

2020-2021 Strategic Priorities

—
SPORT NZ'S RESPONSE TO COVID-19



Every Body Active

Contents

This document

The COVID-19 context in which we now operate is unparalleled.

Almost all peoples, communities, sectors and industries around the world have been affected. As we face ongoing uncertainty, it is clear the impact of COVID-19 on both our society and economy is yet to be fully understood.

The play, active recreation and sport system in Aotearoa New Zealand has been hard hit by the effects of the pandemic. In response to COVID-19, our Government is investing close to \$265m over the next four years to help the sector reset, recover and rebuild.

In its role as kaitiaki, Sport NZ has been tasked with leading this work, not only to respond to immediate sector needs, but also drive transformation for the betterment of generations to come.

A changing environment creates a need for new solutions and approaches. Accordingly we have reviewed our Towards 2032 Strategic Direction and our 2020-2024 Strategic Plan to ensure that we respond to urgent system and participant needs.

In times of uncertainty, planning horizons must be purposefully short, and we must continue to adapt. This document is Sport NZ's Response to COVID-19 for the year ahead and lays the foundations for our work in the immediate future.

It provides a framework against which to make strategic, operational and investment decisions for the year, to rehabilitate the sector and ensure participants have all-important access to physical activity options as we navigate an uncertain future.

Sport NZ has a substantial role in leading national recovery efforts, and in proposing change to help the system emerge better and stronger. We remain committed to our vision and purpose of creating an enriching and inspiring system and contributing to the wellbeing of everyone in Aotearoa New Zealand.

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Foreword

The effects of COVID-19 will result in long-term change to our economy and society.

For the people of Aotearoa New Zealand, the economic impacts of COVID-19 are likely to run deep. Providing access to quality physical activity as a means of enhancing physical and mental health, quality of life and individual wellbeing will remain not just important in times ahead, but essential.

Since the emergence of COVID-19, Sport NZ has been working alongside partners and stakeholders to respond to the immediate threat.

In early April, the Minister for Sport and Recreation Grant Robertson on behalf of Sport NZ and High Performance Sport NZ announced a Relief Package valued at \$30m to provide ongoing financial certainty for existing investment partners until 30 June 2021.

Then in May, a further \$25 million was announced by Sport NZ to provide targeted support to help sector organisations in sustaining their most critical functions and related workforce through the immediate challenges presented by COVID-19.

Concurrent to these announcements our published 2020-2024 Strategic Plan was deferred in order to focus on the immediate and important needs of a sector in crisis. This move allowed investment partners to focus on urgent issues rather than pursuing long-term strategic goals.

In subsequently reviewing our published 2020-2024 Strategic Plan, we have made a decision to issue an interim 'Response to COVID-19' that is focused on the upcoming twelve months. This ensures we can remain responsive to urgent needs while we monitor, gain insight and understand what the future holds.

While our long-term strategic intent, documented in the Towards 2032 Strategic Direction document, remains valid, there are shorter term priorities that require our immediate focus. This includes the need to define investment options for the Government's \$264.6m Recovery Package for the play, active recreation and sport sector.

We know we will need to work responsively, flexibly and imaginatively in this next phase, in collaboration with a wide range of stakeholders, so that the sector is well-positioned post-pandemic to achieve participation and performance outcomes. In delivering on this plan, our focus will be on supporting communities most affected, particularly those already disadvantaged, and addressing inequities in the system.

Sport NZ also has an important responsibility as a partner to Te Tiriti O Waitangi to uphold its obligations. We remain committed in this next phase to honouring its principles of partnership, protection and participation.

As with all crisis situations, COVID-19 has provided us with learnings that must be addressed if the system in which we operate is to become more resilient, adaptable and relevant in the future. There lies ahead a rare opportunity to use these learnings to create a stronger platform for the benefit of generations to come.

In line with this, we have now embarked on a Futures Project that explores innovative new solutions and options to ensure the play, active recreation and sport system remains fit for purpose and sustainable into the future. There will be multiple ways for those across the wider system to engage with this work.

The benefits of play, active recreation and sport on wellbeing are well known and proven. Being physically active improves mental and physical health,

quality of life and individual wellbeing. The value of play, active recreation and sport as a remedy for hardship and stress becomes even more pronounced in times of crisis, and ideas to transform the sector will be for the betterment of generations to come.

Sport NZ's vision is not just that the sector will recover and continue to contribute to the nation's economy and wellbeing, but that we will have the opportunity to re-imagine those aspects of the system that have been sub-optimal in the past.

While the initial focus is on supporting partners and protecting all the building blocks of a healthy system, there lies before us a sense that play, active recreation and sport has an even greater role than ever before in the future of vibrant communities.



Bill Moran
Chair



Peter Miskimmin
Chief Executive



The task ahead

In times of major uncertainty, there is much we cannot know, therefore our approach to planning and decision-making must be flexible to adapt to new circumstances, evidence and knowledge.

In creating our 2020-2021 Strategic Priorities, we have an immediate task ahead to successfully deliver two new areas of activity that respond directly to the pandemic; the Recovery Investment Portfolio and Futures Project. Both will generate long-term solutions and opportunities for the sector and wider system. We also remain committed to core priorities that underpin our work addressing inequity, diversity and inclusion. In summary:

01

The Recovery Investment Portfolio requires an immediate scaling up of effort and capability to wisely invest the Government's \$264.6m Recovery Package, helping the system reset post-pandemic to become better and stronger. The investments will be made over four years.

02

The Futures Project will provide a reference point for the future of play, active recreation and sport and clarify our role as kaitiaki. This knowledge will be applied primarily to actions and decisions from July 2021.

03

Targeted initiatives remain important outside of this and we will continue to implement critically important programmes including our focus on Diversity and Inclusion (inclusive of the Disability Active Recreation and Sport Strategy and the Women and Girls in Sport and Active Recreation Strategy), Healthy Active Learning, the Integrity in Sport programme and supporting disadvantaged communities. We will also continue to work across core areas where Sport NZ makes a significant strategic and systemic impact on play, active recreation and sport in Aotearoa New Zealand.

Contextually, this document charts a direction for a single year ahead, with the existing published 2020-2024 Strategic Plan deferred for now. As we near the end of the 2020-2021 year, we will have new information from July onwards which will help to confirm our forward approach.

About Sport NZ

Our role

Sport NZ is the kaitiaki (guardian) of the Play, Active Recreation and Sport system in Aotearoa New Zealand.

As a crown agency, we promote and support quality experiences in Play, Active Recreation and Sport, including elite sport, to improve levels of physical activity and, through this, ensure the greatest impact on wellbeing for all New Zealanders.

The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand (Sport NZ), and its wholly owned subsidiary High Performance Sport New Zealand (HPSNZ). Together, we provide end-to-end leadership of the system.

Sport NZ and HPSNZ have a shared purpose - to contribute to the wellbeing of everybody in Aotearoa New Zealand by leading the Play, Active Recreation and Sport system. Together we believe that growing the quality of participation opportunities helps to maximise wellbeing and feeds the pathway to elite sport, and our success on the world stage in turn helps to inspire participation.

From this point forward, this document focuses on Sport NZ and not HPSNZ.

Our contribution

As a crown agency, Sport NZ is focused on contributing to the wellbeing of New Zealanders through the Living Standards Framework. A whole-of Government view, this is focused on intergenerational outcomes and improving the standard of living for all New Zealanders over time.

The framework comprises the four capitals (natural, human, social, and financial/physical) that together generate sustainable wellbeing. By increasing levels of physical activity we contribute to human and social capital through:

- Improved physical and mental health
- Creation of social connections
- Reflection of cultural identity
- Improved knowledge and skills
- Aspiration

We contribute to human capital through participation in Play, Sport and Active Recreation, and to social capital through the ability of bringing communities together to participate and of high performance success to connect and inspire.





Why we exist

Our value has been strengthened with the heightened visibility and understanding during the COVID-19 lockdown of the importance of quality physical activity to wellbeing – tinana, hinengaro, wairua, and whānau (physical, mental, spiritual, and social).

Te Tiriti o Waitangi

We are committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.

Our purpose

To contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring play, active recreation and sport system.

Our vision

Every Body Active

What we do

We hold a privileged position in the play, active recreation and sport system. We have an opportunity that no one else has to lead and support national change, which we will continue to do through our five leadership responsibilities:



Direction setting

- uniting people behind a common vision of Every Body Active
- continuing to lead and champion collective action across the system to ensure all New Zealanders are realising their potential in and through Play, Active Recreation and Sport
- taking a prominent position and facilitating a cross-agency response on policy issues relating to Play, Active Recreation and Sport
- setting universal principles and 'rules of the game' to instill confidence in our sport system and call out poor behaviour
- giving advice to the government on Play, Active Recreation and Sport
- looking ahead to anticipate future threats and opportunities that might impact our ability to realise our vision.



Insights

- improving our understanding of participant needs and the drivers of behavioural change (what works and why)
- better identifying and addressing barriers to people being more active
- conducting and sharing research and evidence, as well as enhancing the evaluation capability of our partners
- collecting the data needed to track changes in levels of being active over time
- measuring our return on investment and holding ourselves and the system to account.



Advocacy

- promoting the importance of all New Zealanders being active for their health and wellbeing
- promoting and championing the importance of cultural capability, diversity and inclusion, including women and girls, those with a disability and all ethnicities
- informing, educating and empowering key influencers (parents, caregivers, teachers, coaches) to promote quality experiences
- sharing inspiring stories on 'what works'.



Collaboration

- developing strategic partnerships, at regional, national and international levels, aimed at improving participation opportunities
- championing diversity of thought and beliefs
- stimulating innovation and experimentation
- promoting common business systems and practices
- providing advice and best practice resources.



Investments

- identifying and working with partners who can influence the participant-focused initiatives that best meet the needs of their local communities
- implementing programmes led or delivered by Sport NZ focused on building the system
- investing to boost opportunities for priority communities
- seed investment for experimental pilots and prototyping.

Our long-term focus

Outcomes framework

The Outcomes Framework demonstrates Sport NZ's value proposition under a wellbeing model. That is, how physical activity through play, active recreation and sport benefits wellbeing.

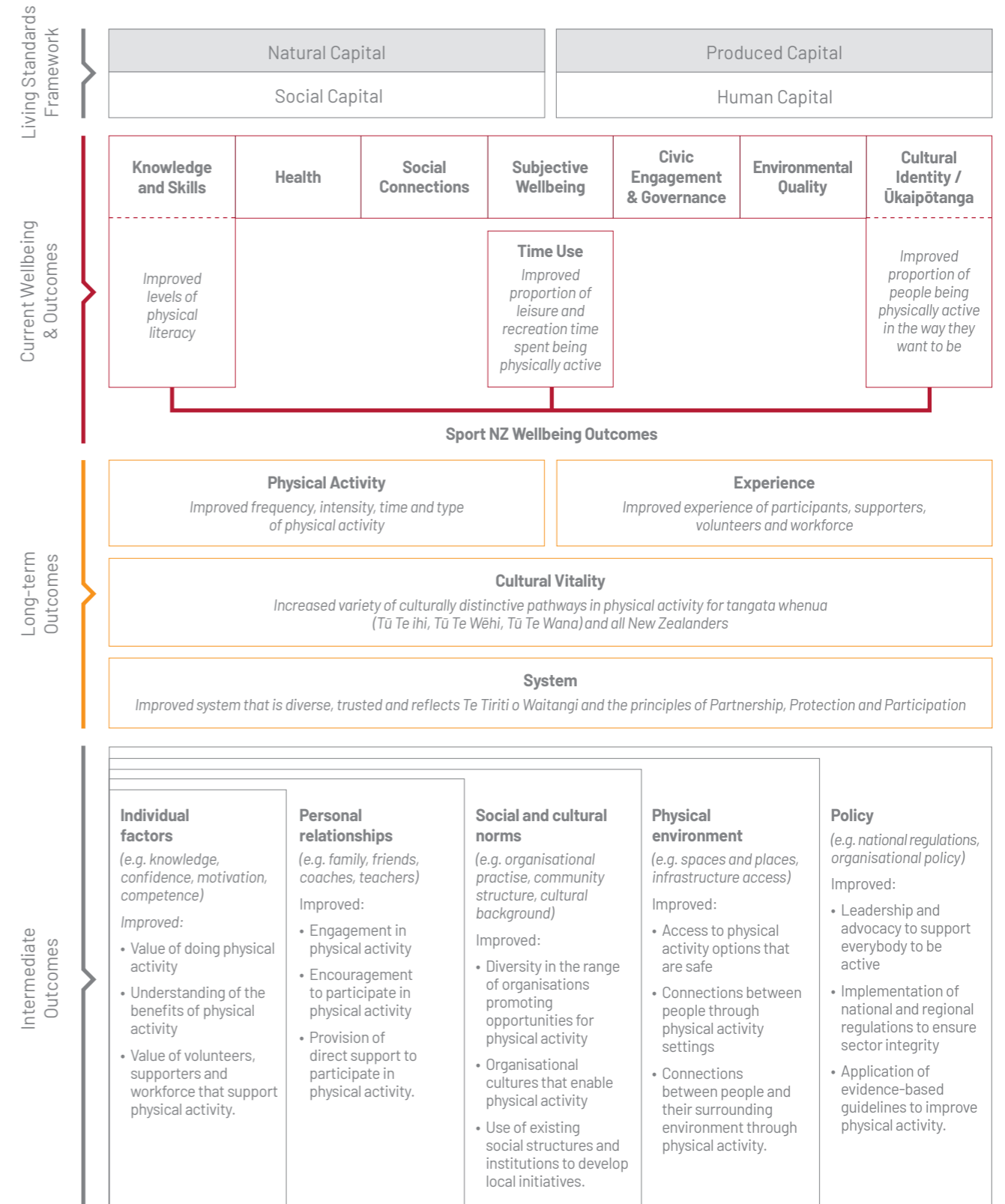
Wellbeing is more important than ever. The pandemic and the highly uncertain economic outlook we now face will impact on all aspects of wellbeing and the four capitals.

By 2032, we aim to achieve four long-term outcomes that contribute to wellbeing:

- Improved frequency, intensity, time and type of participation in play, active recreation and sport
- Enhanced experience of participants, supporters, volunteers and workforce
- Increased variety of culturally distinct pathways for tangata whenua and all New Zealanders
- Improved system that is capable, diverse, trusted and reflects the Te Tiriti O Waitangi and its principles of Partnership, Protection and Participation.

And we are aiming to impact five intermediate outcomes that replicate the socio-ecological model of behaviour:

1. Individual Factors (e.g. knowledge, confidence, motivation, competence)
2. Personal Relationships (e.g. family, friends, coaches, teachers)
3. Social and Cultural Norms (e.g. organisational practice, community structure, cultural background)
4. Physical environment (e.g. spaces and places, infrastructure access)
5. Policy (e.g. national regulations organisational policy)



Guiding themes for 2020-2021

Themes tell us what matters most in any strategic timeframe. All activities planned for 2020-2021 align to one or more of our four themes. This approach integrates our total planned set of initiatives and services into a cohesive portfolio and strategy.

A better future

We are seeking to create a relevant, responsive, inter-generational and sustainable system for:

- play, active recreation and sport
- all people of Aotearoa New Zealand
- the spaces and places that support them
- the organisations that deliver them.

The pandemic has created an immediate imperative to sustain the system as well as a 'once in a lifetime' opportunity to redesign the system to increase participation and performance.

We have an opportunity through the Futures Project and the Recovery Investment Portfolio to innovatively resolve a range of strategic, systemic and structural issues to future proof the play, active recreation and sport system.

We will support recommended changes through the 'strengthen and adapt' and 'different and better' investment outcomes of the Recovery Investment Portfolio. This means that the wider system and broadest range of participants will benefit from the outcomes of this work.

Equitable opportunity

We are seeking to create an equitable, inclusive and accessible system for:

- Māori
- women and girls
- disabled people
- tamariki and rangatahi

Substantial evidence informs us that inequalities will deepen and inequities will intensify in a recessionary environment. This highlights that our efforts should remain focused on highly deprived communities and whānau that are missing out. Improving the provision and accessibility of play, active recreation and sport opportunities for tamariki and rangatahi, especially those who are less active or missing out, remains important to us.

Our programmes and investments in 2020-2021 aim to address systemic issues and structural inequalities that disadvantage Māori, women and girls, and disabled people- three primary areas of focus - alongside our overarching focus on tamariki and rangatahi.



Valuing physical activity

We are seeking to lead the confident, safe, and principled delivery of active recreation and sport through:

- Healthy Active Learning
- Balance is Better sport development
- Integrity programme

Almost all countries around the globe emphasised the importance of physical activity during lockdown in primary messages to their populations. There is good reason to sustain the messaging around the importance of physical activity, in view of the financial, economic and social impacts we are facing.

Focusing on the physical literacy elements involved in people valuing, choosing and taking responsibility to be active will be of heightened importance in 2020-2021, as is improving the quality of the experience people have when participating. We are striving to create and sustain a system that is trusted and operates with high degrees of integrity.

Honouring Te Tiriti

We are seeking to advance the principles of partnership, protection and participation through:

- Te Tiriti partnership
- Bi-cultural competency
- Māori activation

COVID-19 has highlighted the importance of embedding Te Tiriti principles in our work and addressing systemic inequities for Māori. Through the Recovery Investment Portfolio, we have an opportunity to lead and reshape our system to address these inequities, and to enter partnerships and relationships with Māori to deliver on our outcomes.

We know we need to continue our bi-cultural capability journey and provide leadership in building sector bi-cultural capability. Having clarity on how Te Tiriti principles can be applied and what this means for our work for Māori, will strengthen our ability to improve the wellbeing of tangata whenua and all those living in Aotearoa New Zealand.

Who we are focusing on

Our strategic plan 2020-2024

In our 2020-2024 Strategic Plan, we identified that our focus would be on tamariki and rangatahi based on the understanding that by improving the quality of experiences that tamariki and rangatahi have, there is greater chance of them establishing a life-long involvement in play, active recreation and sport. Instilling a love for physical activity in the early years improves the chance that future generations will remain active. As we respond to COVID-19, we will broaden this focus and pursue targeted investment in other affected and vulnerable populations.

Tamariki and rangatahi

Tamariki and rangatahi remain a primary focus for Sport NZ but will not be the exclusive focus in 2020-2021 as previously intended. The Recovery Investment Portfolio represents a significant amount of funding that is available to be distributed through the system to reach more than tamariki and rangatahi, based on insights into which populations, groups, organisations and communities are in need.

Targeted investment in other populations

Targeted investment in other populations will be informed by evidence and insights as they become available. Early evidence and history shows that people who already face disadvantage and inequitable access to opportunities for play, active recreation and sport will be disproportionately negatively affected by the economic and social impacts of the pandemic. Our strategic focus on areas of deprivation and inequality remains valid.

Sport NZ directed programmes

For Sport NZ directed programmes we will continue to focus our effort on play, active recreation, physical education and sport for tamariki and rangatahi.



Where we work

Our stated areas of interest in play, active recreation, physical education and sport are enduring. The pandemic confirms the need and opportunity to continue shifting our balance, to do more in play and active recreation, as signalled in our original strategic plan.

Play

Play presents a significant opportunity for us to support the government's goal for Aotearoa New Zealand to be the best country in the world to be a child. The lockdown forced most whānau with tamariki to be creative about their play opportunities and environments. With public playgrounds closed, being playful and active with their tamariki was challenging for a great number of whānau. We have knowledge and experience to activate play in communities across Aotearoa New Zealand.

Physical Education

The substantial investment into kura and schools with Healthy Active Learning and the Tapuwaekura pilot focused on the physical literacy of tamariki remains a key commitment.

Sport

Sport was the most compromised domain in terms of ability to operate during the lockdown and has the challenge of being both the most well-funded area and the most at risk due to loss of funds. Our challenge is to balance support for sport, with the rising demand and opportunity to invest in play and active recreation.

Active Recreation

The pandemic has created a strong reconnection for people with active recreation in their local areas. This is the right time to find out how can we assist people to access and enjoy active recreation using different levers and ideas as well as targeted funding.

How we invest

Funds

We provide investment to boost access to opportunities for special groups, and to organisations where we don't invest in maintaining the partnership. The Recovery Investment Portfolio requires us to substantially strengthen our use of funds management methodologies. We have acknowledged the need to lift our capability and maturity in this area. A funding framework that sets the outcomes, principles, values and tools that will apply to the Recovery Investment Portfolio will guide our actions and decisions in the coming months.

Partnerships

We work together with our partners to understand and agree on their initiatives that best meet the needs of their communities. We will continue to look beyond our base of 'traditional' partners and seek to reduce reliance on partnering based on investment. The needs of New Zealanders are changing. This makes it important to engage with and empower local communities and organisations who can help us deliver on our outcomes. A range of opportunities exist to develop new partnerships for play, active recreation and sport.

Programmes

We advise the system regarding our own initiatives and how we'll lead and deliver these, many of these being partners. The stress on the system caused by the pandemic means that there may be limited capacity in 2020-2021 for us or our partners to deliver new programmes. We acknowledge that programmes may need to evolve and adapt during the year to respond to risks and opportunities within the play, active recreation and sport system.

Investment support for the Play, Active Recreation and Sport System

This infographic provides a summary of the support that has been made available already or remains available now to the system.



Our three approaches

The three approaches promote the importance of using evidence, community input and a holistic approach to create a better quality of experience for participants. All three remain important, in particular the opportunity to apply Locally Led principles to our funding approach.



Insights

The critical role of many staff in Sport NZ (e.g. subject matter experts, the insights and intelligence, partnerships and marketing and communications teams) is to provide the knowledge, networks, insights, and learnings we need so that investments can be based on accurate and timely information and trusted relationships. Active NZ data will continue to inform our actions and decisions and we will leverage the research being done here and overseas on the COVID-19 experience to inform our investments for the Recovery Investment Portfolio. It will be important to address myths and anecdotes about physical activity levels during lockdown to support sound investment decisions. Researching and understanding user needs across our system remains critical to our work. We focus on the needs and expectations of participants.



Locally Led

Locally-led practice harnesses collective action to address priorities identified by the community, supported by evidence that local problems are most commonly solved by local solutions. The pandemic has heightened the sense of importance of community, by resetting boundaries and prompting people to work, live and play locally. We can use this momentum to champion equitable, accessible and affordable opportunities for play, active recreation and sport in our communities. The needs of New Zealanders have changed and we need to engage with and empower local communities and organisations to build local solutions to the challenges they face. The locally led approach is an important principle in the funding framework. We want to identify innovative and transformative work for the Recovery Investment Portfolio that is driven by community voice and action.



Physical Literacy

Physical literacy is the cornerstone of our work designed to encourage individuals to better understand the value of physical activity and its contribution to wellbeing. During the lockdown for COVID-19, people have rediscovered walking and exercising locally, and in the process realised benefits 'beyond the physical' including factors such as mental health, family and whānau connectedness, emotional control, experiencing fun and joy and wider wellbeing. Looking ahead, there are opportunities to promote the value of physical activity as a critical lever to manage stress elevated by the pandemic and its financial, economic and social impacts. Mental health is an area that New Zealand already struggles with, particularly for young people.



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