Developing alternative futures

—

THE FUTURE OF PLAY, ACTIVE RECREATION AND SPORT IN NEW ZEALAND

SPORT
NEW ZEALAND
IHI AOTEAROA

New Zealand Government

Tūtawa mai i runga
Tūtawa mai i raro
Tūtawa mai i roto
Tūtawa mai i waho
Kia tau ai te mauri tū
Kia tau ai te mauri ora
Tūturu whakamaua kia tīna, tīna
Haumi e, hui e, tāiki e!
Bring together the life forces
above us
below us
within us
outside of us
Allow the forces to settle
within us so we may implement
what has been settled
Let us come together to
reinforce and confirm our
kaupapa as one

Introduction

This series of reports summarise discussions hosted by Sport NZ about what the future of play, active recreation and sport should or may look like.

The reports do not predict the future. Their intention is to encourage us to think differently and stimulate discussions about a more desirable future for physical activity, and how to achieve that.

The reports often highlight uncertainties, tensions and emerging questions rather than provide a consensus view about the future.

The first report looks at trends, drivers of change, and aspirations for the future, based on workshops held with stakeholders.

In those workshops participants developed a "baseline future" which looks at what the play, active recreation and sport sector might look like in 2035 if current trends continue.

The result is not a desirable one, It shows a sector that is continuing to struggle, that is failing to meet the physical activity needs and aspirations of all New Zealanders resulting in lower levels of physical activity and poorer wellbeing outcomes.

The report also identifies some of the challenges associated with moving from the current state to a future where physical activity is more valued and common.

Report 2 considers Māori perspectives on physical activity, their dissatisfaction with the current state, some of the causes of that, and outlines a preferred future state for Māori.

The first two reports, and the discussions on which they were based, highlight a number of different views about the present and the future and challenge assumptions.

There are also questions about why things haven't changed already, given there is a general desire to improve the system and new approaches and ideas have been around for some time.

This is the starting point for this report.

This report

This report focuses on further understanding the causes, barriers and implications of change, and developing a preferred future for physical activity in New Zealand.

It summarises the outcomes of two foresight techniques we used. These techniques helped us to delve deeper and stimulate further discussion about what a preferred future might look like.

We also illustrate some of the experiences and frustrations of the current system. This helps illustrate that the sector is far from perfect, and improving it will have tangible benefits for many.

System Stories

Sport NZ commissioned a set of case studies to highlight how different people experience the play, active recreation and sport system, including individuals who feel excluded from or marginalised by current play, active recreation and sports opportunities. A few of their stories are summarised here, with the full set available on Sport NZ's futures webpage.

James

James, who has a physical disability, is frustrated that he often can't be active because he can't access spaces.

"You get burned enough times by going along to a pathway or track that you've heard is accessible, and then there's three stairs. That can only happen so many times before you become so sceptical ... It's demoralising, to be given this false sense of hope for being invited ..."

The future for him is about inclusiveness. He wants to see sport and recreation spaces that are explicitly welcoming for people with a range of abilities.

"How might we create a recreational space that feels comfortable and enables play and movement and fun in a way that is empowering and doesn't ask [people] to be anyone other than who they are?"

Sam

As a trans person, Sam's relationship with their body was sometimes disconnected and turbulent. They avoided gender specific team sports at school. Later at university they started solitary active recreation.

"Suddenly realising that there's this other way of connecting with my body was quite profound because for once it wasn't about gender or the shape of anything...It became a sort of escape, or a way to reconnect with my body."

Sam wants to see active recreation and sporting spaces and activities where gender is not a defining factor in participation. They want to see safe, non-gendered spaces, welcoming messaging, and allies in the organisations who can be trusted to call out non-inclusive behaviour.

Mel

Mel's daughter loves sport, particularly rugby league. Sport has given her confidence and resilience to cope with family difficulties.

They see sport as a potential career pathway but are frustrated by a lack of opportunities for young adolescent women between school and club levels.

"A few other girls' sisters played rugby league right up until they were 13, and then they had to stop because they don't really allow girls to play with the boys, and they're not old enough for the women's clubs, so there's a gap, and that's where we lose our girls to netball or basketball."
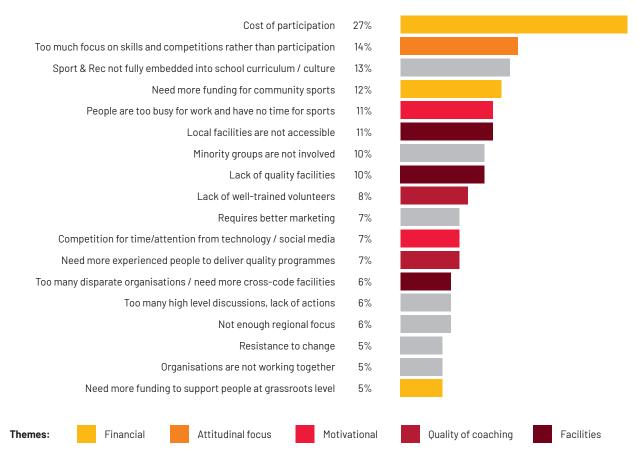
Stakeholder Survey

Sport NZ also commissioned a stakeholder survey to gather a broader range of experiences and views on the current and future state of play, active recreation and sport in New Zealand. The full analysis will be published separately.

A key finding is that more respondents than not think the current system is not fit for purpose. This is due to a range of financial, attitudinal, motivational, and structural factors. Cost of participation was the most common source of strain for the system.

Respondents identified that an ideal future should encourage wellness and participation over competition and involve a stronger community-led approach. Making facilities more accessible and ensuring that there are equal opportunities for everyone were seen as particularly important initiatives.

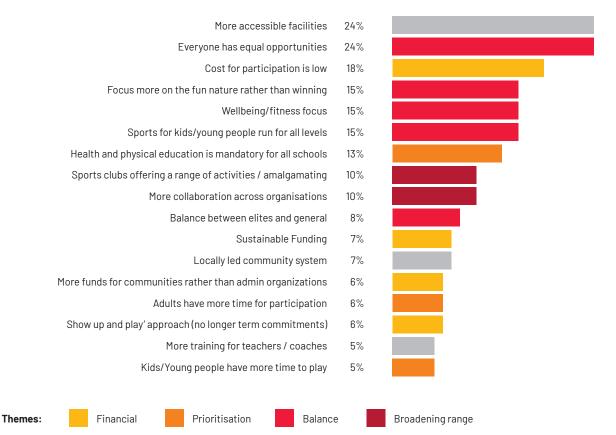The future should include having more "turn up and play" activities rather than rigidly organised events, more accessible facilities, multi-activity hubs that can encourage the young and old to try something new, lower costs for participation, and equal opportunities for everyone. New funding models were seen as a critical enabler of change.

" If there isn't sport, where will the leadership opportunities come from? "

Reasons why respondents feel the current system is under strain

Reason	%
Cost of participation	27%
Too much focus on skills and competitions rather than participation	14%
Sport & Rec not fully embedded into school curriculum / culture	13%
Need more funding for community sports	12%
People are too busy for work and have no time for sports	11%
Local facilities are not accessible	11%
Minority groups are not involved	10%
Lack of quality facilities	10%
Lack of well-trained volunteers	8%
Requires better marketing	7%
Competition for time/attention from technology / social media	7%
Need more experienced people to deliver quality programmes	7%
Too many disparate organisations / need more cross-code facilities	6%
Too many high level discussions, lack of actions	6%
Not enough regional focus	6%
Resistance to change	5%
Organisations are not working together	5%
Need more funding to support people at grassroots level	5%

Themes: Financial — Attitudinal focus — Motivational — Quality of coaching — Facilities

Views on what ideal system would look like in 15 years' time

View	%
More accessible facilities	24%
Everyone has equal opportunities	24%
Cost for participation is low	18%
Focus more on the fun nature rather than winning	15%
Wellbeing/fitness focus	15%
Sports for kids/young people run for all levels	15%
Health and physical education is mandatory for all schools	13%
Sports clubs offering a range of activities / amalgamating	10%
More collaboration across organisations	10%
Balance between elites and general	8%
Sustainable Funding	7%
Locally led community system	7%
More funds for communities rather than admin organizations	6%
Adults have more time for participation	6%
Show up and play' approach (no longer term commitments)	6%
More training for teachers / coaches	5%
Kids/Young people have more time to play	5%

Themes: Financial — Prioritisation — Balance — Broadening range

Exploring the
future using
two approaches

In the workshops we used two foresight techniques to delve deeper into what participants had previously observed and to further challenge their thinking.

Going deeper – looking beneath the issues

One set of workshops focused on going beyond what participants see as the "litany" of issues in the system today to identify the causes of those issues.

This stimulated discussions about the deeper factors that need to be addressed to effect change.

Going wider – exploration of alternate scenarios as provocations

The other workshops developed and explored alternate futures. The purpose of these was to illustrate that there is not a single known future, but a range of possible ones.

Considering a range of futures helps prepare for events that may be beyond our control, as well as helping refine what a preferred future could look like.

Developing a preferred future

A third workshop then built on the insights from the previous sessions. Participants from the earlier workshops developed a preferred future narrative that they felt would give play, active recreation and sport the best chance of being successful.

"Our strong desire to shape the future may at times have got in the way of us lightly playing with the possible."

Going deeper

The approach

The "Going deeper" workshops used a technique called "causal layered analysis" to examine what is below the outcomes and experiences (the "litany") that were identified in Report 1.

The current challenges identified in the earlier workshops included:

- Inequity of access and opportunity for/in individual's physical activity
- Declining participation
- The (dis)engagement of girls and young women in sport
- Disparities in youth participation
- Lack of diversity in leadership roles
- Resistance to change, which slows movement of resources to meet new needs and opportunities
- Siloed operation of organisations
- 'Hand to mouth' challenge for organisations due to funding constraints

Causal layered analysis helps uncover the:

- systemic issues that contribute to the litany of observed practices and behaviours, such as funding, priorities and power structures.
- worldviews inherent in those systems, such as "winning is everything"
- myths or metaphors, often unconscious, that underpin the worldviews, such as "One ring to rule them all."

The premise of the method is that effective change only happens when the myths and worldviews are recognised, and new ones adopted so that the system rather than just the symptoms change.

The method starts with the current state and works downward, using an iceberg model, to identify the systems that shape the sector.

Groups did this starting from a range of perspectives (women and girls, young people, and more generally).

This identified a variety of issues and led to robust discussions about the current challenges identified in earlier discussions and what created them.

CURRENT STATE   **FUTURE STATE**

LITANY
What we see/experience

SYSTEM
The practices, structures and systems
- causes and effects

WORLDVIEW
What is believed – the way the world works

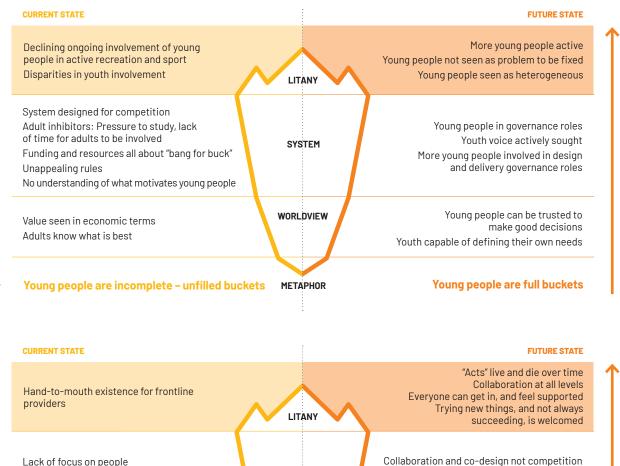**METAPHOR**
The lived story

The findings

All the groups described the current play, active recreation and sport sector as neither inclusive nor equitable.

Common themes about the current state were the dominance of traditional hierarchical power structures, poor representation of diversity in leadership, and competition or excellence being favoured over participation.

Some organisations struggle to deliver with the funding they receive, having a precarious "hand to mouth" existence.

Two examples are illustrated below.

CURRENT STATE   **FUTURE STATE**

CURRENT STATE		FUTURE STATE
Declining ongoing involvement of young people in active recreation and sport Disparities in youth involvement	**LITANY**	More young people active Young people not seen as problem to be fixed Young people seen as heterogeneous
System designed for competition Adult inhibitors: Pressure to study, lack of time for adults to be involved Funding and resources all about "bang for buck" Unappealing rules No understanding of what motivates young people	**SYSTEM**	Young people in governance roles Youth voice actively sought More young people involved in design and delivery governance roles
Value seen in economic terms Adults know what is best	**WORLDVIEW**	Young people can be trusted to make good decisions Youth capable of defining their own needs
Young people are incomplete – unfilled buckets	**METAPHOR**	**Young people are full buckets**

CURRENT STATE   **FUTURE STATE**

CURRENT STATE		FUTURE STATE
Hand-to-mouth existence for frontline providers	**LITANY**	"Acts" live and die over time Collaboration at all levels Everyone can get in, and feel supported Trying new things, and not always succeeding, is welcomed
Lack of focus on people Volunteers overburdened Single model of governance and investment Business model doesn't cover all costs	**SYSTEM**	Collaboration and co-design not competition Governance is for the circus, not each act "Safe to fail" philosophy Funding targeted to people and capability
Measurement is good Organisations "own" the participant Money fixes things We know best	**WORLDVIEW**	Trust It's all about the experience "Sum of the whole" Ringmaster coordinates not controls
Plate spinners	**METAPHOR**	**The circus tent**

In the future all groups want to see greater participation and inclusion, through all levels of involvement.

This includes being more accepting and supportive of different people and activities, sharing power and decision making, and being more accepting of uncertainties and of doing things differently.

There is agreement that we need to move past mindsets like "white men make better leaders" and "command and control" to ensure we have a more responsive, diverse and inclusive sector.

The common themes that emerged in the discussions were:

- Trust
- Common purpose
- Roles and Responsibilities
- Tradition and Identity
- Inclusion and Diversity

Trust

There is a concern that the current leaders within the current play, active recreation, and sport environment are not listening to each other, do not have complete trust in other parts of the system, and decision makers are generally risk averse.

For example, discussions noted that Regional Sports Trusts, National Sports Organisations, and Sport NZ all question each other's capabilities and responsibilities.

Trust in how funding is used is also a point of contention, illustrated by the quote "We'll give you the dollars, but we'll then audit you to within an inch of your life".

Young people involved in the workshops also felt that they weren't trusted to make decisions that were good for them. They felt that the current system views them as "empty buckets" waiting to be filled, whereas they see themselves already full, just lacking opportunities.

Common purpose

Discussions noted that organisations in the sector don't have a collective purpose. As a consequence, there is siloed thinking and protectionism.

A common objective, that goes beyond the focus of individual organisations, is considered necessary to break down the silos and to build collective energy and momentum for change.

Developing a better narrative that engages hearts and minds beyond just active recreation and sport is essential. One symbol of the current state was Nike's 'tick' – "Just Do It!" slogan. This is viewed as unhelpful since it assumes everyone, given the right information, will naturally participate. We know this isn't the case.

The counterpoint metaphor to this for a more desirable future is "The commons". This reflects that there are a variety of motivations and ways of being physically active and the sector needs to respond to these.

The metaphor of a "circus tent" was also used to describe a future where there is better coordination and facilitation across the sector (rather than command and control), and there is something for everyone.

An example of a current initiative that reflects this is the Touch Rugby programme in Glen Innes. This programme works in conjunction with the NZ Police, and extends beyond sporting goals to provide social benefits as well.

Roles and responsibilities

There is a sense that organisational roles within the current structure are often unclear, which has led to duplication, inefficiencies and "patch protection and non-collaborative behaviour".

Clearer communication around the role of each entity (Regional Sports Trusts, Regional Sports Organisations, National Sports Organisations, Councils, etc) and how they connect to a collective purpose is seen as essential.

Tradition and identity

Tradition and identity were recognised as important issues as they affect our ability to work together and implement change.

An example given was an old club, with low membership, struggling to maintain governance, being unable to attract and embrace new members for fear they might bring about change.

The need for a change in mindset, one that embraces diversity, new ways of doing things and accepting of uncertainty, is a common desire when considering what an ideal future might look like.

Inclusion and diversity

Another common perspective is that currently "male sport is king" and that participants from marginalised groups or with other interests are often "invited to the party but feel excluded from the dance."

Reflected in many of the discussions is the knowledge that inclusion is more than just inviting others to participate under existing rules and conditions. It requires different power structures and decision-making.

One of the ways to address this challenge is using tools such as the "7 pillars of inclusion"– which emphasise access, attitude, partnerships, communication, policies, opportunities, and choice.

The future, it is generally agreed, will require a collaborative approach that challenges the status quo and enables "uncomfortable conversations" to be held.

Several of the groups noted the risk averse nature in the current system, where challenges for the current system are not just about who has the power, but how they use it.

Summary of the "Going deeper" discussions

The "Going deeper" discussions identify critical issues that need to be addressed to create a more resilient, agile, innovative, and inclusive play, active recreation and sports system. They identify systemic issues and the need to incorporate other views to address these.

The discussions also raised new questions. Some of these were explored in the workshops that developed alternate future scenarios. These are summarised in the next section.

Going wider

Alternate Scenarios

In essence scenarios – narratives about the future – are less to do with prediction and more to do with provocation and risk mitigation. It is tempting to consider the challenges of today, define a preferred future, and plot a course to head straight there.

This approach rarely works since it is usually based on unexamined assumptions and narrow perspectives that do not cope well with changing circumstances and factors beyond our control.

Developing a range of scenarios is intended to provoke you to think about a range of future possibilities. This also reduces risk by helping us explore multiple futures ahead of time to anticipate change and consider questions and situations that could otherwise surprise us.

We never have all the information, so developing multiple scenarios is an important step before making decisions about what we need to do.

Scenarios prepare the mind for thinking about how we can both shape and adapt to the future.

A baseline future is outlined in Report 1. This is a "business as usual" scenario that is unlikely to be desirable to anyone in the sector.

An observation from one of the more recent workshops was that the baseline future felt dated even after a couple of months. This was because of the way the COVID-19 pandemic has influenced our assumptions and expectations.

Key questions for the sector are how we can achieve the future we wish to see, and what actions can we take to mitigate challenges along the way.

It is easy to come up with ideas about the future. Such as, "the Olympics will not return to their pre-2020 form and prestige". Rather than accept or reject such ideas they are best used to expand our thinking. For example, 'What will we do it that was so?'

> **The only relevant discussions about the future are those where we succeed in shifting the question from whether something will happen, to what would we do if it did.**

ARIE DE GEUS
Shell Foresight Programme

Alternate Futures

A workshop, involving four groups, used the "Manoa Method" which generates scenarios by first exploring the implications of, and interconnections between, three trends.

An example illustrating the identification of first, second and third order impacts of a trend is shown below.

Groups found it easier to identify first and second order impacts. Third order ones can be more challenging, as is exploring some trends.

This is usual. Imagining how technologies may affect physical activities may be easier for some than considering the impacts of new economic ideas, and vice versa.

Examining interactions between impacts used matrices, with an example illustrated below. The purpose of both these exercises is to explore the dynamics of changes and identify non-obvious consequences. This helps test and challenge our assumptions.

	People are generalists, AI are specialists	Greening of buildings	Gene doping and human enhancements	Modern Olympics a relic
Global "super powers" determine who gets aid	Artificial Intelligence determines funding	Climate refugees supported to develop green communities	Super power requires particular practices (eg vaccinations) in order to receive aid	"Hunger games" for international aid
People are generalists, AI are specialists		AI is the keeper of the environment	Automobile Association-type inspection for your baby	Avatar Olympics
Greening of buildings			Turn on the guardianship genes	Old stadia converted to living, breathing spaces
Gene doping and human enhancements				Cyborg Olympics Gladiator Olympics

On the whole, most of the impacts identified were probably unsurprising. There were, though, some more less obvious second or third order impacts. Such as, "intercommunity competition for natural resources", and "giving all natural resources personhood status" (meaning that they have greater legal protection).

Other impacts could, with more time, be explored in greater detail. The introduction of a universal basic income, and new forms of taxation are examples. These are significant issues that would have substantial implications for play, active recreation and sport, and so warrant closer consideration.

The workshops produced four alternate futures, none of which is likely to be right. They should be read as provocations about what the future may look like, not as firm predictions.

Their value is in getting us to think about a variety of possible eventualities, reconsider assumptions, and how we could respond if that future emerged.

Unlike the "Going deeper" exercise, which focused on the physical activity environment, the scenarios exercise looked more broadly at how society is changing. As a consequence, a broader (but not comprehensive) range of drivers of change were considered.

Examples of two of the futures generated by this approach are shown below.

Scenario:
Power Rangers

Drivers of change:

Mental and physical health statistics critical

Car transport no longer dominates

Climate change disruptions

The future world

Social and economic inequalities persist

Climate change causing increasing disruptions and uncertainty

Global tech "superpowers" increasingly influential

Intensification of urban environments

Virtual travel the norm

Impacts on physical activity

Elite access to technologies such as gene doping and physical enhancements

Virtual competitions

Loss of traditional clubs

Flexible and resilient activity facilities

Tensions

Balancing performance and empathy

Ongoing mental health challenges

Increasing numbers of climate refugees

Scenario:
Caravan of Love

Drivers of change:

Climate change the main focus

Community renaissance

E-sports dominate

The future world

NZ seen as an innovative country

Deurbanisation as nature of work begins

Community infrastructure struggkes to keep up with changes

More transient populations

Impacts on physical activity

Recreation and sports is the "social glue" in communities

Reconnection with local physical environment

Virtual and e-sports events predominate national and international competitions

Tensions

Impacts on rural communities of new residents and their expectations

Driver Categories:

Social | Technological | Economic | Environmental | Political

In all scenarios, acceptance of diversity and individuality are viewed as important for individual and societal wellbeing. The need to change structures of power and influence is also universal. They all also identify tensions associated with change and the imagined future.

They differed in how technologies are used to benefit individuals and communities, the ability to choose, and how power is distributed across society.

As shown below the drivers of change can be combined to create a variety of different futures.

Driver	*Potentially different outcomes, that in combination create alternate futures.*	
Education	Remains largely collegial / physical	Distributed learning through technology support
Population distribution	Concentrates and grows in cities.	A regional renaissance ('Zoom towns')
Modes of transport	Switch to active transport as car ownership drops.	High vehicle ownership remains (though electric).
Employment profile	The majority have multiple insecure jobs.	Secure employment available to all.
Data connectedness	Data tracking is ubiquitous.	Data strictly controlled and managed
Climate change	Effective policy and relatively benign impacts.	Major disruption occurring with societal dislocation
Financial support	Low economic growth constrains finance	New economic ideas replace current deficit models
Sport technologies	High performance sport reliant on new technologies	Competitions based on human physical attributes.
Biotechnology development	Routine genetic engineering of humans.	Strict control of biotechnology remains
Global connectedness	Global travel reverts to pre-COVID patterns.	As international travel becomes more difficult and expensive.

For example, a future can be imagined where:

- There is a new model of education, heavily reliant on technology, that supports remote learning from childhood upwards in the home environment.

- International travel becomes more difficult and expensive, resulting in more competitions becoming virtual or remote, with audiences online rather than in-person.

- International sport is much more commercially focussed and much less about national representation. Top athletes are aligned to sponsors and compete in sports and leagues designed for digital distribution.

Whatever future emerges, two key questions are:

- What would you or your organisation do if these scenarios eventuate?

- What can you do now to potentially influence what emerges?

Examples of the types of questions to ask, based on the drivers of change noted above, are:

How can we use technology to benefit wellbeing rather than undermine it?

How do we address questions of equity if other factors are increasing inequalities?

How do play, active recreative and sport organisations support, for example, educational outcomes?

Managing uncertainties

It is tempting, given the pressures of today, to look for certainty about the future. But predicting what it will look like, and jumping to a solution is the more risky strategy. In a changing world our assumptions need to be re-examined. Asking questions, can help identify not only what we can be more certain about, but what we value most.

After reflecting on the scenarios, participants identified a number of questions that need to be explored further:

- What future economic conditions can we imagine, and how might they affect the physical activity options that are available? For example, how could the sector respond if the economy significantly grows or shrinks?

- Is sport primarily about activity or entertainment, and what does this imply for the current economic model of sporting organisations?

- What is the model (or models) for delivery for sport (who, where, what, when)? What if it isn't sustainable into the future?

- Should the delivery of active recreation be centrally funded (as with health and education) to reflect its value to societal wellbeing?

- Are we assuming that everybody actually wants to be active? What do people want to do with their time? Will this change?

- How do we create an environment where communities are able to organise themselves to be active in groups and settings that suit them?

- In what situations is technology serving people rather than the opposite?

- How evenly distributed are the impacts of these trends (e.g. urbanisation, new technology, different models of education and transport)? What can we do to ensure equitability questions are more effectively addressed?

- What are the social responses to emerging technologies (e.g. genetic engineering, biological modification, ubiquitous data collection, etc)? How do we differentiate between people who opt out (i.e. have the privilege of choosing not to use new technologies) vs those who miss out (are unable to access them)?

A preferred future for play, active recreation and sport

After considering the "Going deeper" results and alternate futures and what these might mean, participants turned their attention to what future they would like to see.

Considering the challenges of the present, and exploring the wider possibilities of the future left the group with a key question:

" **What is the preferred future we'd like to work towards, to both address current challenges and place us in the best position to shape and adapt to whatever the future holds?** "

The narrative below emerged from discussions and refinement across several teams. This is an outline of a desired future. It indicates some of the things that need to change but not necessarily how.

A narrative for 2035

Physical Activity as a culture

The preferred future is one where physical activity is part of everyday life - part of our culture as individuals and communities.

As individuals, being physically active is a human right and environments, systems and structures at all levels motivate and allow individuals to choose when, where and how they are physically active.

It represents a culture that focuses on holistic wellbeing - physical, spiritual, family and mental - to align with Māori health perspectives (Te Whare Tapa Whā) and embraces equity and inclusiveness.

Collectively whānau and communities have a social responsibility to promote physical activity through events, and other activities. Physical health and wellbeing will become the priority for all irrespective of gender, ability, ethnicity or upbringing.

Everything we do, organisational practice, legislation, policy, will be focused on achieving that goal.

Being New Zealanders

In our preferred future we have a strong sense of our past, our journeys to Aotearoa New Zealand, our connections, and our responsibilities for the future. We celebrate our identity - locally and on the global stage. We honour Te Tiriti o Waitangi and we celebrate our multicultural nation. Aspirations for both the individual and the community are illustrated below.

Individual

Play local

I have a strong connection to place and my local area - both my community and its facilities and opportunities.

Go Wild

I venture into the natural environment - the mountains, rivers, oceans, forests, the flora and fauna.

Be me

I make play, active recreation and sport choices that reflect me and my identity.

Be accessible

I have choice. I have options available to me for my play, active recreation and sport. Barriers to participation (intra-personal, interpersonal, structural) are removed.

Collective

The land is our legacy

We value and care for the natural world, treading lightly and participating in its regeneration and restoration.

Pride in performance

We take pride in our collective success - both here in Aotearoa and internationally. We are passionate fans of those who perform at the highest levels of competition.

We partner, protect and participate

We work together with Māori, protect their taonga and remove barriers to and facilitate equitable participation.

Empowered Communities

In our preferred future communities are empowered to make decisions on what works best for them and their people.

Ultimately, all communities are connected through a common set of values and shared goal of achieving collective wellbeing.

Diversity within each community is valued and celebrated.

An 'Agency of Movement' loosely coordinates a network of communities and participation providers.

The agency is designed to serve as an enabler rather than a controller. It fosters an inclusive, collective and organic movement that enables a strong sense of intent and shared purpose.

Communities and participation providers are well connected and work together in a collaborative way. The principles of Te Tiriti are ingrained in everyday practices and decision-making, with the agency ensuring our commitment to Te Tiriti o Waitangi is upheld.

At a central government level, physical activity is recognised as a human right. The impact on an individual's ability to be active is considered and discussed as part of all decision-making processes.

Implications of This Future

The overall aim of allowing all New Zealanders to focus more on their wellbeing through physical activity is critical in both the current environment and in the future.

However, achieving inclusion, openness and redistribution of power through a wider network has profound implications. It requires deep structural and cultural changes, and not solely in the play, active recreation and sport sector.

Next Steps

We have defined what a preferred future of play, active recreation and sport would look like. Details of what it means in practice for the sector and how to achieve it will require on-going discussions across the sector.

The final report in this series will summarise what we have learnt from all of the foresight workshops, and what productive next steps we can take to achieve the preferred future.

New Zealand Government

November 2020