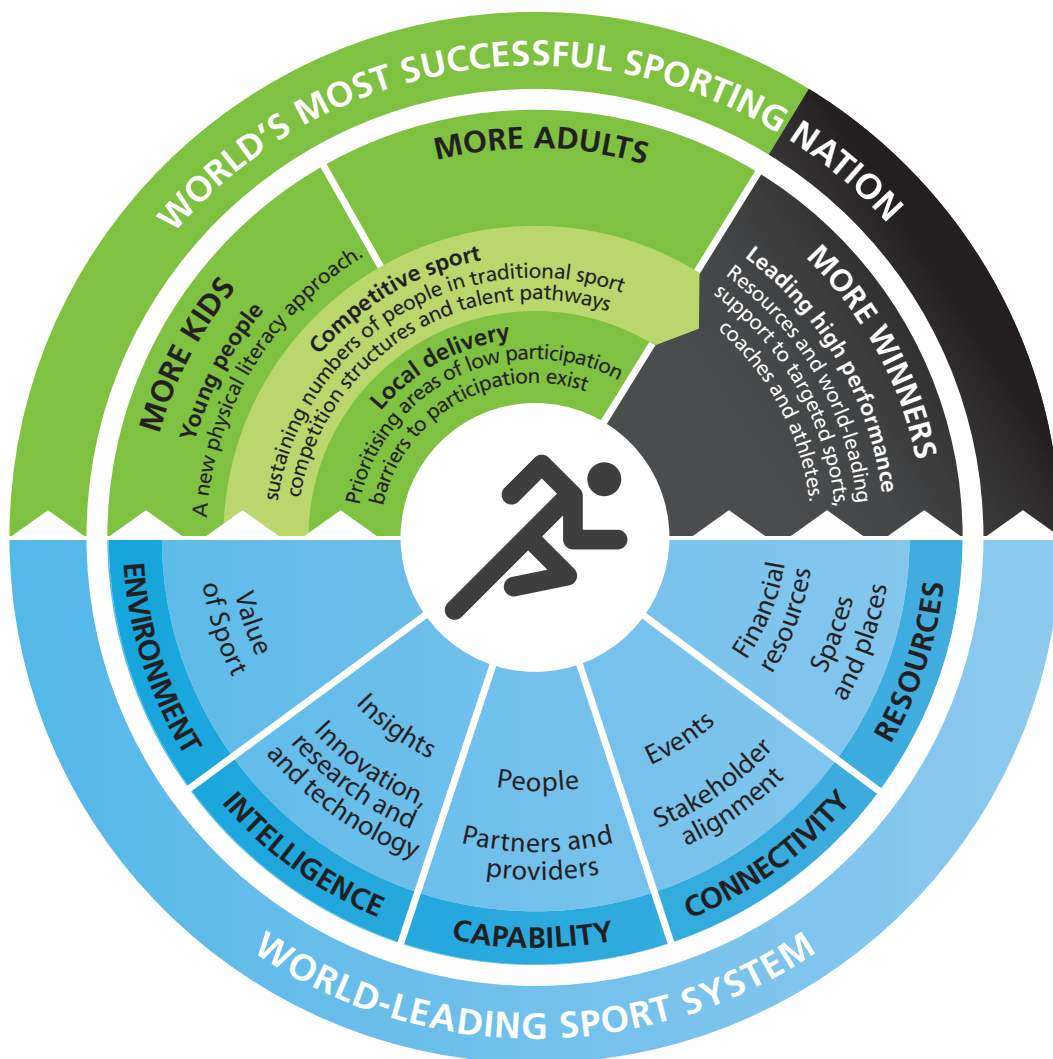
To support the priorities in the High Performance and Community Sport strategies, we will oversee a National Facilities Framework ensuring the planning, investment, building and management of sport facilities are best practice and aligned with a national plan.

Group efficiency and effectiveness

We will optimise our financial and operational performance across the Group to ensure we are providing the maximum possible value to the system and to New Zealanders.

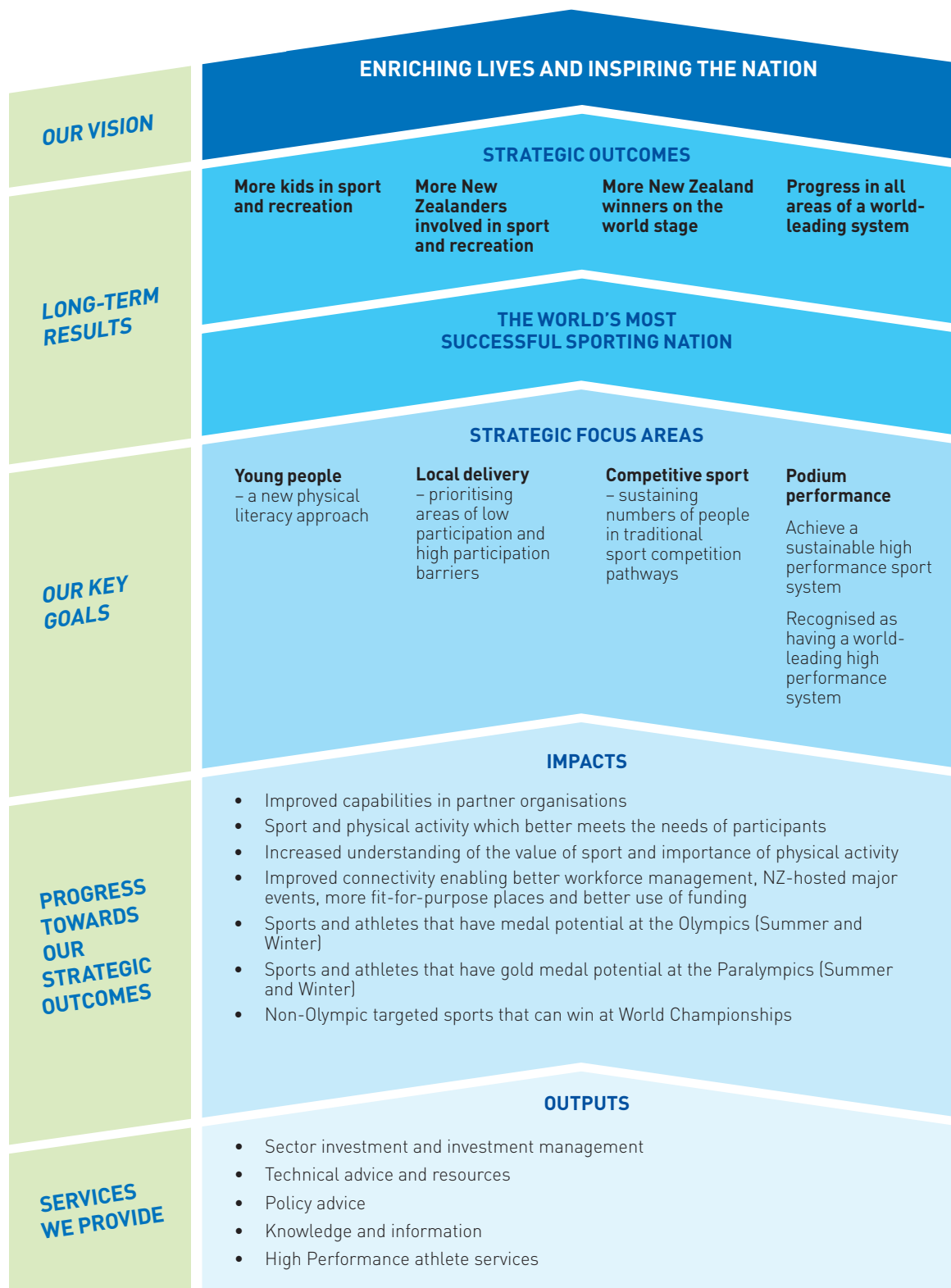
What we intend to achieve

Why – Enriching lives and inspiring the nation



Through building a world-leading sport system, we will achieve our strategic outcomes: More Kids, More Adults and More Winners. The lower hemisphere depicts the sport system attributes or parts we will work through to achieve the outcomes and priorities we have identified in the top hemisphere. Strategic outcomes, intermediate outcomes and impacts are included in the next section, 'How we will measure success'.

Our outcomes framework – what we intend to achieve



How we will measure success

During the five-year strategy we will continually measure both the success of the sport sector (at the Strategic Outcome level) and our own success (Strategic Focus Areas and Priorities). To measure performance of new areas of work, we will develop baselines during 2015/16.

Strategic Outcome 1 – More kids in sport and recreation

Across the sport sector we are looking for the following participation outcomes:

BY 2020, WE EXPECT	PAST PERFORMANCE
90% of young people doing at least 3 hours of organised and/or informal sport each week	89% (2011 Young People's Survey)
Not less than 60% of young people doing 3+ hours of organised sport each week	56% (2011 Young People's Survey)
Not less than 70% of young people doing 3+ hours of informal sport each week	66% (2011 Young People's Survey)

Our Strategic Focus Areas and Intended Impacts

At an organisational level, our approach to achieving results for children, through our Young People's Plan, has several stages. First, we must:

- Maintain existing, and establish new, partnerships with school communities and support those communities to work together for shared outcomes
- Develop physical literacy understanding to support children and young people to enhance their physical, social, emotional and cognitive skills to participate in physical activity
- Empower teachers and grow their confidence and competence to teach quality PE and support quality physical activity and sport
- Support providers and sports to provide aligned and appropriate quality physical activity and sporting opportunities.

We will evaluate our approach through a staged roll-out before making adjustments and considering increased coverage. This will assist us to target investment for maximum benefits.

We are working in partnership with the Ministry of Health with the aim of increasing physical activity levels in the 0-18 age group. This shared approach will complement and be aligned with nutritional and other support provided by Health, to prevent obesity and maintain healthy weight levels of young people.

The strategic focus areas and the impacts we're specifically working towards are outlined in the table on the following page.

¹ Physical literacy is a lifelong journey around connecting an individual, within their environment, to physical activity and sport. It encompasses the motivation, confidence, physical competence, knowledge and understanding to value and choose to engage in physical activity and sport for life.

STRATEGIC FOCUS AREAS	EXPECTED PROGRESS	COMPARATOR	OUR IMPACT	HOW IMPACT WILL BE MEASURED
School-aged young people (5-18 yrs) More young people participate in physical activity and sport	An increase in children taking part in 3 hours or more of organised and/or informal sport a week in schools by 2020	A baseline to measure impacts in targeted school communities will be developed during 2015/16 and progress reported against that baseline	<ul style="list-style-type: none"> Young people in targeted schools participate in quality physical activity (PA), physical education (PE), and sport Targeted school communities provide quality PA, PE and sport Providers work together to deliver quality physical activity and sport 	An evaluation that involves a mixed method approach (qualitative and quantitative measures) to monitor the progress of implementation, to assess the achievement of the outcomes/impact and to answer specific evaluation questions. <i>This approach could include evaluation of young people's motivation to participate or teachers' confidence to deliver PE across funded projects.</i>
Local Delivery More kids participating through local delivery projects	A 3% increase in participation in supported projects by 2020	A baseline, using value proposition information, will be provided across supported projects at the start of each project	<ul style="list-style-type: none"> Local delivery projects are matched to local need (of the participants) There is sector alignment/ collaboration in local delivery provision Within targeted local communities we expect to see the following changes: <ul style="list-style-type: none"> Local leaders are developed to drive the change The community determines their own needs and solutions More opportunities are provided to participate Partners work together to provide long-term solutions Regular reflection increases learning for all parties involved, feeding into delivery improvements and increased self-reliance on own information by partners 	<ul style="list-style-type: none"> Evaluation and participant surveys across funded projects Examples of sector collaboration across funded projects With support from Sport NZ, targeted local communities will, annually: <ul style="list-style-type: none"> Measure participant numbers (including male/female, adult/youth and ethnicity) Measure participant retention Survey the participants to gather their views Catalogue their story of change
Competitive Sport More kids participating through formal competitive structures	An increase in high engagement ² participation reported from partners by 2020	54% of secondary school children participated in 2014 (NZSSSC 2014) 2013/14 high engagement figure for 11 targeted sports in NSOs: 445,617	We will apply resources to increase the delivery capability of priority partners in the following ways: <ul style="list-style-type: none"> Application of the physical literacy approach in delivery Increased awareness and improved delivery of age-appropriate coaching 	Across partners and school communities: <ul style="list-style-type: none"> School surveys through coach and participant surveys Time allocated to sports coordinator roles in schools

² High engagement is defined as an activity that occurs over a minimum of 6 weeks and lasts over 18 hours in total eg, seasonal club competition. For a one-off activity: the activity lasts more than 3 hours and requires material self-training to participate eg, triathlon.

Strategic Outcome 2 – More New Zealanders involved in sport and recreation

Across the sport sector we are looking for the following participation outcomes:

BY 2020, WE EXPECT	PAST PERFORMANCE
An increase in adult participation	74% of adults took part in sport and recreation in any given week (Active NZ Survey 2013/14)
An increase in volunteering	28.6% volunteered in sport (Active NZ Survey 2013/14)

Our strategic focus areas and intended impacts

At an organisational level, our approach to achieving outcomes for New Zealanders has several stages. We must:

- Find out where, and to whom, targeted resources can make the most difference
- Establish strong partnerships with local communities
- Develop and provide insights and other expertise to support partners and other providers in delivering services and products which meet participants' needs

We will evaluate our approach before making adjustments and considering increased coverage.

The strategic focus areas and the impacts we're specifically working towards are:

STRATEGIC FOCUS AREAS	EXPECTED PROGRESS	COMPARATOR	OUR IMPACT	HOW IMPACT WILL BE MEASURED
Local Delivery More adults participating through local delivery projects	A 3% increase in participation in supported projects by 2020	A baseline, using value proposition information, will be provided across supported projects at the start of each project	<ul style="list-style-type: none"> • Local delivery projects are matched to local need (of the participants) • There is sector alignment/collaboration in local delivery provision Within targeted local communities we expect to see the following changes: <ul style="list-style-type: none"> • Local leaders are developed to drive the change • The community determines their own needs and solutions • More opportunities are provided to participate • Partners work together to provide long-term solutions • Regular reflection increases learning for all parties involved, feeding into delivery improvements 	<ul style="list-style-type: none"> • Evaluation and participant surveys across funded projects • Examples of sector collaboration across funded projects With support from Sport NZ, targeted local communities will, annually: <ul style="list-style-type: none"> • Measure participant numbers (including male/female, adult/youth and ethnicity) • Measure participant retention • Survey the participants to gather their views • Catalogue their story of change
Competitive Sport More adults participating through formal competitive structures	An increase in high engagement ³ participation reported from targeted sports by 2020	2013/14 high engagement figures for 11 targeted sports in NSOs: 279,699	Across target participant groups and focus areas: <ul style="list-style-type: none"> • Increased awareness and improved delivery of age-appropriate coaching • Improved participant/athlete development frameworks, including clear talent pathways • More coaches receiving fit-for-purpose training 	Across targeted sports: <ul style="list-style-type: none"> • Annual performance assessment against related KPIs • Coach and participant surveys across specific projects

³High engagement is defined as an activity that occurs over a minimum of 6 weeks and lasts over 18 hours in total eg seasonal club competition. For a one-off activity: the activity lasts more than 3 hours and requires material self-training to participate eg, triathlon.

Strategic Outcome 3 – More New Zealand winners on the world stage

Across the high performance system we are seeking the following results on the world stage from our athletes:

PINNACLE EVENT	TARGET RESULTS	PAST PERFORMANCE
Medals at Olympic Summer Games	14+ in 2016 16+ in 2020	2012: 13 medals
Medals at Olympic Winter Games	1 in 2018	2014: 0 medals
Gold medals at Paralympic Summer Games	12 in 2016 10-14 in 2020	2012: 6 medals
Gold medals at Paralympic Winter Games	1 in 2018	2014: 0 medals

On an annual basis, we are seeking the following results:

RESULTS SOUGHT	COMPARATOR
Consistent number of New Zealand athletes placed in the top 3, top 5, top 8 in the world in Olympic disciplines	The annual results for the comparative year in the previous Olympic cycle, i.e. 2009 as compared with 2013, being 3 years out from Olympic Games.
Consistent number of NZ 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, i.e. 2009 as compared with 2013, being 3 years out from Olympic Games.

The impact we expect to see as a result of our high performance programme is:

OUR IMPACT	HOW IMPACT WILL BE MEASURED
<ul style="list-style-type: none"> More than 80% of High Performance programme goals are achieved by targeted sports 	Across targeted sports: <ul style="list-style-type: none"> Annual performance assessments across related KPIs

Strategic Outcome 4 – Progress in all areas of a world-leading sport system

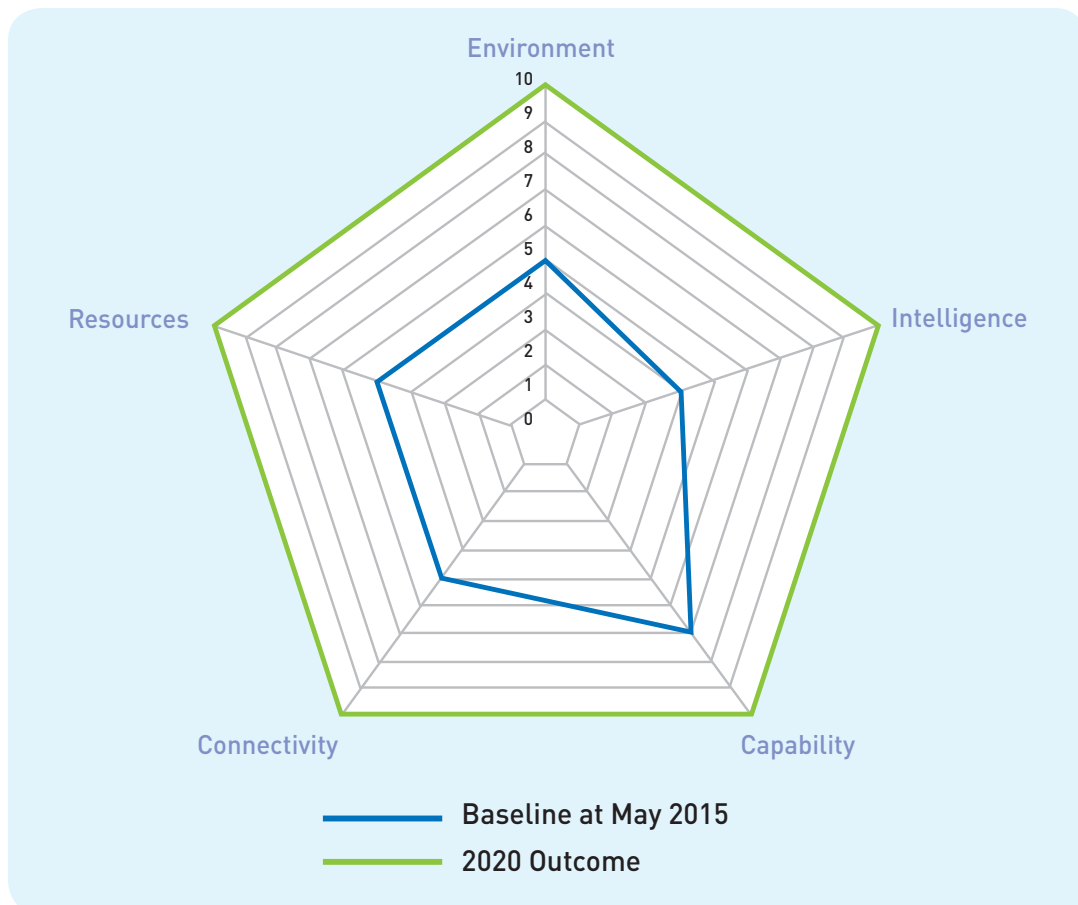
New Zealand's sport system is, arguably, already world-leading, with high participation rates and a successful record of winning on the world stage, compared with, sometimes, bigger and better-resourced countries. New Zealand's context offers advantages including great connectivity at local and regional levels and massive capability in our volunteer base along with an ease of access to the 'great outdoors' relative to other countries.

We believe there is significant untapped potential in the system to achieve more for New Zealand, but to do this well requires a healthy system at all levels.

In order to produce positive long-term outcomes in the future for New Zealand, we need a healthy system fit for the future and this means raising the bar in some areas. From a complex system, Sport NZ has identified five broad attributes – *environment, intelligence, capability, connectivity and resources* which are critical to progress and sustaining a healthy system. Each attribute has been defined by a set of 'success statements' that collectively represents a world-leading sport system, within a New Zealand context.

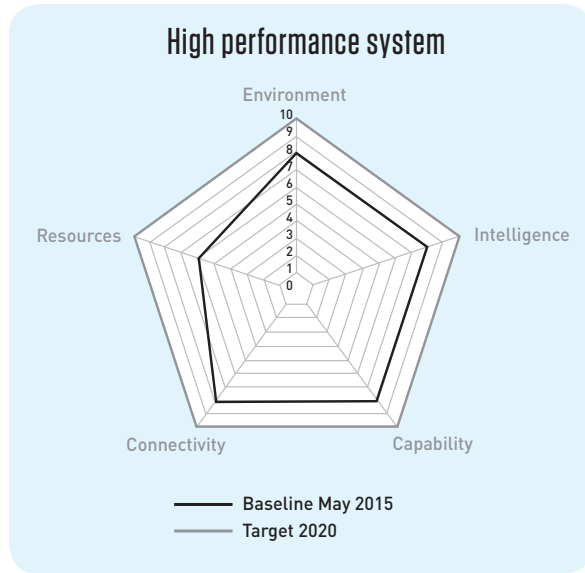
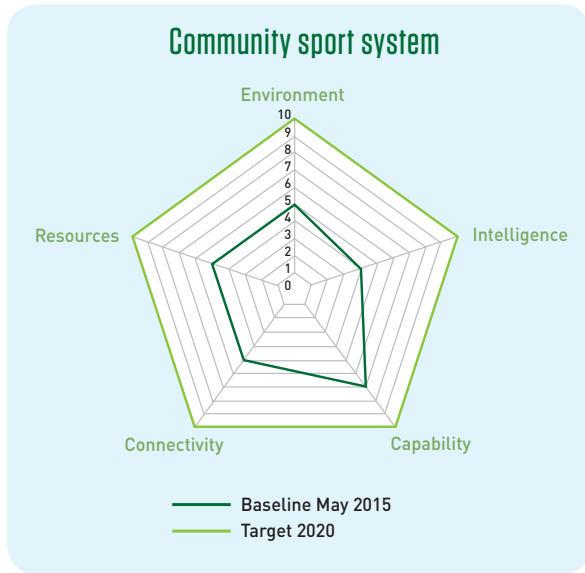
Initial baseline for the New Zealand sport system (May 2015)

To measure progress, Sport NZ has developed an initial baseline of the current state of the system, as depicted below, bearing in mind the huge potential to achieve more. Sport NZ will consult the sector and use sector views as well as look to our international counterparts to reach an ongoing mutual understanding of the system and where efforts can be best placed. Progress will be measured annually through qualitative and quantitative indicators which, together, will measure the overall status of each attribute over time.



Baselines for the community sport and high performance sport systems (May 2015)

Both community sport and high performance sport systems represent a specialised part of the whole sport system, with their own particular environment. The respective results represent the relative maturity of the high performance sport system and complexity of the community sport system.



Our strategic focus areas and intended impacts

Our primary goal is to develop and sustain a world-leading sport system at all levels across New Zealand. We have identified the 'system attributes' or enablers we believe are key to this, as depicted above. Through our strategic planning process we have identified aspects of New Zealand's sport system where significant gaps exist and which we believe Sport NZ, through directing resources and expertise, can have the greatest positive impact; these are represented as our 'strategic priorities'.

At an organisational level, we expect to deliver the following impacts against our strategic priorities:

WORLD-LEADING SYSTEM ATTRIBUTE	STRATEGIC PRIORITIES	OUR KEY IMPACT	HOW IMPACT WILL BE MEASURED
Environment – the context the system operates within	A 3% increase in participation in supported projects by 2020	<ul style="list-style-type: none"> • Relevant Government initiatives and the regulatory environment support sport and recreation outcomes; sport is used to achieve other government outcomes • New Zealanders demonstrate an increased understanding of the 'value of sport' 	Examples of sport and recreation centred policies and regulatory change that support our outcomes and achieve cross-government outcomes Evaluation and participant surveys across funded projects
Intelligence – knowledge and its application by people in the system	A Community Sport Insights programme (including research support) to put the participant at the heart of our decisions and actions for growing participation	<ul style="list-style-type: none"> • A well-informed, participant-focused sporting system at all levels • Partners are utilising Insights knowledge to design quality sports services and products, leading to quality sports experiences for participants 	Evidenced through annual partner performance assessments
HP strategic priority 4 Delivering world-leading performance support for our athletes and coaches	HP strategic priority 4 Delivering world-leading performance support for our athletes and coaches	Provide world leaders in high performance knowledge, experience and support, thus creating, challenging and influencing world-class performance.	At least 80% athlete and coach satisfaction with the quality of the high performance support and advice
HP strategic priority 7 Leading an integrated and robust innovation, research and technology programme to drive increased performance	HP strategic priority 7 Leading an integrated and robust innovation, research and technology programme to drive increased performance	<ul style="list-style-type: none"> • Harness New Zealand and overseas technology, research, minds and resources towards improving performance in high performance sport. • Deliver applied research and technology projects to solve performance issues identified by sports, coaches and athletes. • Provide platforms to capture and disseminate and leverage high performance knowledge to improve performance and sustainability. 	<ul style="list-style-type: none"> • At least 80% satisfaction by targeted sports with delivery of HPSNZ innovation and technology projects • Lead two contestable funding rounds per year to enable targeted sports to access innovation and technology resources to impact athlete performance and provide a rigorous evaluation framework for innovation investment decisions • Pinnacle event learning system is implemented with a minimum of 7 targeted sports with at least 80% satisfaction
Capability – people and organisations within the system	Capable organisations (partner and provider organisations) including: <ul style="list-style-type: none"> • Community Sport aspect: a network of capable partners of sport, providing relevant sport experiences • Sector Capability aspect: a system of capable and connected people and organisations that can deliver world-leading sporting outcomes 	Partners are capable, stable and sustainable	Demonstrated by partner understanding of own capability strengths and weaknesses through improvement plan progress/Organisational Development Tool/WOF assessment Increase percentage of partners demonstrating aligned strategic, operational and delivery plans with appropriate budget and performance monitoring Where applicable, project benefits reviews and other liaison activities

WORLD - LEADING SYSTEM ATTRIBUTE	STRATEGIC PRIORITIES	OUR KEY IMPACT	HOW IMPACT WILL BE MEASURED
<p>Capability (Cont) – people and organisations within the system</p>	<p>Capable people - there is a balanced supply of people with the right skills for critical roles required to deliver quality experiences to participants including:</p> <ul style="list-style-type: none"> • Community Sport aspect: quality people throughout the system 	<p>The sector takes a coordinated approach to address workforce challenges in its planning, recruitment and role support and development</p>	<p>Increase percentage of partners demonstrating collaboration, workforce planning and recruitment results aimed at addressing workforce challenges</p>
<p>HP strategic priority 2 Assisting NSOs to build world-leading coaching and high performance programme leadership</p>	<ul style="list-style-type: none"> • Ensure NSOs prioritise coaching and enable high performance coaches to provide athletes with the coaching they need to win. • Improve the viability of high performance coaching as a career by working with NSOs to attract, develop and retain high performance coaches and develop succession plans • Increase coaching capability to lead and case manage athlete campaigns and provide individualised development support for carded coaches • Increase high performance director and athlete development leader capability by implementing individual performance and development plans • Assist NSOs to build the environment to attract and retain the right high performance leaders, and provide specialist recruitment, retention and succession planning support 	<ul style="list-style-type: none"> • At least 80% of priority 2016 medal potential athletes receive the coaching they need • At least 70% of priority 2020 medal potential athletes receive the coaching they need • At least 80% of coaches who are highly engaged in the HP coaching programme have improved coaching performance • Leadership development programmes (incorporating professional development planning) achieve an average programme satisfaction score of 80% or greater 	<ul style="list-style-type: none"> • At least 80% of priority 2016 medal potential athletes receive the coaching they need • At least 70% of priority 2020 medal potential athletes receive the coaching they need • At least 80% of coaches who are highly engaged in the HP coaching programme have improved coaching performance • Leadership development programmes (incorporating professional development planning) achieve an average programme satisfaction score of 80% or greater
<p>HP strategic priority 5 Working in partnership to increase the high performance capability of NSOs</p>	<ul style="list-style-type: none"> • Enhance capability and capacity within sports to meet the challenging requirements for winning performance so they are increasingly self-reliant and support their athletes to win consistently • Work closely with NSOs to evaluate their high performance programmes and identify opportunities to impact performance • Provide consulting and expert technical support to targeted podium potential sports to increase capability and athlete performance 	<ul style="list-style-type: none"> • Enhance capability and capacity within sports to meet the challenging requirements for winning performance so they are increasingly self-reliant and support their athletes to win consistently • Work closely with NSOs to evaluate their high performance programmes and identify opportunities to impact performance • Provide consulting and expert technical support to targeted podium potential sports to increase capability and athlete performance 	<ul style="list-style-type: none"> • At least 80% targeted sport satisfaction with quality and timeliness of HPSNZ consultancy and advice • At least 80% of NSO high performance key performance indicators have been achieved

WORLD-LEADING SYSTEM ATTRIBUTE	STRATEGIC PRIORITIES	OUR KEY IMPACT	HOW IMPACT WILL BE MEASURED
Capability (Cont) – people and organisations within the system	HP strategic priority 6 Strengthening high performance athlete development (including talent identification and development)	<ul style="list-style-type: none"> Ensure NSOs have best practice high performance athlete development systems to deliver the number and quality of athletes required across their pathway to meet or exceed their medal targets Assist NSOs to develop and implement high performance athlete development pathways and track performance of developing athletes 	<ul style="list-style-type: none"> At least 80% of targeted sports have current evidence-based HP athlete development pathways Two HP athlete development forums held annually with participation by a minimum of 8 targeted sports At least 250 athletes receive support through Pathway to Podium programme
Connectivity – sharing and collaboration across the system	Making and enabling cross-government relationships and partnerships Connecting the sector and creating strategic relationships Major and mega events overseeing the National Sporting Events System, coordinating government involvement in mega events and developing the NZ Major Events Investment process and portfolio	<ul style="list-style-type: none"> More (and increasingly) collective efforts are being applied to key issues and opportunities across the system to achieve better results (than lone working or lesser collaboration could achieve) Successful events which provide leverage to meet Sport NZ and wider government goals A dynamic major/mega event 'prospecting plan' supported by key event stakeholders (providing NZ 10 years of events to host and leverage) 	<ul style="list-style-type: none"> Number of quality regional and sport recreational plans Perception of engaged stakeholders that report positive change in connectivity Six-monthly sector event report (from 2017 once monitoring and evaluation arrangements are developed.)
Resources – financial and physical 'inputs' to the system	System funding review to: <ul style="list-style-type: none"> ensure optimal use of funding across the sector support financial and economic sustainability of the sector Community Sport Spaces and Places	<ul style="list-style-type: none"> Funds are directed to where they are most needed to have the greatest impact on the sport system, participants and athletes. Maintain or increase funding to the sector There are more fit-for-purpose places that are sustainable and meet the needs of communities and sport and recreation participants 	Indicator: Evidence key funders are aligned with Sport NZ funding strategies (eg, coordinated facilities planning, investment in development and retention of people in the sector, appropriate attention to low participation communities) A range of measurement tools will be used including demand modelling, benchmarking and post-evaluation to identify and measure progress. These tools will measure, for example: <ul style="list-style-type: none"> the number of facilities plans based on best practice, evidence-based decision models and aligned with national facility strategies

WORLD-LEADING SYSTEM ATTRIBUTE	STRATEGIC PRIORITIES	OUR KEY IMPACT	HOW IMPACT WILL BE MEASURED
<p>Resources (Contd) – financial and physical inputs to the system</p>	<p>HP strategic priority 1 Leading a highly effective high performance system that ensures resources are targeted and prioritised to deliver performance outcomes</p>	<ul style="list-style-type: none"> Maximise high performance outcomes through optimal allocation of investment to targeted podium potential sports and athletes Drive for efficiency and effectiveness in the high performance system and HPSNZ operations, ensuring maximum use of resource with minimal duplication Ensure we retain, develop and attract people who can provide sustained world-leading support 	<ul style="list-style-type: none"> At least 85% of total high performance funding will be invested in high performance programmes and initiatives A minimum of 80% of core investment is allocated to targeted sports At least 80% partner satisfaction with quality and timeliness of HPSNZ consultancy and advice At least 80% of NSO high performance key performance indicators have been achieved
	<p>HP strategic priority 3 Enhancing the daily training and competition environments (meeting targeted sports' high performance facility needs)</p>	<ul style="list-style-type: none"> Provide an accessible training, performance and recovery support environment through integrated facilities to meet the needs of athletes and coaches, including athlete preparation and recovery at the Olympic Games Create a world-leading high performance environment in regional hubs where there is a critical mass of elite athletes See more medal potential athletes immersed in a high performance environment to enhance learning, development and sustained performance over multiple cycles 	<ul style="list-style-type: none"> At least 80% athlete and coach satisfaction with HPSNZ training centre facilities At least 80% athlete satisfaction with high performance support At least 80% partner satisfaction with quality and timeliness of HPSNZ consultancy and advice Manage a minimum of four multi-sport performance hubs across major cities in New Zealand to ensure regional athlete and coach needs are met

Organisational health and capability

Note: Annual measures for good employer, managing risk, financial information systems and control, service performance information, effectiveness and efficiency are in the Statement of Performance Expectations.

A coordinated approach

The organisational capability components of Sport NZ and HPSNZ are being actively managed through a coordinated approach under the banner of the Sport NZ Group. In particular:

- **Shared Services Agreement** – Sport NZ provides finance, organisational development, IT, procurement, marketing and communications, government servicing and corporate accountability support services to HPSNZ. This includes operating a single IT network, FMIS and payroll system. A service catalogue describes both the services and associated service levels of all shared service functions.
- **Corporate policies, procedures and internal controls** – corporate policies, procedures and internal controls are consistent across both Sport NZ and HPSNZ.
- **Governance committees** – the Audit, Finance and Risk Committee and Remuneration Committee has dual Board member representation and has oversight over both Sport NZ and HPSNZ activities. A sub-committee, Black Gold, has representation from both Sport NZ and HPSNZ Boards and the New Zealand Olympic Committee for the purpose of attracting philanthropic funding into the sport sector.
- **Senior Leadership Teams (SLT)** – joint SLT meetings are held.
- **Relationship management** – Sport NZ has a dedicated team of Relationship Managers who operate across our investment partners on behalf of both Sport NZ and HPSNZ.
- **Contract and investment management** – Sport NZ and HPSNZ operate a single contract and investment management system.

The Sport NZ Group actively manages people, processes and technology in order to deliver high quality sport and recreation outcomes to New Zealanders.

Managing our people and being a good employer

In accordance with section 118 of the Crown Entities Act 2004, the Sport NZ Group seeks to meet good employer obligations by providing for:

- good and safe working conditions
- an equal employment opportunities (EEO) programme
- the impartial selection of suitably qualified people for appointment
- opportunities for individual employees to enhance their abilities.

Both Sport NZ and HPSNZ's structures are aligned with the strategic direction outlined in the 2015 - 2020 Sport NZ Group Strategic Plan.

Sport NZ and HPSNZ monitor performance as a good employer through regularly monitoring staff engagement levels and retention rates.

Effectiveness and efficiency

We will continue to drive for efficiency and effectiveness in everything we do while ensuring we dedicate as much resource as possible to 'front-line' support for the sport and recreation sector. We continue to reduce administration costs over time and aim to deliver better public services more efficiently.

Both the Community Sport and High Performance investment strategies and related delivery and support mechanisms are targeted to ensure greatest impact on delivering outcomes. Consistent with our Sector Capability work, we will also undertake a greater number of cost reduction and efficiency projects across the sector based on clear return on investment and risk criteria. This will include multi-partner cost reduction projects such as sports hubs, shared procurement and greater focus on multi-partner capability improvements such as workforce planning and implementation.

We are also involved in a joint partnership with the New Zealand Olympic Committee to seek philanthropic funding for and on behalf of the sport sector.

Managing our technology

The Sport NZ Group's three-year Information Services Systems Plan (ISSP) is under development and will align with the Sport NZ 2015-20 Strategic Plan and this Statement of Intent.

We are constantly improving our technology platform and systems to better support our operational requirements.

Physical technology assets such as servers, desktop computers and laptops are both leased and owned, with a growing number of software applications operating in a cloud environment.

Managing risk

- Risk Management Framework – the Sport NZ Group operates a risk management framework that includes oversight by the Audit, Finance and Risk Committee. This includes a three-year rolling Internal Audit programme, managed through external audit providers.
- Contract and investment management - each year the Sport NZ Group manages over \$60 million of contracts and investments with sport and recreation organisations and third-party service delivery agencies. The Sport NZ Group manages these contracts and investments through an Investment and Relationship Management System referred to internally as Kahiwi. Kahiwi provides us with a single view of all our contracts and investment arrangements, including a single picture of all future contractual commitments. All investment by the Sport NZ Group is subject to quality assurance processes and all contracts are managed in accordance with internal guidelines.
- Relationship Management – the Sport NZ Group has a dedicated team of Relationship Managers who monitor risks and opportunities in the sport and recreation sector. Kahiwi is used to organise and process information about our relationships with partner organisations. This allows us to engage with stakeholders consistently, efficiently, and in a timely manner.

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 will comply with the reporting requirements set out in the Crown Entities Act 2004, including giving notice to the Minister prior to acquiring subsidiaries or shares.

Appendix 1 – Who we are

Sport 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
- Progress in all areas of a world-leading sport system.

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 New Zealand Group (and in this document as Sport NZ).

Our structure

The Sport New Zealand Group (the Group) comprises three business arms – High Performance Sport New Zealand (HPSNZ), a wholly-owned Crown entity subsidiary, Community Sport and Group Strategic Support. The Group strategically leads the sport system from grass roots through to high performance and ensures there is an integrated pathway.

SPORT NZ GROUP
A world-leading sport system

Community SPORT
More kids, More Kiwis

**HIGH PERFORMANCE
(HPSNZ)**
More winners

GROUP STRATEGIC SUPPORT

Appendix 2 – Our operating environment and managing risk

Our operating environment

Our operating environment is complex and dynamic with changing factors which have implications for the future of the sport system. The following key factors have informed our strategic priorities:

FACTOR	KEY POINTS	STRATEGIC/OPERATING INTENTION
Government priorities	Cross-government priorities and initiatives, including those from Health (eg, childhood obesity) and Education, require a cross-government approach which includes expertise in sport and physical activity.	Engage in cross-government relationship building and joint initiatives to benefit wider Government priorities.
Young people	Sedentary lifestyles, including increasing screen time, may lead to a decline in physical activity contributing to poor health outcomes. Decline in quantity and quality of Physical Education (PE) and quality provision of sport for school-aged children may lead to a decline in long-term participation in sport and active recreation.	Improve the quality of PE and sport in schools. Develop a Physical Literacy Framework.
Cultural diversity	The cultural diversity of New Zealanders is increasing. New migrants to New Zealand may not necessarily value sport and physical activity and look for more diverse experiences.	Ensure the benefits and value of sport and physical activity are understood by all New Zealanders and work to deliver responsive services.
Ageing population	In about 12 years, older Kiwis will outnumber young people. Sport sector organisations will need to meet the demand of a growing but still active older population, as well as cope with replacing large numbers of older workers as they retire.	When possible, assist partners in addressing the physical activity needs of older people. Implement a Workforce Planning Strategy for sector partners which includes addressing potential gaps.
Auckland growing population	Fast-growing population and identified pockets of relatively low participation. New local government operating environment may be challenging for facilities.	Continued focus on Auckland with dedicated resources. Local delivery aimed at lifting low participation levels.
Christchurch rebuild	Continued challenges as part of the rebuild (eg, demand for new fit-for-purpose facilities)	Continued focus on Christchurch with dedicated resources.
Ethics and integrity	The increasing global threat of unethical behaviour in sport (eg, match-fixing and doping).	Leadership of inter-agency integrity group and progressing priority work areas around match-fixing and doping Ensuring partners have appropriate policies in place to prevent and/or manage integrity breaches.
High performance system position	Other, better-resourced, nations are catching up with New Zealand's high performance system.	Use resources optimally to sustain system. Seek more resources and innovation for the system.
Increasing awareness of world-class events value	There is an opportunity to achieve more success in holding and leveraging world-class events.	Building a cross-agency alliance to attract and deliver more world-class events in the long term.

Managing risk

In addition to responding to factors from our complex and dynamic operating environment, Sport NZ recognises that risk management is integral to good governance and management practice. The key risks and mitigations (below), to delivering the Group Strategic Plan are reviewed regularly.

RISK	OUR MITIGATIONS INCLUDE:
The sport system will not meet participants' changing needs	<p>Developing research which includes discovering, first-hand, what participant needs are and might be in the future.</p> <p>Sharing that knowledge with partners and supporting them to become more capable of developing their own participant insights in the future, enabling partners to design and deliver sports services and products to increasingly meet participants' needs.</p>
Progress on building a world-leading system fit for the future is slower than expected	<p>Using our leadership roles in the system to coordinate and leverage where possible, including enhancing decision-making across the system.</p> <p>Targeting investment and other resources to establish improvement systems including a talent development strategy and a physical literacy framework.</p> <p>Supporting partners and providers in maturing the capabilities required to create and deliver more value for participants.</p>
We find establishing innovative improvement systems is more difficult than first expected	<p>Developing an effective change management approach.</p> <p>Building and utilising cross-government or cross-agency capabilities and resources to address any issues which arise.</p> <p>Where possible, using technology to support innovation and maintain productivity.</p>
We do not have enough capacity to establish or consolidate improvement systems	<p>Developing an effective change management approach.</p> <p>Ensuring the Group is using its resources optimally.</p> <p>Using available contingency/reserve funding wisely to meet critical gaps.</p>
Natural disaster events, such as earthquakes, disrupt business and result in information loss	<p>Maintaining the integrity of information systems.</p> <p>Business continuity planning.</p>
Non-alignment with Government priorities	<p>Ensuring our policy and strategic plans align with government policy, intention and expectations.</p> <p>Maintaining close working relationships with our Minister and government partners.</p> <p>Ensuring we hold ourselves to account for our performance.</p>
Failure in our technology infrastructure and systems affects delivery of essential services and the innovation required to maintain momentum in building a world-leading sport system	<p>Continuing to stabilise our IT systems.</p> <p>Continuing to invest in new knowledge systems which enhance functionality and our role.</p> <p>Developing a programme aimed at effective delivery in the future.</p>
Group cohesion and value is weakened affecting productivity in the Group and sport system	<p>Continuing to prioritise delivery of Group Strategic Support functions and projects to ensure productivity is protected.</p> <p>Continuing to ensure Group cohesion through reinforcing our cultural values (leading, connecting and living sport) every day.</p>
Community Sport investment is vulnerable to fluctuations in revenue from the NZ Lotteries Grants Board	<p>Continuing to closely monitor the financial performance of the NZ Lotteries Commission to ensure forecasting is realistic with early signals where adjustments might be required.</p> <p>Ensuring investments don't overcommit future revenue streams where there is a lack of certainty.</p> <p>Actively seeking alternative funding sources to supplement Lotteries revenue.</p>
Olympic results in Rio and Tokyo are constrained by available financial resources	<p>Ensuring optimal use of available resources for High Performance and actively seek alternative funding sources.</p>
Competitor nations' high performance systems catch up with New Zealand	<p>Ensuring innovation and learning take place to increase capability and capacity where required.</p>

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)	7 May 2009	December 2016
Bill Birnie	7 May 2009	December 2016
Joanna Perry	22 August 2011	June 2017
Murray Gutry	22 August 2011	June 2017
Darrin Sykes	1 August 2013	June 2016
Jackie Barron	13 May 2013	April 2016
Dr Brendan O'Neill	1 July 2015	June 2018
Paul Cameron	1 July 2015	June 2018
Paul Allison	31 August 2007	June 2015 (term expired)
Katie Sadleir	1 July 2009	June 2015 (term expired)

Governance of HPSNZ

The directors of HPSNZ are appointed under the Constitution of HPSNZ.

Board of High Performance Sport New Zealand

Board member	Appointed	Term ends
Sir Paul Collins (Chair)	July 2011	December 2016
Bill Birnie	July 2011	December 2016
Mike Stanley	July 2011	July 2017
Peter Cox	July 2011	July 2015
Simon Wickham	July 2011	July 2017
Murray Gutry	July 2014	June 2017
Peter Miskimmin* (Chief Executive of Sport NZ)	July 2011	
Katie Sadleir	July 2011	May 2015 (term expired**)

*Ex Officio member

**New Director to be confirmed

Appendix 4

– Statement of responsibility

In signing this statement, we acknowledge responsibility for the information contained in the Statement of Intent for Sport NZ. 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 2015 to 30 June 2020.



Paul Collins
Chairperson
Sport NZ and HPSNZ



Bill Birnie
Deputy Chairperson
Sport NZ



**SPORT
NEW ZEALAND**

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