

Futures Project – Final Reports

Provided to Minister's office on 11 December 2020



Purpose

1. This paper provides a summary of the Futures Project's final report *Papa Noho* and the *Scenarios report*.
2. Copies of these reports will be provided to participants on Friday 18 December 2020. The reports will then be released to the sector and be published on the Sport NZ website in the New Year.

Background

3. The consultation and engagement process for the Sport NZ-led Futures project is now complete. In September and November 2020, you were provided with progress reports, outlining emerging key learnings and themes.
 - *Identifying the Drivers and Implications of Change* focused on identifying the drivers of change and their implications for play, active recreation and sport.
 - *Māori Perspectives on Drivers and Implications of Change* described the conversation and questions that emerged on the challenges of current approaches and aspirations for the future of physical activity and wellbeing from a Māori perspective.
 - *Developing Alternative Futures* and *Te Tuara Te Rōpu Tūmau* focused on further understanding the causes, barriers and implications of change, and developing a preferred future for physical activity in New Zealand.
4. The final report, *Papa Noho*, will assist the sector to remain fit for purpose and regenerative to deliver play, active recreation and sporting opportunities from January 2021, and beyond. The reports are not the end of the process but will be used to continue to inform the thinking and planning that needs to happen in this sector.

Papa Noho – the final report

5. The final report, *Papa Noho*, brings together the work of two hulls. Te Tūara Futures Group and the Working Group were tasked with challenging current thinking and exploring a range of possible futures for New Zealand and the sector. The report represents the coming together on the papa noho – the bridge between the two hulls.
6. The report not only outlines key findings, but also the process that was taken to get there. It demonstrates how the partnership approach should be central to all future developments in the sector.

7. Consultation with the sector, and responses to the survey, highlighted observations and key challenges that the sector needs to address. The report reflects on these, and presents five key principles:
 - Physical activity is a human right.
 - Giving effect to the principles of the Treaty of Waitangi.
 - All decisions recognise physical wellbeing as fundamental to daily life.
 - Local communities best understand their need.
 - Access to open space available to all.
8. While the COVID-19 pandemic initially constrained the process, it did provide an opportunity to recognise that a preferred future is not assured, and the report provides some alternative courses to the future of play, active recreation and sport.
9. *Papa Noho* report is written in parallel with the *Scenarios report* which focuses more specifically on exploring possible future scenarios and how the sector could respond.

The Scenarios report

10. There is a consensus that the sector is currently struggling, and in general, participants involved in this project agreed on what the limitations and problems are in the play, active recreation and sport sector in New Zealand today – some of which have been around for many years. There was general agreement on what a desired future would look like, and the challenges that need to be overcome to achieve it.
11. The report covers challenges, future trends, and potential disruptors. Although it provides a preferred future, it discusses the challenges and alternatives to that future.
12. There are four scenarios outlined in the report that look ahead to 2040 and discuss what the future of play, active recreation and sport should or may look like. The scenarios cover driving forces, priorities, governance responses, physical activity impacts, quality of life and challenges or tensions in relation to each scenario.
13. The purpose of the report is to highlight the need to prepare for a range of futures and to encourage organisations and the sector to think about what they can do now.

Papa Noho Report

FUTURES PROGRAMME

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**Ko te pae tawhiti,
whāia kia tata
Ko te pae tata,
whakamaua kia tina.
Seek out distant
horizons and cherish
those you attain.**

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Introduction

The Papa Noho report brings together the work of Te Tūara Futures Group and the Working Group who were tasked with challenging current thinking and exploring a range of possible futures for Aotearoa and the sector. Each group worked in their respective hull until it was time to come together on the papa noho - the bridge between the two hulls - to share perspectives. In this report we bring together their respective voices, acknowledging where their voices converge and respecting where they don't. This report not only details our key findings but also the process that was taken to get there. This process is as important as the findings as it demonstrates how the partnership approach should be central to all future developments in the sector.

The Papa Noho report is written in parallel with a Scenarios Report that also builds on the workshop discussions and focuses more specifically on exploring possible future scenarios and how the sector could respond. These reports are not the end of the process. Futures work by its very nature never ends. It will continue to inform the thinking and planning that needs to happen in this sector. The work done to date is intended to stimulate ongoing kōrero and open minds and hearts to a world of possibilities.

**E kore e ngaro
He takere waka nui
We will never be lost.
We are the hull of a
great canoe.**

These words were uttered by the great explorer Kupe. So confident was he in his knowledge of the stars, ocean and the environment that all he required was a study hull to steer any course.

Waka hourua are double hulled waka, the largest and sturdiest of our waka designed to travel great distances and withstand the harshest conditions. While the hulls are separate they are joined together by a common space. It is essential that the hull are balanced and strong. They are both part of the same waka. If one hull is weak the whole waka is compromised.

The Waka Hourua – A Partnership Model

Before we could even embark on the journey we needed to agree why it was important (our kaupapa), who needed to be involved in the process, what we were trying to achieve and how we would do this. The task before us was to reimagine the future and to do that in partnership with Māori. Sport NZ Ihi Aotearoa is committed to the Treaty principles of partnership, protection and participation. From the outset the process was co-designed to ensure the Māori perspective was not lost or diluted, as it so often is in these exercises. It was agreed we should have two groups spearheading this futures work, Te Tūara and the Working Group. They would sit side by side in a waka hourua – a double hulled canoe. Each hull holding their own mana and given the time and space to bring their unique perspectives, knowledge and experience to the kaupapa in their own way. It was agreed that when the time was right they would come together on the papa noho – the bridge between the hull, to share kai and to kōrero as equal partners, giving full expression to Mana ōrite! In many ways, once we had established the kaupapa and invited people onto our respective hulls, we had to trust the process and let it take its course.

The images and stories we hold of the future shape both our attitude toward it and, most critically, how we behave in the present. Our rush to explore

those future horizons can also blind us to the alternate histories left in our wake. This impatience is particularly prevalent in Pākehā thinking. The kōrero acknowledged the many different ways to explore futures and through this developed a strong understanding of where we stand in the present. It is tempting to look for the one likely future that we can cling to in the face of a year of deep uncertainty. It doesn't exist, not least because we start from different perspectives and experience. This work has provided Māori and Pākehā with the opportunity to reflect on respective experiences and compare where we wish to head.

While we may not have landed on all the answers yet, we have raised our collective consciousness and have reduced the risk that we drift aimlessly toward a future that is neither of our own making or anticipation. More important than the right answers is seeking the right questions, and this process has undoubtedly highlighted several challenging ones. In response to one of the working group's scenarios, a participant responded with the question, "Are we happy to accept there are two New Zealands?" The objective of this work through an effective partnership is to ensure the future response will be "Absolutely not".



Weaving the Two Journeys

We started our journey in our respective hulls, giving each other time and space to think about where we have been, where we are now and where we want to go.

We then came together on the papa noho, the bridge between the two hulls to mihi - greet each other, to share kai, to whakarongo - listen to each other, and to kōrero - exchange ideas. When we started our journey in two separate hulls there was some concern that we may never come together as one. But, what we have learned on this journey is that while there may be two hulls, they are part of the same waka and by default must head in the same direction.

What we also know is that the hull must be balanced (mana ōrite) and we must regularly come together on the papa noho to agree on where we are going.

Once we had settled on the waka hourua we then agreed that each hull should determine how it navigated the first part of the journey, recognising each our hull brings its own knowledge.

Te Tuarā used a wayfinding model to explore their past, present and preferred future.

Wayfinding dates back over 1000 years to the early voyages that saw Polynesians navigate millions of miles across the Pacific Ocean in their waka. It is about navigation, visualising the island beyond the horizon well before you ever see it, steering away from the threats and toward the opportunities, and charting a course to worlds yet undiscovered. In these wānanga, Te Tūara explored where we have been, where we are now, where we are going (preferred futures), and the challenges on the immediate horizon.

The Working Group used a foresight approach to explore both assumed and alternative futures, using environmental scans to inform its thinking. The pandemic initially constrained the process, and the Working Group noted how their assumptions of the future changed during the workshops as this relatively short-term phenomena influenced their perspective of future trends.

Exploring alternative scenarios enabled them to consider what different trends might mean for the future of play, active recreation and sport. For example, what if New-Zealand's status as a safe-haven changes current assumptions of urban concentration and creates a resurgence in the regions?

Simultaneous workshops also considered key challenges facing the sector today, aspirations for the future, and potential ideas that could link the two. An exploration of the more profound metaphors that underpin current

sector thinking enabled participants to surface new ways to challenge thinking and develop new ideas. In terms of challenges facing the sector today the Working Group identified issues around a lack of trust, shared purpose, roles and responsibilities, tradition and identity, inclusion and diversity.

Te Tūara started their journey by looking to the past to inform their future. They talked about how historically physical activity was integral to everyday life and was seamless with te taiao, the environment. It was purposeful and meaningful and so it had mana, from gathering kai for the table to representing your marae on the sports field.

Today Te Tūara described the waka as being single hull, not double hull, and not designed for or by Māori. They spoke of how few Māori were actually in this waka and how they were certainly not steering the waka or even necessarily wanted to go where this waka was going.

They too spoke about issues of trust citing eight generations of being left off the waka and not resourced despite high Māori participation and success rates in this sector.

An environmental scan around the waka confirmed that while both hulls may face similar challenges like climate change, global pandemics and recessions the inequity and inequality that persists in Aotearoa across all sectors - health, education, social, justice means Māori are far more vulnerable to the waves that just keep pounding on an already weak hull.

“ We are not starting this journey at the same place. ”

Once we determined our respective starting points we set about looking into a range of possible futures which as we know is full of uncertainty, what ifs, and unexpected twists.

Despite this both groups took the opportunity to think more freely about the future we want for Aotearoa and the role that play, active recreation and sport can have in contributing to it.

We explored alternate futures and baseline futures. We considered near and distant horizons - testing what if we just keep on the same trajectory, what if we change tack a wee bit, and what if we completely reimagine a world we will leave behind for our children and moko.



Identifying the Preferred Future

While Te Tuarā and the Working Group employed different approaches to exploring the future, both arrived at a remarkably similar future.

Te Tuarā described 2040 as Hawaiki Ora, with its preferred future centred on:

Mauri Ora Maximum health and wellbeing

- Oranga Taiao - Environmental wellbeing
- Whānau Ora - Community wellbeing
- Hauora - Individual Wellbeing

They also acknowledged the importance of understanding the whakapapa and interdependence of each of these wellbeings.

Mana Māori The status of Māori

- Mana Motuhake - Self-determination
- Mana Ōrite - Partnership
- Mana Taurite - Equity
- Mana Rangatira - Leadership
- Mana Tangata - Workforce

The Working Group's aspiration for their preferred future focused on three core elements:

1. Physical Activity as a culture

It envisages a future where physical activity is a part of everyday life, part of the culture at the individual and collective level. At the individual level, being physically active is a human right and environments, systems and structures at all levels allow individuals the motivation, time and choice to be physically active. It reflects a culture that moves away from a deficit model and focuses on holistic wellbeing, encompassing physical, spiritual, family and mental wellbeing (aligns with Māori health model of Te Whare tapa wha), and that it focuses on equity and inclusiveness.

Collectively whanau and communities have a social responsibility to promote physical activity through events, mandates, and other activities. Social cohesion, physical health and collective wellbeing will be direct consequences across the nation irrespective of gender, ability, ethnicity or upbringing.

Everything we do, organisational practice, legislation, policy, mandates, goals and purposes and aspirations are integrated into physical and social infrastructure.

2. Being New Zealanders

In our preferred future we have a strong sense of our past, our journeys to Aotearoa, our connections to place, 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, while at the same time engaging in a deep reflection of Pākehā identity. This would be expressed through the individual and collective context for play, active recreation and sport:

Individual

Play local

I have a strong connection to place – both my local 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 and agency in 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 NZ 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,

Underpinning this will require a renewed sense of Pākehā identity.

3. Empowered Communities

In the Working Group's 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 share a goal of achieving collective wellbeing. Diversity within each community is valued and celebrated.

The 'Agency of Movement' loosely coordinates a network of communities and participating providers. The agency is designed to act 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. Because of this, communities and participation providers are well connected and work together in a collaborative way. The principles of the treaty are ingrained in everyday practices and decision making, however, the agency plays a role in ensuring our commitment to Te Tiriti is upheld.

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

Two Views of a Single Future

The similarity of the two futures, though expressed slightly differently, suggest strong alignment. Both groups see a preferred future where:

- Physical activity is part of a much larger wellbeing agenda
- Culture and identity are important, i.e. Mana Māori, being New Zealanders
- Communities are empowered.

The future this suggests also aligns strongly with work completed by Treasury and Te Puni Kōkiri in 2019. Their discussion paper “An Indigenous Approach to the Living Standards Framework” similarly identifies seven wellbeing domains and concludes that wellbeing is achieved for Māori and the wider community when they are:

- Cohesive, resilient and nurturing
- Confident participants in society
- Confident in language and culture
- Living healthy lifestyles
- Self-managing
- Responsive to the natural and living environment
- Economically secure and wealth creating

Observing the Waka from the Water

In addition to Māori, a number of other groups feel excluded from the waka and felt it was narrowly focused on the demands of specific sports, oriented to the able-bodied male, and managed through a bureaucratic hierarchy that is self-perpetuating in its structures. (These observations are also outlined in the related Futures Scenario report).

The key challenges that the sector needs to address to effect its implementation relate to:

- Physical activity: still typically pursued through siloed perspectives. Central leadership (e.g. Government, Sport NZ) and funding typically focuses on a narrow definition of traditional, membership-based sports. This is despite the majority of all physical activity being informal and unstructured. Workshop participants commented that sport (typically male) “is king”.
- Culture and identity: There was a palpable sense of exclusion in the conversations from those who did not identify as male, gender binary, Pākehā, or able-bodied.
- Communities trust and empowerment: There is a strong feeling of distrust and disempowerment within the current sector. Participants are keen to see a diversity in decision making, but too often feel constrained by a process that both feels overly bureaucratic and designed for a ‘one size fits all’ approach.
- What actions can you envisage that would start to address these challenges and bring the preferred future to life?

¹ See <https://sportnz.org.nz/research-and-insights/participant-group-insights/>

The Waypoints to the Preferred Future

It was clear from the respective discussions there was a need to recognise the different starting points for Māori and Pākehā. For both parties to succeed on this journey demands a reflection that for Māori, their desired future looks similar to that which Pākehā have today. Te Tūara therefore outlined their priority milestones centered around achieving equality (Mana Ōrite) and equity (Mana Taurite). It is sobering to think that one partner's aspirations are to just get to where the other partner already is.

Mana Ōrite

The Sector gives Effect to Partnership

Māori and the Crown are working together in genuine partnership to steer a fleet of waka hourua to an agreed destination vs in 2020 the waka hourua was just a single hull, one size fits all, boat designed for, and steered by Pākeha.

Fundamentally a partnership is about the equal sharing of power and a relationship built on trust. This will be challenging given the deep roots of the distrust that has built up over generations and the concentration of power and resource in one partner. Redefining how power is shared will be critical, together with a framework for accountability that establishes trust in the partnership.

This aspiration will be achieved when the Māori-Crown relationship has matured, Tangata whenua are no longer dependent on the Crown but are instead valued partners, resourcing is equally distributed across the waka, and the Crown has relaxed its grip on the rudder, accepting that they have a partner who is capable of steering the waka.

The waka has been co-designed with Tangata Whenua, and there is shared decision-making about where the waka is going, who is on the waka and how everyone will behave while onboard. In the play, active recreation and sport sector, there will be an independent Māori authority that sits alongside its partner in the waka hourua. This hull is responsible for ensuring the sector supports Māori aspirations and ways of being and that Māori are helping steer this waka as partners. Māori are equally represented at all decision-making tables and in management across the sector. The entire sector understands what is required to honour Te Tiriti o Waitangi.

Mana Taurite

There is Equitable Access to Resource

In 2040 equity between tāngata whenua and tāngata Tiriti has been achieved and kaupapa Māori and culturally distinctive pathways are prioritised, valued and appropriately resourced vs in 2020 there were a very small number of Māori initiatives supported by Sport NZ. The one size fits all approach to service delivery, and resourcing has meant most kaupapa Māori activities and sports organisations are not recognised, resourced or supported by the sector.

Related to Mana Ōrite is the principle of equity, Mana Taurite. Equity recognises different people with different levels of advantage require different approaches and resources to get equitable outcomes. This will require the sector to support kaupapa Māori (culturally distinctive) pathways and to be vigilant in stamping out systemic discrimination and inequity. This in turn will require more Māori in leadership and management and increased cultural capacity and capability across the sector so that all systems, including insights, investment commissioning and service delivery, are co-designed and co-decided with Māori.

Principles

1

Physical activity is a human right

When physical activity is typically categorized as 'leisure' it can reinforce a perception that it's a luxury, a nice to have. Instead, it must be treated as a core component of human welfare and available to all.

2

Giving effect to the principles of the Treaty of Waitangi

Partnership, protection and participation must be a priority for all of us if we are to address the inequities and inequalities in the sector for Tangata Whenua.

3

All decisions recognise physical wellbeing as fundamental to daily life

Taking a more holistic approach on decisions (e.g. transport policy, rural and urban planning, food policy etc) reinforces the need to consider the implications for individual physical movement.

4

Local communities best understand their need

This challenges a central resource structure that may frame allocation processes in terms communities find difficult to fulfil.

5

Access to open space available to all

Every New Zealander should have access to recreation space within a short distance (1km) of their home.

Key Deliverables

What would we be seeing in the next decade if the principles above formed the basis of future action? The following milestones were identified:

Everyone has time (and inclination) to participate in active recreation

Time is perceived as a critical constraint on physical activity as individuals juggle the demands of modern life. A first step would be to establish whether this is indeed the case, and whether activity levels would increase if more time were available. A deeper understanding of the influences (e.g. work/ study/ caring/ travel) could identify opportunities to remove impediments to change. This could involve mandated flexible working arrangements, solutions for those with caring responsibilities or increasing automation to reduce non-leisure activities. With respect to income levels it could hasten conversations on the introduction of Universal Basic Income: seen as highly likely by many group participants.

A network of community hubs that decide local priorities and facilitate movement opportunities

Communities are empowered through a change in funding model. For this to happen we must build community capability and take guidance from non government organisations and community groups who are already proficient. This means allowing all New Zealanders to have an equal voice in decisions relating to their community. For this to succeed will firstly require an acknowledgment that significant inequities exist and the introduction of action to increase diversity. Individuals and communities will need support to assume leadership roles.

A 'Wellbeing Agency' is established to enable and empower the localised wellbeing model

The Agency could perform a leadership role to establish the necessary skills to enable resource decisions and accountabilities to be transferred to local communities. The conclusion was that co-ordinated support will be necessary to enable communities to take control of their own priorities.

The Agency would perform a facilitation rather than directional role. It would also have to assess government policies to ensure they have a physical activity impact. For example, what impact will major state highway developments have on the physical activity and wellbeing of communities through which they will pass?

Equitable and inclusive access to movement and opportunities

Imperative to the future is a behavioral shift to the prioritisation and valuing of physical activity – it is a fundamental life skill. When movement is part of the mindset of an individual, the community and wider society benefit. Physical activity provides social connection for the individual and community.

If this milestone were achieved, cost would no longer be a barrier to participation and all New Zealanders would live within a 5 minute walk of an outdoor place or space to be active.

Establishing a baseline of New Zealanders living within 1 km of a regional Park or public conservation land in the next couple of years would provide the basis of a review of the walking access mandate and legislation mid-decade.

The groups noted the need to consider the needs and interest of Mana Whenua in this initiative. It will involve the coordination of local/national government priorities to provide facilities for organisations to deliver programs and avoid replication but ensure the creation of recreation spaces to meet community needs.

By the mid 2030's, 95% of all New Zealanders would live within 1 km of a regional Park or public conservation land which will be particularly important if the density of population increases significantly or constraints on travel are the norm.

The Alternate Courses to the Future

The preferred future is not assured, and it is helpful to consider what the challenges will be if the sector finds itself in one of the other scenarios outlined in the accompanying report. Scenario thinking can also be a useful guide to consider the journey toward this preferred future. Its key dimensions can be used to define other outcomes that will have a variety of implications. Using the basis of decision making (e.g. funding) and the perspective on wellbeing gives four outcomes.

Decisions are made as close as possible to the communities which benefit. Accountability is at the local level too, with the trust placed in local infrastructure to ensure resources are best aligned to achieve community well-being outcomes.

Reflects the view that current code and activity structures are the most effective lens to identify individual wellbeing opportunities. Fitness and activity align with the adoption of a particular discipline (formal or informal) that is readily identified and structured.

Code and Activity Focus

Holistic Wellbeing

Recognises that the drivers of wellbeing differ between diverse populations and need to be understood in the context of the individual and community. It also recognises the role of environmental wellbeing as a foundation for human health.

Devolved Decisions

Central Direction

Resources (especially finance) are scarce, and therefore centralised co-ordination is regarded as the most efficient way of allocating resources. Communities bid for access on the basis of centrally determined criteria that aligns at the top level but has little room for local variation.

Taking these dimensions and transposing them against each other gives us four potential futures with very different implications.



Community Regeneration (the preferred future)

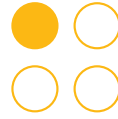
This reflects the consensus view emerging from the Working Group and Te Tuara discussions of a future where communities felt empowered to make decisions regarding their own welfare in their own environments. It would enable a far greater range of activity and would ensure that accountability for the community's well-being rests at the local level.

In this future, there will still be a need for "entities", but they need to be "enablers" – identify barriers, remove them, identify opportunities – to empower respective communities rather than act as gatekeepers/scrutineers. It is reliant on trust and good relationships rather than prescriptive approaches that leave recipients exhausted from being 'auditing to death' or subjected to a "one size fits all" approach.

This reflects a long-term commitment to work with communities to address chronic health or intergenerational challenges. At the centre of this future is the "why" and the "who", not the "what" and the "how". It offers the opportunity for Tangata Whenua and Pākehā to work together to strengthen the bi-cultural foundations of a multicultural future New Zealand.

Implications

- A high trust environment with the transfer of power to local communities.
- A significant level of open-mindedness and courage will be needed to achieve this outcome.
- Listening to not only Māori but also other viewpoints (i.e. youth and women) will be a core requirement.



The Offload

Resources are made available to communities for them to engage in specific activities that reflect preconceptions of what society regards as play, active recreation or sports activities. While this is welcomed by some in the community who already engage in those fields, there are many who feel excluded as their focus is on other forms of wellbeing. This leads to inequitable resources as some activities are well supported and able to act autonomously, while others are 'off the radar' and must rely on their own initiatives. There's an upshot that the first group can be more trusted than the second, they get the money and the support. This reinforces existing feelings of prejudice and exclusion.

Implications

- Frustration as resources are misallocated/ underutilised given the focus on specific areas of activity.
- A quick fix, but ultimately wasteful and inefficient devolution of resources.
- Individuals are likely to be 'burnt' by the process, increasing mistrust.
- Likely to lead to greater fragmentation of play, active recreation and sport.



The Double Down

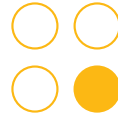
With key decisions remaining at the central level (whether a government agency or Local Government), and a focus on specific forms of activity – this represents a continuation of the status quo. Currently our sector divides and disempowers many groups and people. It replicates and perpetuates inequality, separates and fragments people and places. As a result the sector lacks trust and holds us back from bigger possibilities and the important work of helping people become fit and healthy.

This raises an important question – what is the core mandate of various organisations?

Given the observations in previous reports of low levels of trust, inequality and exclusion, this can't be sustained in the long term. The various definitions lead to overreach and confusion from sport to activity to well-being – raising an important question – what is the core mandate of various organisations?

Implications

- Double Down represents a continued decline in participation and alienation for Māori and minority groups.
- Given the evidence of the futures discussions, this will lead to key participants disengaging from leadership.



The Captain's Call

This approach has the benefit of embracing a holistic approach which for the first time recognises a range of activities (e.g. Kapa Haka) that have previously not been recognized as play, active recreation and sport. With control of resources and funding retained at the central level though, this scenario has an air of paternalism – a 'we know what's good for you' feel. As such there is tension in the system between groups competing for resources. Slowly, but surely the focus once again drifts back to a select set of activities that can be identified at the top level to be efficiently resourced.

What are the implications for New Zealand if these were to occur? Should provide perspectives that underline the urgency for action given workshop/wānanga comments.

Implications

- The paternalistic approach is unsustainable and will be reflected in feelings of distrust and intra-community competition. As such the overall wellbeing is likely to suffer.

Implications of these alternatives

Transferring resources or increasing the range of physical activities each their own challenges if undertaken independently. To move to the preferred future will require action on both. For this to occur will require challenging conversations that address.

1. How power (represented by resources) is effectively transferred to communities to support their own wellbeing. What support needs to be in place for this to happen?
2. How a more inclusive approach to wellbeing can be developed across a range of agencies and community participants.

Critical Questions to be Addressed

Achieving the preferred future presents a challenge. It requires us to think more deeply to ensure the stability of the waka in the face of uncertain futures and ensure there is a clarity of vision and empathy with those on board.

Significant challenges to this preferred future were recognised. Some of these the sector has more influence over than others, such as: developing a common purpose, developing a truly bicultural approach, improving trust and collaboration, overcoming inequities within the sector, implementing organisational and system change, distributing power and decision making, developing more sustainable funding models. Challenges that the sector has little influence over include: economic conditions, geopolitical events, socio-economic inequalities, mitigating the impacts of climate change.

The following questions were those that resonated most strongly from the respective wananga, workshops and the final joint hui. There is inevitably cross-over between the questions as they address long-standing and deep-seated issues. It is also worth reflecting that the issues raised are reflective of a dominant culture's (typically male pākehā) relationship with multiple minorities.

“ **What would it look like for Māori to feel fully living in partnership for real?** ”

What does partnership and accountability look like?

At the start of this process, the question was asked, “where has a similar joint exercise been undertaken that we can learn from?”. The answer was discouraging, as no clear examples were apparent to either Māori or Pākehā in the team. Building effective partnerships will ensure that in future this question should not need to be asked, and instead the question will be “what will this partnership look like”?

Aligned with Te Tiriti o Waitangi it was suggested at the joint hui that to ensure the actual establishment of Mana Ōrite, required two partners coming to the table as equals, responsible and accountable to each other. While this seems straightforward and we have little problem understanding what partnership means in a business arrangement or marriage – we seem to have great difficulty understanding what it means when we talk about a Treaty Partnership. Fundamentally it implies the equal sharing of power and a relationship built on deep trust. Evidence across the workshop series indicates there is a concentration of power and an absence of trust, not just in relation to Māori, that implies Te Tiriti o Waitangi is some way from being honoured across the sector.

Redefining how power is shared will be critical, together with a framework for accountability that establishes trust in the partnership.

A key aspect of the conversation is the need for both parties to approach the table strong in their own cultural identities and respectful of each other's. Te Tuarā noted a lot of tension comes from New Zealanders' lack of a strong sense of identity or what partnership looks like. This was reflected in creative group dialogues that noted the stereotypical ideas of identity (e.g., No.8 wire ingenuity) that were felt to be outdated in a 21st century context. Addressing this question will require Aotearoa to reimagine a Pākehā cultural identity, both in its own terms and one that exists because of the relationship with Māori. It is what distinguishes Pākehā from Europeans.

The answer to the question is therefore complex, and will require deep dialogue within organisations, but it offers the opportunity to create the foundation envisaged through Te Tiriti for equal, reciprocal, respectful and interdependent relationships between Māori and non-Māori. Sincere engagement in this task across Aotearoa will be critical in overcoming years of trust that has resulted from broken commitments.

What does trust look like?

If we are to have a united, vibrant future we need to ensure there is deep trust between crew members on the waka. The discussions from all groups involved in this project are clear that trust is missing from the current system. Māori have little faith that they will not continue to be sidelined, women continue to struggle to be seen on an equal standing with male counterparts, and local organisations feel beaten down by demands of central funding oversight.

These examples eroded the trust so vital in any good relationship and essential in a partnership. A strong feeling expressed was that we must be able to trust each other if we are to move forward, however history has not set us up to establish this trust. To move forward, individuals and organisations need to consider their legacy approaches and practices and ask to what extent they address or compound this issue.

If the answer to the questions below is not affirmative, then there is likely more work to undertake:

- Do I believe that what you do will be of benefit to me, even at the expense to yourself?
- Is it the case that what we do today will benefit the next generation, even at the expense of our near-term goals?

It should be recognised that trust is generated at an emotional level and reflects relationships where vulnerabilities to others can be acknowledged with the recognition that respective parties will not take advantage but instead work to ensure best interests of each partner. What would it take for the sector to start to operate on this basis?

What will ensure the acceleration of intergenerational equity?

Coming through in many conversations was the feeling that youth perspectives were being overlooked. Given the question of partnership above, younger New Zealanders have valuable insights to share as they recognise the need to change and embrace Te Tiriti.

Lifed experience is seen as a powerful, and necessary, complement to formal qualifications. A view expressed through the creative group was that youth are seen somehow as incomplete and that their perspective less valuable though lack of experience or qualification. As a result there's a feeling of alienation and untapped potential. Given the uncertainties of the future, having a vibrant interchange of perspectives between generations will be vital to adapt to changing conditions. Standing alongside rangatahi will provide real benefit to organisations as it provides them support and confidence for them to assume leadership roles.

What does power-sharing look through devolved decision-making structures?

If a conversation about power-sharing is not making participants feel uncomfortable, it is probably not sufficiently challenging of current power structures, relationships, and core beliefs. Inevitably, with limited resources a redistribution of resource/power will cost someone and there will naturally be resistance. Achieving progress in this area will therefore require a deep and open conversation that starts at the top level of sector leadership and supports courageous engagement across organisations and individuals.

Te Tuara noted the success of the suffragette movement in achieving equality for women to get the vote, which today we take for granted. Māori are seeking a similar shift of mindset as a pre-requisite for full participation in sector decision-making. Progress will also see each partner holding the other to account not just for how things are done but for what is achieved. Leaders will also need to set clear targets, indicators so they know they are actually making progress and there is some accountability in the system.

The example of the female vote is a reminder though that achieving equality is not sufficient. Equality marks the point at which sector participants achieve the same level of opportunity. Equity takes this further to include providing varying levels of support based on individual need or ability. The female perspective reflected in the creative group sessions highlighted this issue and the need for more assertive forms of intervention to ensure their capacity to lead and participate. It was summed up by a participant of the joint hui with quote below.

“ If we are serious about addressing inequity then we have to unapologetically overcompensate. Our company has been working really hard to address gender inequality. That means we are aiming for over-representation in our board room and in our leadership teams to re-balance the current inequity. We need to demonstrate a similar commitment to Māori in this sector. ”

In terms of the sector key questions emerged

How can the sector broaden its focus to support all types of physical activity?

How can the sector encourage and support individuals and whānau to seek physical activity opportunities outside their increasingly busy “leisure time”?

What will enable organisations to embrace new perspectives and new ways of doing things?

How can the sector transform governance so that it improves integrity and trust, and empowers staff to focus on outcomes?

How can the sector balance funding the present while also enabling planning and preparing for future changes?

How can the volunteer ethos be recognised and more effectively supported and developed for the overall success and health of the sector?

Where can we see potential areas for exploration to take us forward?

Achieving positive results to the above questions to move toward our preferred future prompts us to ask, what can we see around us today (either in NZ or globally) that may provide elements of the future we seek?

Identifying potential areas of exploration to address the thorny questions. For example:

Building local resilience and trust.

The preferred future will be achieved when networks are established that recognise the links between people and place and reflects a deep understanding of local knowledge to find solutions that work. What innovative community practices can we already see that achieve this?

- Recipe for resilience: Te ao Māori and the Covid-19 response. Across Aotearoa, Māori responded to the unique needs of their communities during the peak of Covid-19. Two Māori organisations share the lessons from their success.

<https://thespinoff.co.nz/partner/health-quality-and-safety-commission/05-11-2020/recipe-for-resilience-te-ao-Māori-and-the-covid-19-response/>

Using community resources for common purpose.

Relinquishing central control of public funds may appear a scary prospect for those tasked with achieving specific wellbeing outcomes. What examples are out there that may suggest communities can collectively address these goals at the local level autonomously using new structures and approaches?

- Still in its infancy, SEEDS is a blockchain-based platform that enables participants to earn and spend digital currency on activities and projects that serve a regenerative outcome. It is marketed as 'money with a conscience'. <https://www.joinseeds.com/>

Ensuring diversity and inclusion

To achieve a true blend of cross-generational wisdom, what practices are organisations experimenting with to tap into all perspectives and ensure greater equity and inclusion?

- Reverse mentoring has been around for a while and could be more widely adopted as it leads to real intergenerational cross-overs of power and knowledge. ASB is one organisation that has supported this approach. <https://www.nzherald.co.nz/business/executive-success-using-the-wisdom-of-youth/3WFTQZQ5NR050MKSMVZRUKCEH4/>
- Addition ref: [A Model for Reverse-Mentoring in Education]



“

What are the most effective strategies to develop an inclusive sense of identity? ”

”

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New Zealand Government

December 2020

Scenarios report

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



SPORT
NEW ZEALAND
IHI AOTEAROA

New Zealand Government

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**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 report summarises some of the discussions hosted by Sport NZ about what the future of play, active recreation and sport should or may look like.

The intention of these discussions was not to predict the future but to stimulate discussions about challenges the sector is facing, what a more desirable future could look like, and how to achieve that.

We used two approaches to start the conversation.

The first was a set of workshops involving representatives from within and outside the play, active recreation and sport sector. They used a variety of foresight techniques to develop scenarios about what the sector might look like in 2040.

A second set of discussions was facilitated by Te Tuarā and Te Roopu Tūmau and considered Māori perspectives of, and aspirations for, physical activity, the sector, and wellbeing.

Both discussions were complemented by an on-line survey where the broader sector was asked to comment on its observations of the current system and aspirations for a future system.

While the groups used different processes there were many areas of common agreement about the current and future states of the sector. These are summarised in this report.

Futures thinking is not about just identifying a preferred future and planning how to get there. Life isn't that simple. Instead, it helps organisations think about a range of possible futures and how to prepare for them.

This report describes four short scenarios, looking ahead to the year 2040. The scenarios, which build on the workshop discussions, present four different ways that the future may develop and how the sector could respond.

Rather than being definitive and comprehensive they are designed to provoke further thought and discussion.

Foresight exercises are, by their nature, unsettling. They draw attention to different assumptions, mindsets and world views, and so can be provoking. Rarely do they provide definitive answers, but they should encourage further questioning and discussion, and make you more aware of trends and events that could affect your organisation.

How to read this report

The first section of the report outlines the need for change. There are many factors that are affecting the play, active recreation and sports sector, and some have been around for many years. Recognising the need for change isn't the same as changing.

We then present four scenarios that highlight some potential consequences of current trends and challenges.

The scenarios neither predict what will happen, nor do they cover the full range of plausible or possible futures. Their role is to highlight the need to prepare for a range of futures and to encourage organisations and the sector to think about what they can do now.

Common themes from the futures discussions

Most participants agreed on what the limitations and problems are in the play, active recreation and sport sector in New Zealand today.

They were also in agreement on what a desired future would look like, and the challenges that need to be overcome to achieve it.

The play, active recreation and sports sector today

There is a consensus that the sector is currently struggling. This is due to a number of reasons – including declining participation numbers, funding constraints, demands on time, and a focus on competition rather than participation.

There is uncertainty in the sector about how to deal with the challenges it is facing. When reflecting on the scenarios later in the report, it is worth considering to what extent these challenges will be impacted.

Low levels of participation in traditional sports

Levels of participation have tended to decline over the past few decades. There is a marked drop-off in participation when young people leave school, and some groups (such as girls, women, and members of some ethnic communities) have much lower levels of engagement with active recreation and sport than others. Participation can increase later in life.¹

However, workshop discussions noted that some sports have seen increased participation, in particular in informal, non-membership based activities. Other physical activities, such as Kapa Haka, have also grown in popularity but are often overlooked because they are considered “non-traditional” by European definitions of sport and recreation.

Think about:

How can the sector broaden its focus to support all types of physical activity?

Changing lifestyles and motivations

Participation is also affected by lifestyle and motivation.

Motivation or opportunities to be more physically active can be reduced by more sedentary lifestyles, fewer active transport options, health status, and less healthy diets.

Needing multiple jobs to provide the basics, pressures to work outside of office hours, and having to look after others can reduce the time available for active recreation.

Increased competition for leisure time can come from a growing focus on academic attainment, church and community service, and from digital technologies.

Think about:

How can the sector encourage and support individuals and whānau to seek physical activity opportunities outside their increasingly busy “leisure time”?

Accessibility

Accessibility influences participation. Difficulties in getting to or accessing facilities, events, or places lead to reduced levels of activity or enjoyment. This is exacerbated through poor or expensive public transport.



¹ See <https://sportnz.org.nz/research-and-insights/participant-group-insights/>

Monocultural design and delivery

Māori find that a monocultural view of play, active recreation and sport leaves Māori activities unrecognised and unsupported.

Some find active recreation and sporting organisations are not as welcoming to people with different experiences and from different backgrounds.

Active recreation and sports organisations can be seen as designed for and controlled by people with narrow interests. Workshop participants observed that organisations often had “Hegemonic hierarchies where the pale, stale, male/female typically have the power, influence, and money.”

Current national sport and recreation organisations are based on structures designed for two to three generations ago. A complete reset is required.

Organisations can also be too risk averse and less open to new ways of doing things. This leads to siloed systems lacking shared outcomes and anchored to tradition and inertia.

Think about:

What will enable organisations to embrace new perspectives and new ways of doing things?

Governance

There is inconsistency in the quality of governance and oversight across the sector.

Poor governance and oversight challenge the integrity of, and trust in, many local, national and international organisations.

Workshops also noted that accountability requirements can be excessive, with volunteer staff time spending too much time on reporting requirements to show that funding conditions have been met. This can be at the expense of ensuring participants have good experiences.

Think about:

How can the sector transform governance so that it improves integrity and trust, and empowers staff to focus on outcomes?

Economic

For some participants the costs (fees, gear, travel, etc) can be too high.

Funding and memberships are often not enough to keep some local organisations viable. This can lead to organisations placing too much focus on securing funding at the expense of meeting the needs and aspirations of their communities.

Costs for maintaining or building facilities are substantial.

Changes in the media environment, and business models have made securing sponsorships for many local and national competitions increasingly challenging.

Think about:

How can the sector balance funding the present while also enabling planning and preparing for future changes?

Workforce

Many organisations depend on volunteers, but as much of the population ages this base of support is declining. Other commitments also put pressure on volunteer involvement.

Opportunities for personnel development and career progression in the sector can often be limited.

Relationships between volunteers and paid staff can, workshops noted, sometimes be difficult. Some staff in leadership positions may view volunteers as “not getting it” with respect to the organisation’s goals. But there is also the recognition that “volunteers make or break the quality of the experience” for participants.

Think about:

How can the volunteer ethos be recognised and more effectively supported and developed for the overall success and health of the sector?

Future trends



Trends and developments expected to shape the future of play, active recreation, and sport can be found on the Sport NZ's webpage.²

Trends and other drivers of change that often featured in workshop discussions included:

Technologies

Technologies (digital, physical, and biological) will have a variety of roles (legally and illegally) in enhancing performance and engagement, as well as being competitors for people's leisure time.

For example, "smart clothes" and wearables that compliment movement or assist with training; bionics and prosthetics that redefine athletic possibilities; gene doping and nootropics (substances that improve cognitive abilities) for performance enhancement; and digital games and eSports that distract from physical activity.

Data

How personal and other data is gathered, used, shared and regulated will have increasingly significant implications for services and privacy for most aspects of our lives.

For example, the increasing use of data and algorithms to personalise choices or training, or influence behaviours.

Demographic and social changes

The changing age and ethnic of our communities will increasingly shape the demands on the sector.

For example, how the expectations and needs of older people and recent immigrants influence their physical activity decisions.

Social cohesion and wellbeing

Physical activities are seen to play an increasing role in building social cohesion and improving individual and community wellbeing.

A growing expectation for recreation and sport is for it to improve both social bonding (connections within groups) and social bridging (connections between groups).

Inclusion and equity of opportunities

There is an increasing recognition of the need for the sector to be more inclusive and accessible, and improve equity of participation and leadership opportunities.

This includes not only recognising the changing face of New Zealand and addressing historical underrepresentation of particular groups in the sector, but also applying the principles of the Treaty of Waitangi, and recognising Māori worldviews and processes.

Locally-led design and delivery

Design and delivery of services will depend on local community involvement and need to reflect the lived experiences and aspirations of the identities, cultures and ethnicities in those communities.


There are widespread expectations that greater local community involvement will be essential to develop appealing recreation and sport options. More initiatives are appearing to actively involve communities in shaping physical activities.

Climate change impacts

The impacts of climate change will be important when deciding on the location and maintenance of facilities, and may affect access to places and spaces used for physical activities.

Climate change may affect the viability of some outdoor physical activities, and require more sustainable practices across the sector.

² See : <https://sportnz.org.nz/resources/the-future-of-play-active-recreation-and-sport/>



“ 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

Potential disruptors

In addition to the long-term trends and drivers of change, recent experience suggest that the future of play, active recreation and sport will also be influenced by less predictable events - shocks or disruptions. These can cause beneficial and/or detrimental impacts. For the system to be successful it will need to quickly and effectively adapt to these.

New technologies

While technologies as a collective are a general driver of change specific technological applications and platforms are disruptors not trends. As disruptors they appear quickly, challenging rules and traditional practices. For example, the use of carbon fibre bikes in competitive cycling, and novel performance enhancing drugs. Some technological disruptors may enhance physical activities (briefly, such as Pokémon GO, or more fundamentally like fitness trackers), while others (such as the game Fortnite) may reduce motivations and abilities to be active.

Specific technologies (such as online conference applications), when combined with other events (such as pandemics), can rapidly shift how, when and where we work. This in turn can change opportunities and availability for physical activities.

Political and social shocks

Political and social shocks and conflicts can shift people's values or trust. This in turn may affect what national or regional approaches are acceptable. For example, the 1981 Springbok tour of New Zealand greatly influenced how people viewed the role that sport plays in politics.

Economic shocks

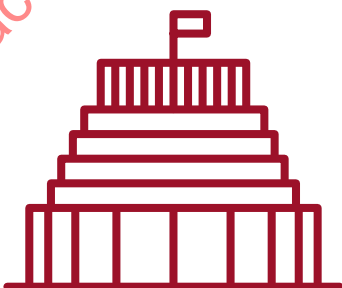
Economic shocks often influence the viability or effectiveness of different business models, and the level of risks organisations are prepared to take. Such shocks may strengthen the position of existing providers, or open up opportunities for new entrants.

New governance models

New governance models can be disruptive by changing power balances and decision making processes, affecting trust and organisational performance. For example, new approaches to managing data can improve or degrade trust and how data is used. Māori approaches to governance often differ significantly from European-based approaches. The introduction of a four day working week also has the potential to disrupt when, where and how people are active.

Environmental shocks

Environmental shocks, such as pandemics, earthquakes, and extreme weather events, affect health, mobility, accessibility, social connections, and economic opportunities. These can have short term or longer lasting impacts. How well they are prepared for and managed often affects trust in governments, businesses and other institutions.



Preferred future

Despite different approaches used to explore the future a preferred option emerged. This involves distributing power, and changing structures, processes, and choices. Achieving this requires significant changes, including:

- More choice and self-determination
- More locally led initiatives
- Empowerment of currently neglected or marginalised groups
- Meaningful trusted partnerships
- Greater diversity of people and experiences through all levels of the sector
- Multi-cultural approaches as a given
- Different power and decision-making structures
- Greater innovation

Initiatives that address these are, in some cases already underway but are scattered across or unrecognised by the sector. Building on them, as well as continuing to develop new approaches, needs to be the focus of the future.

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Challenges

Significant challenges to this preferred future were recognised. Some of these the sector has more influence over than others, such as:

Unified approach

- Developing a common purpose
- Developing a truly bicultural approach
- Improving trust and collaboration

Equity

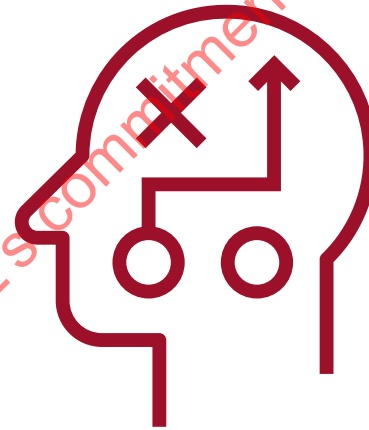
- Overcoming inequities within the sector

System change

- Implementing organisational and system change
- Distributing power and decision making
- Developing more sustainable funding models

Challenges that the sector has little influence over include:

- Economic conditions
- Geopolitical events
- Socio-economic inequalities
- Mitigating the impacts of climate change



“ Today we find ourselves with political systems based on 18th century philosophy, run with 19th century administrations, built on 20th century technologies, attempting to confront 21st century challenges. ”

RICHARD A. K. LUM

Alternate futures

Current and future trends along with unexpected events open up a wide range of possibilities for how the play, active recreation and sport sector may look in 2035 and beyond.

Here we describe four scenarios that illustrate what the future might look like for the sector.

They build on themes developed in the workshops, but there are also some new ideas that help broaden out plausible futures.

They focus on system structures and initiatives rather than events.

They deliberately don't focus solely on narrow questions, such as "how will the sector be affected by technological innovation?", because these types of questions can apply to many futures.

The scenarios are not predictive nor comprehensive. Many other futures are possible. They are intended to be challenging but plausible and help prepare the sector for a range of futures.

This will enable organisations in the sector to consider what interventions might be needed, what decisions need to be made and what policies need to be implemented to ensure the sector is more resilient and coordinated during periods of significant change.

When reading each scenario consider:

- What is the major challenge or opportunity the scenario would present to you and your organisation?
- What strategic choices would recreation and sporting organisations have to make in the scenario?
- What sectors and groups would be more vulnerable or left out in the scenario? Consider the personas described in the System-level opportunities report commissioned by Sport NZ and available on its website.
- What could the sector do now to steer towards or avoid aspects of this type of scenario?
- How could that future respond to an economic, social, environmental or other type of "shock"?



Four scenarios

The four scenarios differ in terms of the extent of change to the sector, and whether that change is driven from the top down or from the bottom up. They then focus on how the sector might respond.

Scenario 1

Scenario 1 considers limited reform and increased influence of a central agency with a broader mandate.

Headline

A focus on the basics

Driving forces

Economic recovery
Wellbeing
Technologies

Priorities

Funding and policies are targeted to reducing inequalities in physical activity and health

Governance response

Centralised control, bureaucratic
New community partnerships

Physical activity impacts

Self-organised activities increase
Traditional sports in decline

Quality of life

Some still struggle, while others doing well

Challenges or tensions

Building trust and partnerships
Overcoming bureaucracies
Changes deferred

Scenario 2

Scenario 2 sees the sector being destabilized by more funding but lack of coordination.

Too much innovation

New economic model
Increased funding
Innovation

Increase innovation to improve participation

Centralised funding, decentralised control
Fragmented and uncoordinated regional organisations

Moderate but unequal increases
DIY physical activity common
Traditional sports in decline

Angst and inequalities common due to pace of change

Adapting to rapid change
Coordination

Scenario 3

Scenario 3 involves a constrained sector with a central agency being more of a coordinator than a controller.

Winding back growth

New political model
Economic constraints
Climate impacts

Constrained growth, more careful management

Central coordination, decentralised decision-making
Technocratic

Participation improves
Sports depend more greatly on sponsorships or patronage

Stronger sense of community connection

Coordinating rather than controlling
Over quantifying

Scenario 4

Scenario 4 describes change driven from the bottom up, based on a strong set of shared values and purpose.

A holistic approach

Values
Culture
Economics

Integrating physical activity with education, culture and environment

No central control
Distributed participatory decision-making

Physical activity significantly increased, and integrated with education, culture and environment

Wellbeing improved

Dismantling old structures
Building trust and partnerships
Developing a common vision

Scenario 1

A focus on the basics

New Zealand is still a country of haves and have nots. Socio-economic inequalities have reduced somewhat, thanks to a greater focus over the last decade on regional economic development. However, a series of crises over the last decade has forced successive governments into a more reactive and incremental state, rather than creating substantive change.

Physical activity has increased mainly through walking and cycling due in part to improved track and trail networks created by job creation schemes. Private vehicle numbers are also declining, stimulating urban redesign and enhancing active transport.

Technological advances are enhancing elite performance, but the costs introduce greater barriers. International regulation and enforcement of technologies in sports is inconsistent, but selected performance enhancing drugs have been legalised. Digital technologies are a double-edged sword for other physical activities too, helping some remain active or improve their activity, while for others they reduce activity. Data privacy laws give control of most personal information to individuals or whānau.

Climate change has not yet had a great impact here. Pollution is declining due to improved agricultural practices, urban renewal and the reduction in private vehicles. National and local initiatives are improving, or at least maintaining, many natural environments.

Governance response

Funding and policies are targeted to reducing inequalities in physical activity and health. This has strengthened the role of the central physical activity agency (Active Aotearoa), which has adopted a more bureaucratic approach. Regional organisations have consolidated and continued to adapt to new requirements.

New partnerships at the delivery level have developed, with closer working relationships with health and social service providers who have strong connections within their communities.

Social change means that the sector no longer needs to be instructed to meet their diversity requirements.

Physical activity impacts

Self-organised physical activities, such as walking, running and cycling, have increased. The more structured and organised physical activities that have grown are those with a strong cultural or local challenge aspect, such as Kapa Haka and seasonal one day team challenge events. Participation in most traditional sports continues to decline. For most, social connection rather than competition is the main driver for physical activity.

Quality of Life

Life is still a struggle for many, with barriers to opportunities often not well addressed. For others, improved urban life and recreational opportunities have been welcomed, although there is an awareness that significant changes will need to happen in the future.

Implications for the sector:

- What is going to define “success” for the sector in the future?
- What functions does a central agency need to focus on to help the sector improve both adaptability and levels of physical activity?
- How can trust and partnerships be built with non-traditional providers?

Existing signals of this future:

1. 20 minute cities
<https://ourhamilton.co.nz/growing-hamilton/a-20-minute-life-changer/>
2. Car free city movement
<https://www.fastcompany.com/90456075/here-are-11-more-neighborhoods-that-have-joined-the-car-free-revolution>
3. City responses to Covid-19
<https://www.wri.org/news/building-climate-resilient-and-equitable-cities-during-covid-19>
4. Human enhancement
<https://sportnz.org.nz/media/2481/futures-think-piece-human-enhancement.pdf>

Scenario 2

Too much innovation

New monetary policies have increased spending, with government debt less of a constraint. This has led to greater decentralisation and a rush of new investments and initiatives that have often been poorly coordinated and monitored.

Inequities have often increased as systems struggle to adapt.

The sector has responded in two ways. Some organisations doubled down on what they knew. They upgraded their facilities, increased marketing, and boosted salaries and their workforce.

Others became more entrepreneurial, taking more risks. As a result, novel practices blossomed, and more individuals have set up their own physical activity consultancies or start-ups.

The sector has fragmented because more people are choosing to organise physical activities by themselves or are using personalised on demand “physical activity as a service” providers.

Technologies have had significant effects on competitive and high-performance sport. New training methods, materials and devices have enhanced performances, with international regulatory oversight improving but not perfect. Athlete performances are continually monitored to detect use of unapproved enhancements.

Some technological enhancements have caused a shift towards entertainment and spectacle rather than physical athleticism as sports strive to attract participants, audiences, and sponsorships.

eSports attract those seeking more traditional athletic skills and competition.

Governance response

Active Aotearoa is largely a funding agency with limited oversight or control of what’s happening in the sector. Many provider organisations are failing or struggling as new business models emerge.

Community groups and organisations are filling in gaps by organising their own networks to share new ideas and practices, and coordinate events.

Physical activity impacts

Levels of physical activity have increased moderately for some, but there is considerable variability between communities due to costs or access, and inconsistency in participation.

Participation in more organised events has declined, except for eSports.

Quality of life

The rapid pace of change has created considerable angst. Some welcome the new opportunities, but others struggle to adjust.

Poor coordination and access to services often increases inequalities, but this has brought some communities closer together to find their own solutions.

Implications for the sector:

- What roles could “creative destruction” play in the sector’s future?
- How could greater funding or innovation best be used to improve outcomes for all?

Existing signals of this future:

1. Modern monetary theory
<https://thespinoff.co.nz/business/12-07-2020/a-case-for-modern-monetary-theory-and-guaranteed-jobs-for-all/>
2. Other new economic ideas
<https://sportnz.org.nz/media/2486/futures-think-piece-economic-focus.pdf>

Scenario 3

Winding back growth

A sustainable “green economy” hasn’t emerged. Instead, consumption and CO₂ emissions have continued to increase.

As a result, there is now strong public and political will to rapidly slow economic growth and environmental harm.

Consolidation, circular economies (which aim to eliminate waste and continual use of resources), and accountability are the dominant themes. This has led to governance by technical experts and data, a technocracy.

Nearly everything gets measured, modelled and modified. As a consequence, socio-economic inequities have been greatly reduced.

Climate impacts are not yet severe, but proactive managed retreats and improved urban infrastructure is underway. This has reduced access to some places but opened up others for active recreation and sport.

Regional and community recreation and sports organisation have continued to consolidate and work together. Old malls and parking buildings have been repurposed to house many sport, recreation and community organisations.

Governance response

Active Aotearoa has largely a coordinating role, with much of the decision-making being automated and decentralised. This has given regional organisations greater freedom to be innovative, as long as they can demonstrate robust methods or data.

Physical activity impacts

Activity levels have risen considerably as people have the opportunities and motivation to be more active. For many being active provides a strong sense of meaning, purpose and enjoyment in a more constrained world.

Athletes on international sporting trips take a “Slow boat” approach since travel is slower (when they aren’t virtual, and they now need to combine games with local philanthropic projects to meet their sponsor requirements.

Quality of life

There is a general sense that a more constrained way of life is necessary, particularly when looking at other countries who are not doing as well.

Stronger community connections and sense of belonging, along with the greater sense of security are seen as benefits from the technocratic approach, so long as there is transparency and trust.

Implications for the sector:

- How could organisations adapt to a more constrained future?
- In what ways could more technocratic approaches improve or undermine participation and experiences?
- How can trust and partnerships be improved when more decisions are data driven?

Existing signals of this future:

1. “Doughnut economics”
<https://www.kateraworth.com>
2. Degrowth
<https://www.newsroom.co.nz/hydrogen-magic-pill-or-magic-bean>
3. Technocracies
<https://www.policyforum.net/technocracy-a-solution-or-a-problem-of-its-own/>

Scenario 4

A holistic approach

A series of periodic crises that hit Taranaki over last three decades created a regional economic slump. Combined with increasingly frequent subtropical storms, this led many in the region to increasingly value their surroundings, both the physical and cultural dimensions.

It energised a plan to integrate education, health, culture and physical activities with the environment. A system based not around clubs and codes but place and values.

This was a grass roots movement driven by vision and inspiration, rather than data or something forced upon people and communities by those in power

Early signs of success through changes in attitudes and achievements built the momentum locally and nationally.

Many other regions are developing their own “environmental and cultural anchors” that physical activities and communities reorient around.

The philosophy centres around breaking down traditional power structures and ways of working.

Uses of technologies in sport and other physical activities are approved if they support the principles of the holistic approach.

Governance response

Decision-making is decentralised. Active Aotearoa is being disestablished, with some roles to be taken over by the Ministry of Foreign Affairs (international sports agreements and events), Education (physical literacy) or Health (physical and mental health).

Local and regional recreational, sporting, and arts organisations have formally or informally amalgamated and work closely with health and education providers and other community and business organisations.

Physical activity impacts

Active recreation and sport fits more easily into daily life rather than being a weekend activity. The environmental, spiritual and cultural connections have increased motivation leading to significantly more participation.

Sports codes are having to adapt to multi-code players since participants are becoming less specialised, often preferring variety rather than victory.

But more participants has meant a modest increase in those going on to high performance careers.

Quality of life

While incomes haven't improved much, wellbeing has risen substantially through stronger cultural, community and environmental connections, and improving environmental conditions.

Implications for the sector:

- How can values-based approaches be nurtured at local levels?
- Should organisations be planning for their own demise?

Existing signals of this future:

1. Transition towns
<https://transitionnetwork.org>
2. Emerging impacts of Covid-19
<https://sportnz.org.nz/media/2477/futures-think-piece-covid-19.pdf>
3. Iron Māori popularity
<https://www.stuff.co.nz/life-style/well-good/inspire-me/92645709/how-the-iron-maori-event-is-changing-lives>
4. Giving the Whanganui river personhood status
<https://www.theguardian.com/world/2019/nov/30/saving-the-whanganui-can-personhood-rescue-a-river>

Develop your own scenarios

We encourage you to develop your own scenarios and use them to inform strategic discussions and planning.

When considering what type of future is emerging it is important to think broadly about what is shaping that landscape. These ideas can be organised as arenas or domains, with many developments occurring in each.

Some arenas and developments you will be familiar with, others you will need to learn more about.

Consider how developments within each arena may support or hinder a particular future, and what other challenges and opportunities they present.

Important arenas to think about for play, active recreation and sport include:

Culture and demographics

Changing populations, expectations and values affect work and leisure, and influence supply and demand associated with physical activities.

Infrastructure

Consider how change, and lack of change, in the built, and digital, environments may affect physical activities.

Economy

Think about how economic changes and new ways of funding the sector can affect participation in physical activities.

Technologies

Explore how technologies and their uses influence motivations, participation, performance and experiences.

Environment

Identify how physical activities and where they occur can impact natural environments, and vice versa.

Governance

Look at the effects new structures, rules and processes have on physical activities, participation, and experiences.

A simple scenario template to follow is given below.

1. Scenario title
2. Headline – concise summary of this future
3. Setting – where and when does the scenario take place?
4. Driving forces – what are the key developments and events shaping this future?
5. Priorities – what are priorities and opportunities for physical activity?
6. Responses – what is implemented to address the priorities, and who is involved?
7. Unintended consequences – what unintended consequences result, and what conflicts are left unresolved?

It is easy to fall into predicting. This is really about building the muscles to think and respond differently. //



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