



# Sport NZ Q2 Performance Report

1 October – 31 December 2019

# Q2 performance report overview and highlights

This performance report covers Sport NZ's performance for Q2 2019/20. It is based on Sport NZ's Performance Framework and provides an overall, high-level view of Sport NZ's performance and progress against priorities.

For our more mature programmes that are an integral part of landing the 2015-20 strategy, such as the Locally Led approach, the report focuses on the impact and shifts in behaviour that we are seeing. For early-stage initiatives and those which are transitioning into our new 2020-24 strategy, we provide a view on our recent progress.

A significant amount of Sport NZ's quantitative information is collected annually and is included in the Annual Report. Each subsequent quarterly report builds on the information provided in the Annual Report as additional information becomes available during the year. This report does not repeat information provided in the Annual Report.

Progress for High Performance Sport NZ is not included in this report, however, consolidated information for the Sport NZ Group is provided to give a comprehensive view of finance and organisational development.

## Highlights for Sport NZ in Q2 2019/20 include:

- The successful launch of the Sport NZ Disability Plan at the Halberg Awards in October and the subsequent recruitment of a disability consultant to drive the plan forward.
- The Pilot of Voice of Rangatahi survey has been completed, with the first results available.
- Strong progress against:
  - Healthy Active Learning
  - Integrity programme
  - Building National Sport Organisation (NSO) business capability
- Confirmation from Audit NZ of moving from a good to very good rating for financial management controls in the 2018/19 Audit.

## Contents

- Q2 overview
- Performance reporting content schedule
- Sport NZ strategy

### 01 Strategic Performance

#### *Demonstrating impact:*

- 1.1 Participation results
- 1.2 Listening to the voice of young people

#### *Progress on priorities:*

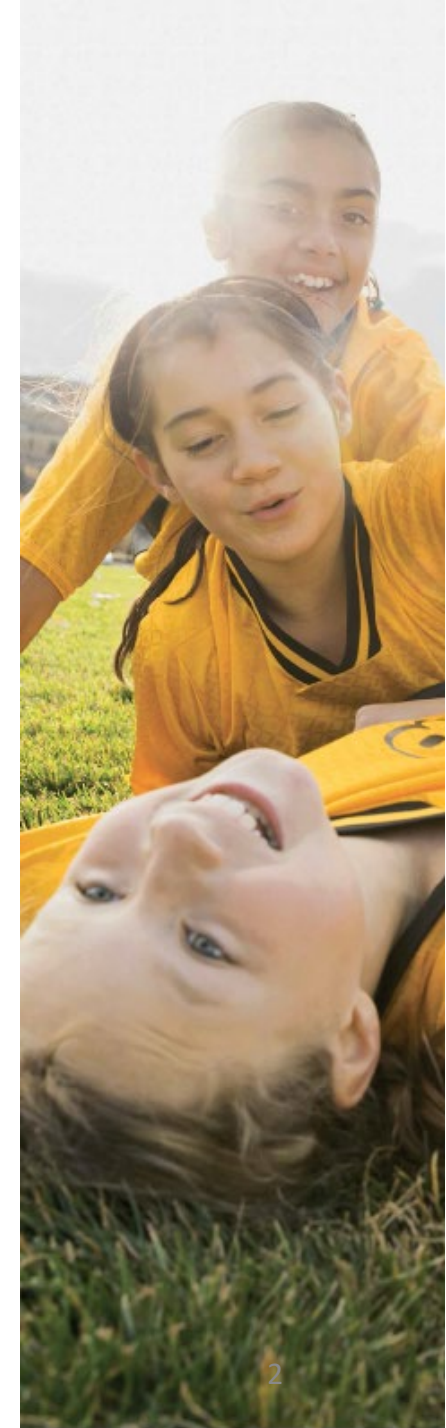
- 1.3 Priorities dashboard
- 1.4 Women and Girls commitments
- 1.5 Disability Plan
- 1.6 Integrity Programme
- 1.7 Healthy Active Learning
- 1.8 Building partner capability

### 02 Organisational Efficiency

- 2.1 Financial performance
- 2.2 Financial position
- 2.3 Our people

### 03 Future Focus

- 3.1 Futures scan



# 2019/20 Performance reporting content schedule

	<b>Q1: JUL-SEP</b> Nov 19 Board meeting	<b>Q2: OCT-DEC</b> Mar 20 Board meeting	<b>Q3: JAN-MAR</b> May 20 Board meeting	<b>Q4 – APR-JUN</b> ANNUAL REPORT
Strategic Performance: Demonstrating Impact	Participation – Active NZ quarterly update	Participation - Active NZ quarterly update	Participation – Active NZ quarterly update	The Annual Report will include all content areas from Quarterly Reports as well as annual results to demonstrate the impact of our 2015-20 strategy including: annual partner reporting, partner confidence survey, voice of the participant survey, RST stakeholder survey.
	Quality Experiences: Locally Led Evaluation	Quality experiences: Listening to the voice of young people	Quality experiences: Play.sport evaluation	
			Quality experiences: Competitive Sport Pathways	
Strategic Performance: Progress Against priorities	Women and Girls commitments	Women and Girls commitments	Women and Girls commitments	
	Healthy Active Learning	Healthy Active Learning	Healthy Active Learning	
	Building business capability	Building business capability	Building business capability	
	NSO pilot projects	NSO pilot projects	NSO pilot projects	
		Disability	Physical activity	
	Integrity	Biculturalism & embedding Te Tiriti		

# Sport NZ strategy 2015-20

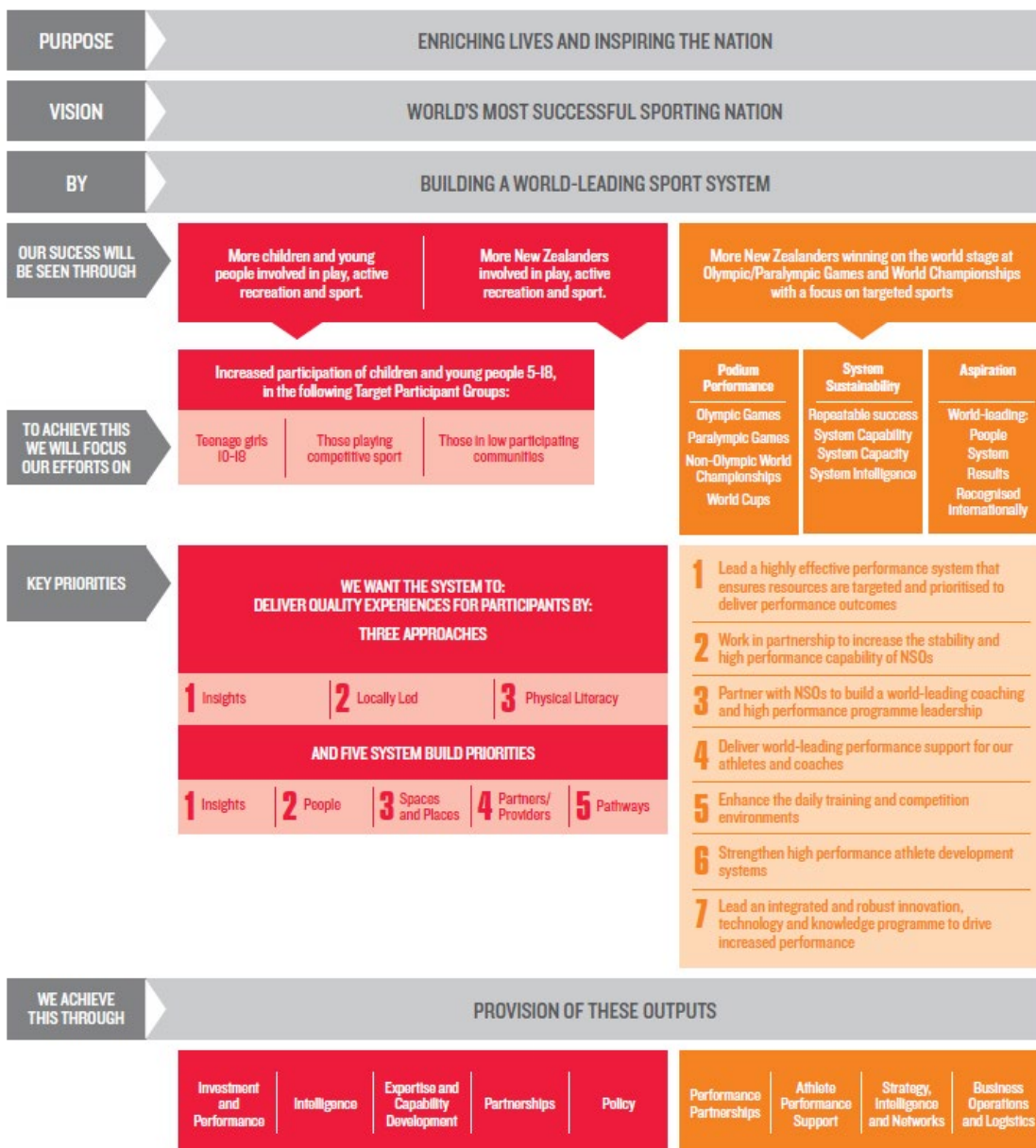
The Sport NZ Group strategic framework is based on a common purpose: to enrich lives and inspire the nation. We know that being physically active increases wellbeing, by bringing about a host of health and educational benefits, as well as better connected and more inclusive communities. Success on the world stage provides national identity and pride that inspires future generations.

We're building a system that is adaptable and accessible, reducing the barriers to participation. We're focusing our efforts on reaching young people and communities where participation has been low, and on promoting the integrity, diversity and inclusivity of the play, active recreation and sport system.

The 2019/20 performance year is the final year of Sport NZ's 2015-20 Community Sport Strategy. We are concentrating on landing the final stages of our current strategy and continuing to enhance and develop our leadership position.

This year is also one of transition, as we prepare to implement our Towards 2032 Strategic Direction, and for the next four years, our Strategic Plan 20120-24.

## SPORT NZ GROUP STRATEGIC FRAMEWORK



# 1.1 Participation

We want to see more New Zealanders involved in play, active recreation and sport. We measure our success through the change in participation over the long term. Through the Active NZ Survey, Sport NZ surveys over 35,000 young people and adults nationwide each year.

These graphs shows the latest quarterly information available from the Active NZ survey. There will always be a lag of at least three months between the latest available and current reporting, due to survey collection and analysis.

### What we expect to see

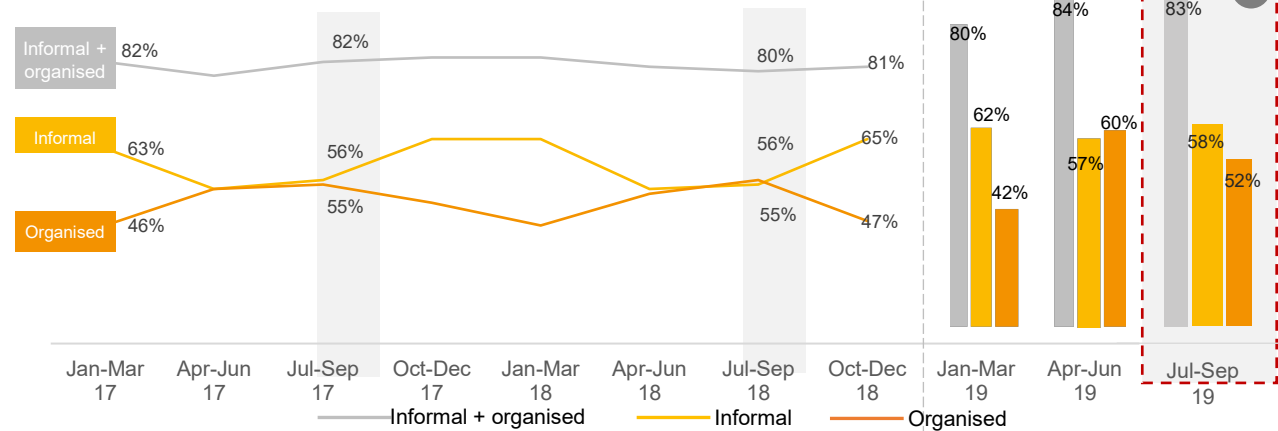
- Active NZ is population-based data, and as such, we would only expect to see change over a period of years.
- Until we have three full years of data, we cannot determine trends as these must be evident for a significant period of time before we can consider that a change has occurred.

### Looking at the latest data

Looking at the data on a quarterly basis enables us to view the most up to date participation data.

Comparing the most recent data with that collected during the same quarters in previous years, and against the two-year average, enables us to see the effects of seasonality and to dig into variances as they are identified.

**Weekly participation – Young people**  
2017 and 2018 full year data



1 Overall participation in the latest quarter, Jul-Sep 2019, remains relatively constant at 83%. In each year, during the winter months (the two quarters covering April to September) participation in organised activities goes up, while informal participation goes down.

This can be seen again in the data for Jul-Sep 2019, however informal participation has not decreased as much as previous years i.e., 58% in Jul-Sep 2019, compared to 56% in 2017 and 2018, and against the two-year average of 60%.

2019 data is presented as columns above to indicate year to date data, which has not been tested for statistical significance over a full year and therefore must be shown separately. 2019 data is not included in the two-year average in the Performance Measures table below.

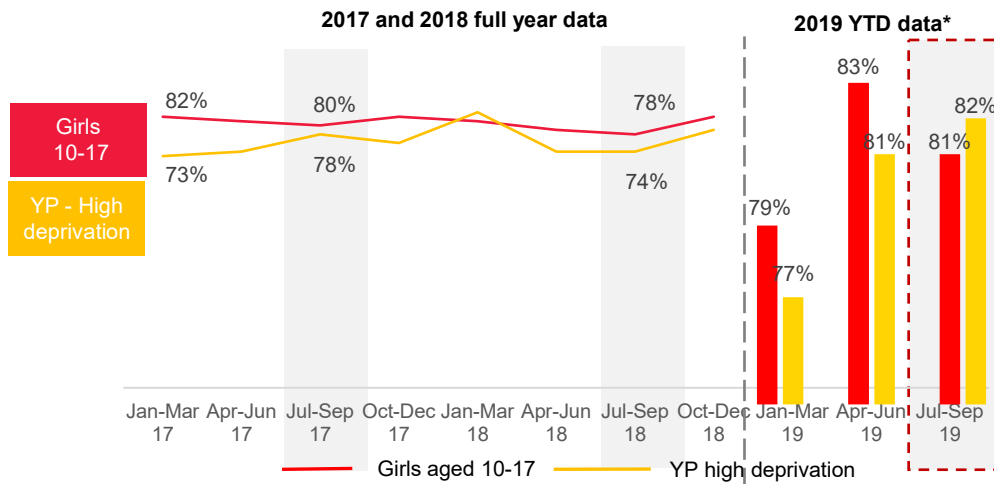
	Performance Measures: Young people and adult participation	SOI 2018-22 Target*	2018 Result	2-year average
Young people	% of young people participating in at least 3hrs of organised and/or informal activity over the last 7 days.	>82%	81%	81%
	% of young people participating in at least 3hrs of organised sport over the last 7 days.	>59%	60%	60%
	% of young people participating in at least 3hrs of informal sport over the last 7 days.	>51%	51%	51%
Adults	% adults (18+ years) that have participated in sport and active recreation in the last 7 days	>73%	72%	73%
	% adults (18+) currently in a sport or recreation club	>24%	23%	24%
	% volunteered for sport and active recreation activity over the last 12 months	>25%	24%	25%

\*SOI target is based on 2017 Active NZ results.

# 1.1 Young people's participation – target participant groups

Sport NZ focuses on increased participation for children and young people in the following three groups:

- Girls aged 10-18
- Those in low participating communities – high deprivation
- Those participating in competitive sport



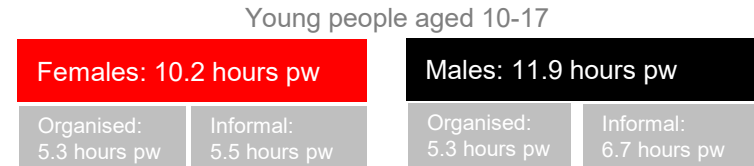
For the Jul-Sep quarter across 2017, 2018 and 2019, both weekly participation for girls aged 10-17 and young people from high deprivation areas is considered as statistically consistent. Participation for young people from high deprivation areas at 82% was higher than the two-year average of 76%, and the 81% recorded in the previous in April-Jun 19 quarter.

Performance Measures - Target Participant Groups	SOI 2018-22 Target	2018 Result	2-year average
% of young girls (10-18) participating in 3hrs+ of sport and active recreation every week.	>81%	80%	81%
% of people in low participating communities participating in 3hrs+ of sport and active recreation every week.	>75%	78%	76%
# of young people participation in sport through clubs	>666,026	670,757	NA

\*2019 data is presented as columns above to indicate year to date data, which has not been tested for statistical significance and therefore must be shown separately. 2019 data is not included in the two-year average.

## What we are learning: Time spent participating by girls

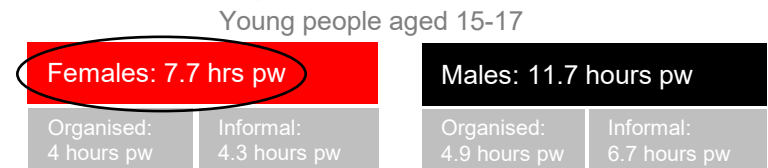
1 Females aged 10-17 spend 14% less time participating than males



2 When we look at attitudes towards participation, females lag males in confidence, and liking PE/fitness at school.

	Females	Males
I am good at lots of different physical activities	64%	73%
I feel confident to take part in lots of different activities	65%	72%
I am good at sport	69%	77%
I <like/liked> PE or fitness classes at school	69%	76%

3 The drop off at age 15-17 is significantly greater for females than males with a gap of 34% in time spent.



4 More hours spent on informal activity drives more time spent participating overall.

These insights provide Sport NZ and our partners with the data needed to base decisions regarding what interventions we implement and where we target our efforts.

## 1.2 Listening to the voice of young people

### Top of the South case study: Early outcomes from inter-agency collaboration

A critical success factor of Sport NZ's Young People plan is to ensure that young people are empowered to shape their community sport experience. To do this, we are establishing channels to hear the voice of young people to put their needs and wants at the heart of our decisions and actions.

Sport NZ has funded the Youth Impact Forum prototype in the Tasman area. The forum focuses on youth wellbeing through a collaborative approach.

As well as taking on the lessons learned for future initiatives, Sport NZ is sharing these with partners through case studies, focusing on:

- Ways to co-design with young people
- How to partner with other agencies to improve youth wellbeing.

Phase one of the case study can be found at: [Sport NZ Case studies - Top of the South](#)



#### About the Top of the South forum

The Top of the South Impact forum (the Forum) is a regional inter-agency group in Nelson, Tasman and Marlborough Areas. It exists to improve social outcomes for the community by improving collaboration and reducing duplication between agencies.

One of its four focus areas is young people, which is led by Sport Tasman on behalf of the Forum. Recognising that physical activity contributes to the broader concept of wellbeing, Sport Tasman saw this as an opportunity to collaborate with young people to address the challenges of youth wellbeing in the region.

#### Engaging with young people

- The first stage in the project focused on meaningfully engaging with, and empowering young people to understand their challenges, and create solutions.
- This involved identifying individuals who could help clarify the challenges and who had strong existing relationships with young people in the region.
- A hui was held to bring together 40 young people, government officials and youth workers for a full day in Nelson. The hui, facilitated by a youth engagement specialist, included:
  - Identifying challenges around the themes of mental health and wellbeing, drugs and alcohol, transition to employment and spaces and community
  - Active prototyping to create and test solutions
- The group came together in a second hui two months later to narrow their focus. Participants then chose one project they most wanted to contribute to.

# 1.2 Listening to the voice of young people - continued

## Top of the South: Early outcomes from inter-agency collaboration



Sport Tasman sees the urgent need for us all to do more for our precious rangatahi. We are passionate about doing our part to help them be active, healthy and connected. To achieve this, it is critical to hear our young people so they can help lead actions and thinking. It is also vital that agencies work more closely together and are prepared to listen to this youth voice"

- NIGEL MUIR  
CEO SPORT TASMAN



I've been to quite a few of these youth hui type things and I was not really expecting a lot from it. But I was actually really pleasantly surprised by this one. We got to interact with a wide age group and meet lots of people from different backgrounds. I'm actually really inspired from this one so I hope others can experience what I've felt today as well"

### Visible project outcomes

Specific projects that have come into existence through the hui:

- Mental health and wellbeing
  - Wellbeing camps, committees, Tuakana-teina project, computer games as a mechanism for positive youth connections
- Spaces and places
  - Youth spaces hui, Youth audits,
- Transition to employment
  - Future of work forum
  - Help for youth jobs
  - Petition for public transport
- Alcohol and other drugs – this was the most challenging area. Many ideas were discussed but have not yet progressed.

### Lessons learned

- Several agencies have commented on what they learned about the importance of communicating back to young people on the influence of their ideas on decisions and actions.
- Sometimes the most positive impacts have occurred outside the project's control, but where participants' actions have been strongly influenced by discussions at the hui.
- It's challenging to communicate how it 'fits' with agencies' existing work programmes, as some agencies continue to question why they should participate.

### Less visible system outcomes

At a deeper level, the programme can be viewed as an investment in the systems that support youth wellbeing. By influencing behaviour, structures and mental models, the programme is impacting youth wellbeing - even if this is less visible than the immediate project outcomes.

- Open mechanism for youth voice
- Changed agency structures to better serve young people's needs
- Increased trust and connection
- Increased recognition about the importance of youth voice

### Three Important Success factors

1. Obtain buy in from multiple agencies
2. Engage an independent youth engagement specialist to facilitate
3. Leverage existing networks and youth workers to invite youth participation



## 1.2 Listening to the voice of young people - continued

### - Voice of the Rangatahi pilot

#### Gaining a better understanding of school physical activity experiences of secondary students.

Active NZ data indicates that there is a decline in participation between the ages of 12 and 18. Currently there is limited data explaining what may cause this, particularly within a secondary school setting.

This led Sport Tasman and Sport Taranaki to investigate more about the sport/physical activity experiences of young people in a secondary school environment.

In 2017, an online survey was created with questions sourced from Sport NZ's Voice of the Participant club experience survey and Active NZ research. Students from two schools completed the pilot. This was expanded in 2018 to over 50 additional secondary schools across the two regions.

#### Objectives of the Voice of Rangatahi pilot:

- 1) Better understand the experiences of secondary school students to enable Regional Sports Trusts (RSTs) and schools to adjust their offerings as appropriate
- 2) Explore reasons for the drop off in secondary school participation and plan interventions based on data.
- 3) Create a collaborative opportunity to build capability across the RST insight lead and Regional Sports Director networks.

#### Next Steps – reviewing the data and scaling up

- *School and regional level data:* RSTs and schools/Kura each have individual access to the interactive dashboard to view their results and take actions based on the data.
- *Overall level data:* Sport NZ is developing a report examining the pilot findings to be shared across partners.
- *National rollout:* Sport NZ is currently preparing for a full rollout of the survey across NZ in 2020, which will be delivered during terms 2 and 3. We anticipate the majority of schools will take part in the survey bi-annually.

#### Voice of the Rangatahi pilot summary

**8300+**

Secondary school students

**58**

schools/kura

**10**

Regional Sports Trusts

#### FINDINGS

- 69% of young people surveyed want to do more physical activity but there are several barriers to increasing participation such as being too busy, too tired or finding it hard to motivate themselves.
- Rangatahi are not likely to recommend physical activity at their school with an overall Net Promoter Score of -28. An NPS score below 0 (highest score possible +100, lowest -100) tells us that changes need to be made to improve rangatahi physical activity experiences at school.
- When asked what they would most like to see improved, the top 3 choices were:
  - *cleanliness and maintenance of facilities* (32%),
  - *range of activities on offer* (9%)
  - *provision of quality playing/training spaces* (8%).
- Drivers of experience that Rangatahi were most satisfied with were:
  - *providing a safe environment*
  - *being friendly and welcoming*
  - *providing a fun experience*




This information complements Sport NZ's existing knowledge from both Active NZ and the Voice of the Participant Club experience survey and will help schools, RSTs and the wider system to understand students' experiences, enable new insights and aid decision making.

## 1.3 Dashboard: progress against 2019/20 priorities

This dashboard provides an overview that tracks our progress to date (31 December 19) on early-stage initiatives and those which are transitioning into our new 2020-24 strategy.

### Key

Progress of initiatives have been ranked using the following criteria:

-  The initiative is making good progress or is near complete with no barriers identified.
-  The initiative is progressing with the majority of deliverables on track or has recovered from slow progress.
-  Progress is slow or stalled and barriers exist which are stopping the initiative from moving forward.

### Landing the 2015-20 Strategy

Tracking well – this is a very busy time for the organisation in terms of closing off the current strategy and preparing for 2020.



### Healthy Active Learning

Good progress in engaging and contracting schools and kura towards target of 300 by Jun 2020. Finalised cross agency terms of reference, recruited the regional leads (6) and advisor workforce (24).



### Women and Girls

Strong progress against the 24 commitments continues. The first W&G Summit was held in October, and workshops held for the Activation and Innovation Fund recipients. Planning for the Diversity Workforce Survey has been completed.



### Bi-culturalism and embedding Te Tiriti o Waitangi

Tū mai - Te Reo Workshops piloted and completed in December 2019. Work on Tū Te Wehi (embedding Te Tiriti & Principles into the system) is progressing.



### Integrity Programme

Following the sport integrity review, work is progressing on several initiatives under the six recommendation themes. In addition to this, planning is well underway for priority initiatives regarding member protection and safeguarding children.



### Disability Plan

Disability plan published and disability consultant recruited and inducted. Initial conversations with partners are beginning.



### Partner capability

Implementation of the recommendations to improve NSO business capability has progressed significantly in the last quarter. The four projects are also generally on track.



### Physical Activity Action Plan

Milestones now agreed, with first officials group meeting in March 2020. We are finding it challenging to get agencies onboard.



### Transition to 2020-24 strategy

Generally, on track, some delay experienced with finalising partner investment.



## 1.4 Women and Girls strategy - Sport NZ commitments

Sport NZ is leading the Women & Girls in Sport and Active Recreation Government Strategy, which aims to ensure that all women and girls, in all roles, are visible, feel positive about the contribution they make, and value being involved and participating in all levels of sport and active recreation.

Sport NZ and other agencies all have an important role to play in leading this change. Sport NZ has committed \$10m over three years to targeted initiatives that enable more women and girls to realise their potential in and through sport and recreation.

The dashboard below provides a view of progress against the commitments that Sport NZ is focusing on in the 2019/20 year. Progress is as at 31 December 2019/20.

### Board Gender Diversity Target

Set commitments to achieve target of at least 40% by 2021.

Design/ Plan	Execute	Close & Maintain
--------------	---------	------------------

- All organisations needing three or more men or women in the next two years (FY 20/21) have been contacted and support offered for those who have identified the need.
- Policy development including implications for non-compliance is progressing.

### Activation & Innovation funds

Develop an activation fund to increase targeted investment into programmes and opportunities which provide better quality experiences for women and girls

Design/ Plan	Execute	Close & Maintain
--------------	---------	------------------

- Activation fund: Nine projects (\$2m) were announced at The Inaugural Women and Girls Summit in October.
- Innovation Fund: \$200,000 for eight new projects has been allocated.
- Workshops have been held and teams are now underway with projects.

### Nationwide campaign

Develop a nationwide campaign.

Design/ Plan	Execute	Close & Maintain
--------------	---------	------------------

- A foundation workshop was held with the Campaign Working Group in December. The campaign is scheduled to be in-market mid 2020. Sport NZ are also establishing an external reference group to support the development of this work.

### Diversity Health Check

Develop and publish an annual audit to track diversity of Boards, management teams and HP coaching roles across partners.

Design/ Plan	Execute	Close & Maintain
--------------	---------	------------------

- Data will be collected across the Board, management, and staff within partner organisations, so we better understand the diversity of the sector. The data will be collected in Q4 of 2020, with the survey repeated in 2022 and 2024.

### Women in HP leadership and coaching

Deliver initiatives to increase the number of women in leadership and coaching roles within the HP system

Design/ Plan	Execute	Close & Maintain
--------------	---------	------------------

- The Women in High Performance Sport Residency Fund will develop future female leaders and high performance coaches by offering 18-month employment opportunities within NSO high performance programmes. Proposals were invited from 24 target NSOs, with 9 applications shortlisted for funding.

### Media audit

Monitor and publish a media audit and social media index related to the portrayal of women and girls in the media.

Design/ Plan	Execute	Close & Maintain
--------------	---------	------------------

- Contract negotiations with Sport NZ's preferred provider are currently in process and are expected to be completed shortly.

**Design/Plan:** Project planning, process design, research and procurement.

**Execute:** build of outputs and roll out of the project.

**Close and Maintain:** completion of the project/hand over and integration into business as usual.

## 1.5 Disability plan

As a nation, we are clear about our commitment to being inclusive of disabled people. However, there are inequalities for disabled people when it comes to participation, and their wider involvement and visibility. This needs to change. One quarter of adults and 11% of young people are disabled. Sport NZ has developed its disability plan to transform opportunities in play active recreation and sport for disabled people.

### Launch of the Sport NZ Disability Plan

Sport NZ's Disability plan seeks to improve the wellbeing of disabled New Zealanders by addressing inequalities in play active recreation and sport. We launched our Disability Plan in October 2019, following a Disability Review in 2018, and consultation with key partners, disability advocate groups and individuals.

The initiative includes:

- training to develop a workforce that understands the needs of children and young people with a range of impairments
- advocacy for fit for purpose and accessible playgrounds and parks
- a more inclusive approach to strategy, policy and communication within Sport NZ and partner organisations
- a new role at Sport NZ to lead delivery of the plan.

We are committed to taking a strong leadership role to lead change, and as part of this, will invest a further \$7 million over four years to support our disability outcomes. The funding will be distributed across partnerships, programmes and funding rounds.

### Next steps

- Sport NZ will apply a disability lens over its core activities and programmes, e.g. Healthy Active Learning, Spaces and Places, Sport Development and engagement with partners.
- We will consider roles and responsibilities in the sector
- We will develop a process to invest the additional funding

### The Outcomes we are wanting to achieve

In order to support disabled people, action needs to be taken across a number of levels. We have worked with our partners to develop an outcomes framework which sets out long term outcomes we are trying to achieve. These are:

01

#### PHYSICAL ACTIVITY

Improved frequency, intensity, time and type of physical activity for disabled people

02

#### EXPERIENCE

Improved experience of participants, supporters, volunteers and workforce for disabled people

03

#### CULTURAL VITALITY

Increased variety of culturally distinctive pathways in physical activity for tangata whenua and all New Zealanders

04

#### SYSTEM

Improved system that is capable, diverse, trusted and reflects Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation

### Our commitments

Our ten commitments span policy, advocacy, investment, providing training, and supporting partners. We have recruited a disability consultant, which was commitment six, to lead the Sport NZ Disability Plan.



Work in partnership to create a more inclusive play, sport and active recreation system



Invest to create better quality experiences for disabled tamariki and rangatahi with a range of impairments



Build system wide capability to deliver better outcomes for disabled people

## 1.6 Integrity programme summary

New Zealand provides many benefits for individuals, communities and the nation, and because of that the play, active recreation and sport system is highly valued.

As part of our system leadership role, we are committed to ensuring access, fairness and safeguarding for all New Zealanders within the play, active recreation and sport system

The integrity of sport is increasingly threatened both globally and here in New Zealand by issues such as match-fixing, corruption, doping, and abusive behaviour. We are committed to ensuring a level playing field for all participants within New Zealand.

### Phase one – Sport Integrity Review

In late 2018, Sport NZ initiated a review to assess the current environment, identify priority areas where current policies and protections may be insufficient and gather evidence to support future interventions.

Sport NZ undertook a public consultation on integrity, seeking the views of a wide range of organisations and individuals involved in the system across Aotearoa New Zealand.

We sought views across six integrity themes:

1. Member protection
2. Child Protection
3. Organisational culture, whistleblowing and the institutional arrangements for integrity
4. Anti-doping
5. Protecting against corruption
6. Protecting against match-fixing.

330 Submissions  
22 Recommendations

Following analysis of the submissions from the public consultation, Sport NZ made a total of 22 recommendations to address key issues identified.

### Phase two: Integrity Programme

Work is already underway on several recommendations within the six themes and will encompass areas such as dispute resolution and reporting, partner capability and compliance, education, policy, tools and resources and enforcement.

In addition to projects already underway, initiatives within the member protection and child protection themes have been prioritised for the 2019/20 financial year.

The integrity programme involves significant consultation across the play, active recreation and sport system and interested parties. Sport NZ will work closely with Drug Free Sport NZ on initiatives scheduled for the 2020/21 financial year.

Sport NZ has established two diverse reference groups representing the play, active recreation and sport system. The reference groups will provide a sense check mechanism prior to any solutions being rolled out to the system on a wider scale.

## 1.6 Integrity Programme - continued

### Progress on priority projects

Phase two of Sport NZ's integrity programme is now underway. Initiatives regarding member protection and safeguarding children have been prioritised for the 2019/20 financial year.

The dashboard below provides a view of progress against the initiatives that Sport NZ is focusing on in the 2019/20 year. Progress is as at 31 December 2019/20.

Safeguarding Children	
<p><b>Update Sport NZ's Safe Sport for Children guidance</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>Scoping of project undertaken</li> <li>Potential partnership with Safeguarding Children's Initiative underway</li> <li>Further scoping underway with the Safeguarding Children Initiative</li> </ul>	<p><b>Investigate options for ensuring all sports organisations have a child protection officer and a child protection policy in place</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>Scoping of project undertaken</li> <li>Inter-related work with wider policy development, complaints mechanism and training required for child protection officers and website content.</li> </ul>
<p><b>Explore whether Sport NZ's parent and coach education workstreams could contribute more to child safeguarding</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>Scoping of project undertaken.</li> <li>Inter-related work with Balance is Better and e-learning partnership with Safeguarding Children initiative.</li> </ul>	<p><b>Formally evaluate existing sideline behaviour programmes with a view to expand the initiative(s) that work best.</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>To be consulted on with sector and other interested parties</li> <li>Initial project scoping underway</li> <li>Inter-related with Balance is Better work and portal content.</li> </ul>
Member Protection	
<p><b>Pilot an independent sports complaints management service</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>Independent complaints mechanism for HP is being monitored and managed</li> <li>RFP process complete relating to the feasibility study</li> <li>Work programme underway to develop options.</li> </ul>	<p><b>Investigate establishing a sport integrity online guidance repository</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>Scoping of project and structure of site undertaken</li> <li>Stocktake of current and to be developed content undertaken.</li> </ul>
<p><b>Investigate whether a sports mediation service should be established</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>Don McKinnon's 2015 recommendations will be revisited in house to determine if they are still relevant and appropriate.</li> </ul>	<p><b>Include integrity-related questions in the Voice of the Participant survey to gain a better understanding of participants' views</b></p> <p>Design/ Plan   Execute   Close &amp; Maintain</p> <ul style="list-style-type: none"> <li>Integrity related questions have been added to the survey which will be in the field in July 2020.</li> </ul>
Organisational culture	
<p>Design/ Plan   Execute   Close &amp; Maintain</p>	<p><b>Encourage NZ Rugby to use the Sports Tribunal to ensure consistency across all sports</b></p> <ul style="list-style-type: none"> <li>Preliminary discussions underway</li> </ul>

## 1.7 Healthy Active Learning

### What are we trying to achieve?

Healthy Active Learning is a joint government initiative with Sport New Zealand and the Ministries of Health and Education to improve the wellbeing of children and young people through healthy eating and drinking, and quality physical activity. Components include:

1. New curriculum resources (Ministry of Education)
2. A healthy promotion workforce and toolkit (Ministry of Health)
3. A physical activity workforce (Sport NZ)

### Sport NZ's component of Healthy Active Learning aims to support primary and intermediate schools and kura to:

- understand and recognise the value of Health and Physical Education, play and physical activity
- create an environment that promotes quality Health and Physical Education, play and physical activity
- make well informed decisions when using external physical activity providers within their school setting
- strengthen their connections with their wider community, including whanau and local health and physical activity providers

In addition, we will support teachers and kaiako to be confident and competent in delivering quality Health and Physical Education and the new Health and Physical Education and Hauora curriculum resources.

### How?

Sport New Zealand will partner with Regional Sports Trusts (RSTs) to provide a physical activity workforce in 40 per cent (approximately 800) of all year 1 to 8 primary schools, intermediate schools and kura.

### Healthy Active Learning is closely aligned with the Community Sport Strategy

Healthy Active Learning is a key initiative to improve the quality of physical activity experiences for children, especially those living in higher deprivation areas. The initiative focuses on all physical activity within the school setting including play, sport and PE in line with the physical literacy approach.

### We're making good progress on the physical activity workforce component



#### Phase One: implementation into 300 schools and kura

270 of the 300 schools have been engaged and are currently in the process of being contracted (formally signing on).



#### Terms confirmed with delivery partners

- Terms and sum of investment with phase one delivery partners (6 RSTs) has been confirmed for period 2020-2022.



#### Governance structures are being finalised

- Cross agency Terms of Reference has been finalised
- Regional cross agency Steering Groups are being formed across all Healthy Active Learning regions



#### Resourcing is progressing

- Sport NZ Healthy Active Learning Capability Consultant appointed
- Regional Leads role appointed
- 24/30 Advisor roles appointed



#### Customised delivery model developed

- The Tapuwaekura Leadership and Design Groups designed and developed a customised delivery model that is underpinned by a kaupapa relevant to kura
- 3 National hui have been facilitated



#### What we're seeing so far

- Interest is high from schools and kura – it is not a hard sell
- Cross agency collaboration remains extremely positive 15

## 1.8 Building partner capability

We work with and invest in partners and providers who can make the biggest difference to our play, active recreation and sport system for the greatest number of people.

The table reflects the six core areas of business capability and the recommendations resulting from the recent NSO Capability Project with 18 partner organisations.







We are making good progress with implementation of the recommendations, with a target date of June 2020. 92% of the recommendations are in progress or complete as at 31 December 2019.

### RST capability

Due to the success of the NSO project to date, we repeated the stock take process with 14 RSTs. Recommendations have been agreed with each organisation, which will be implemented over the next 12- 18 months.

Next steps will be to agree the timing with each RST for implementation of recommendations (target June 2021).

### Six core capability areas

		Progress		
	<b>Governance*</b> 12 initiatives across 11 partners	22% To start	78% In progress	22% Complete
	<b>Leadership and culture*</b> 11 initiatives across 11 partners		100% In progress	
	<b>Human Resources</b> 63 initiatives across 18 partners		92% In progress	8% Complete
	<b>Finance</b> 21 initiatives across 14 partners		95% In progress	5% Complete
	<b>Technology</b> 27 initiatives across 14 partners	16% To start	68% In progress	16% Complete
	<b>Stakeholder management/ communications</b> 41 initiatives across 13 partners	20% To start	78% In progress	2% Complete

\*Recommendations in these areas arose out of the NSO capability project discussed under NSO Project Pilots on the following page.



## 1.8 Building partner capability – Four NSO project pilots

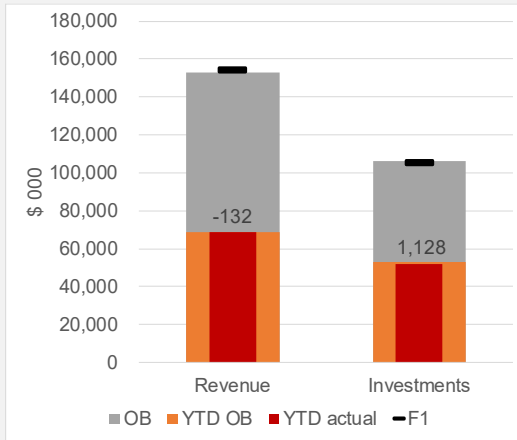
A series of innovative and potentially transformative project pilots have been identified as a result of the first phase of the NSO Capability Project.

The four project pilots are an opportunity for Sport NZ to work with limited groups of partners to trial new approaches.

01 Integration	02 Transformation	03 Leadership Alignment*	04 HR Shared Service
Objective			
Investigate opportunities for efficiencies/added value ranging from two or more NSOs merging through to engaging in a shared service model.	A project with no more than three NSO partners, to improve their operational effectiveness as well as attract, engage, activate, inform and retain participants.	Improve the capability of NSOs/RSTs by providing: <ol style="list-style-type: none"> <li>governance workshops to the Board</li> <li>leadership training with the CEO and senior leadership team.</li> </ol>	Improve the HR function within two NSOs through an embedded HR contractor to drive change, whilst concurrently conducting a feasibility re: an online HR portal that is scalable.
Progress			
Meetings held with the CEOs and Chairs of both Softball and Baseball. Agreed that the approach will focus on a combined governance body guided by a shared vision and strategy. A totally integrated organisation will be developed over time.	A transformation consultant has been engaged to lead the project. The structure and process including a timeline have been agreed with selected NSOs. Initial projects for an incubator programme have been identified. An Advisory Board has been created.	Five organisations have agreed to be part of the project (Sport Northland, Sport Waikato, Athletics NZ, NZ Golf, NZ Football) The process to select a supplier is underway. Discussions have commenced with each organisation to ensure the content is co-designed, and sets outcomes and measures.	Senior HR contractor embedded within Cycling NZ and Rowing NZ and working relationship established. Good progress around updating HR policies, reviewing job descriptions, performance and recruitment practice. Both organisations now using a staff engagement tool.
Next steps			
<ol style="list-style-type: none"> <li>Final feasibility report on Softball and Baseball is due to Sport NZ by 31/3/20</li> <li>Action Plan (tennis, squash, badminton) to be developed by 30/6/20.</li> </ol>	<ol style="list-style-type: none"> <li>Document initial learnings resulting from the incubator programme</li> <li>Create and document a 'knowledge sharing solution' to enable others to learn.</li> </ol>	<ol style="list-style-type: none"> <li>Select the supplier</li> <li>Co-design the workshop content</li> <li>Workshops commence in April 2020.</li> </ol>	<ol style="list-style-type: none"> <li>Identify next group of organisations to participate</li> <li>Decide on long term approach with Rowing &amp; Cycling to ensure sustainability.</li> </ol>

## 2.1 Financial performance – Sport NZ Group

### Revenue & investments

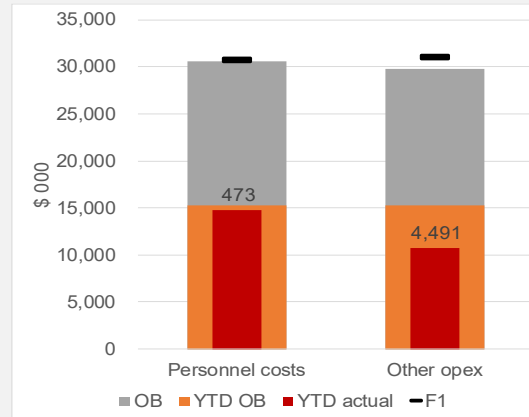


**Revenue:** Lotto funding received for Water Safety NZ was \$0.161m less than budgeted.

#### Sector Investment:

Investments are less than OB, principally due to the timing and phasing of projects.

### Operating Expenditure



#### OPERATING EXPENDITURE:

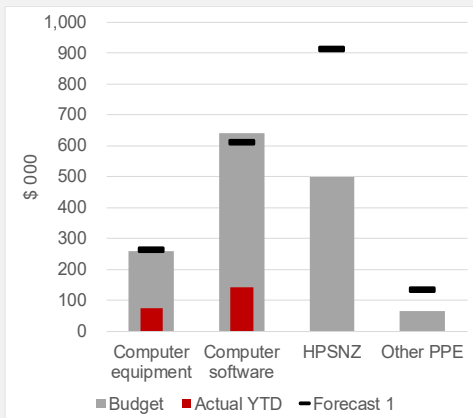
Underspend is largely a result of the timing and phasing of projects, as well as savings in contractor costs.

### Operating Expenditure breakdown

	Actuals \$000	Year to date OB \$000	Variance \$000	Variance %
Personnel costs	14,765	15,238	473	3.1%
Marketing and communications	642	1,294	652	50.4%
Professional and technical service:	4,129	5,707	1,578	27.7%
Sector training	653	1,659	1,006	60.6%
Other opex	5,319	6,574	1,255	19.1%
<b>Total operating expenditure</b>	<b>25,508</b>	<b>30,472</b>	<b>4,964</b>	<b>16.3%</b>

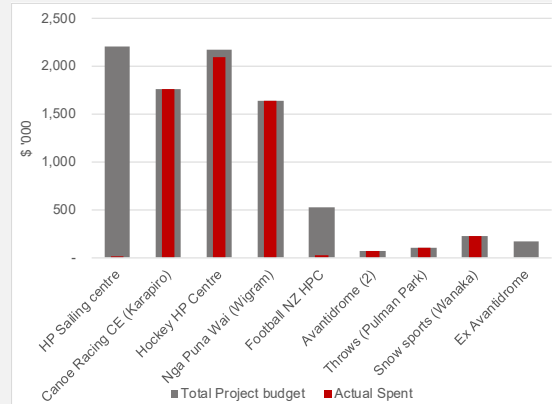
## 2.2 Financial position - Sport NZ Group

### Capital Expenditure



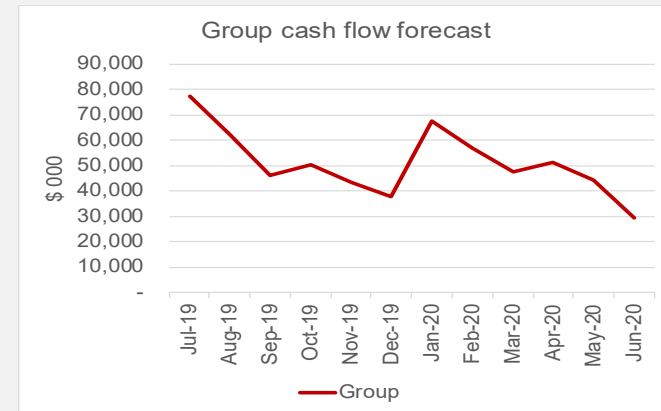
CAPEX of \$0.215m has been incurred for the 6 months ending December 2019. This represents 22.3% of OB CAPEX. The Capex budget will undergo a full review during forecast 2.

### HP infrastructure



HP infrastructure differs from OB by \$0.368m, due to delays in the Football NZ HPC, Avantidrome extension and Hockey HPC offset by allocations to Home of Throws (Pulman Park) and Snow Sport (Wanaka HPC). It is now anticipated that the Football NZ HPC (0.450m) and the HP Sailing centre (\$0.600m) will be expensed in 2021.

### Cash forecasting



Forecast reflects quarterly funding peaks

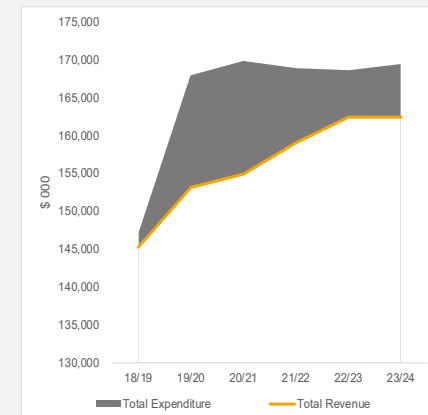
### Long-term financial stability

The Group out year equity deficit reflects out year deficits in HPSNZ, resulting in a net Group deficit of \$3m by 2023/24. Reserves are being used to fund the Tokyo cycle. The Paris Olympic cycle is not financially sustainable as Rio cycle one-off funding and efficiency gains baselined into sport investment. This is the subject of Budget Bid 2020.

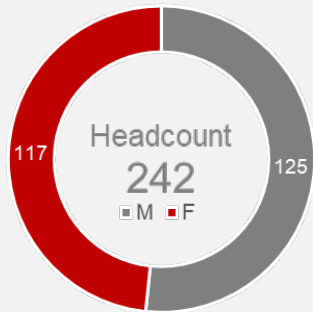
#### Outyear deficit

Group	18/19	19/20	20/21	21/22	22/23	23/24
Opening equity	51,758	49,701	34,933	20,008	10,142	3,966
Surplus/ (Deficit)	(2,057)	(14,769)	(14,925)	(9,866)	(6,175)	(6,958)
<b>Closing equity</b>	<b>49,701</b>	<b>34,933</b>	<b>20,008</b>	<b>10,142</b>	<b>3,966</b>	<b>(2,991)</b>

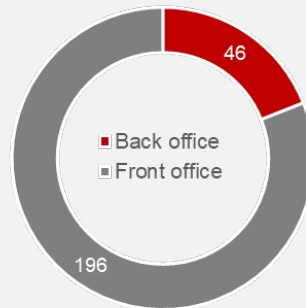
#### Forecast funding gap



## 2.3 Our people – Sport NZ Group

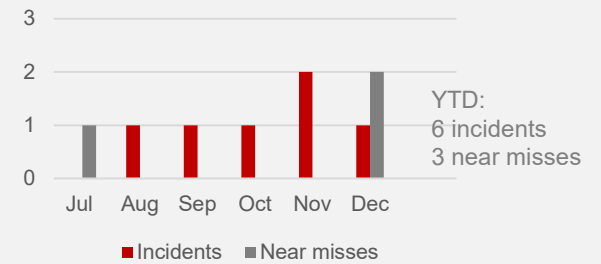


Headcount is the total number of HPSNZ and Sport NZ permanent and fixed term staff. This remains the same as last quarter.



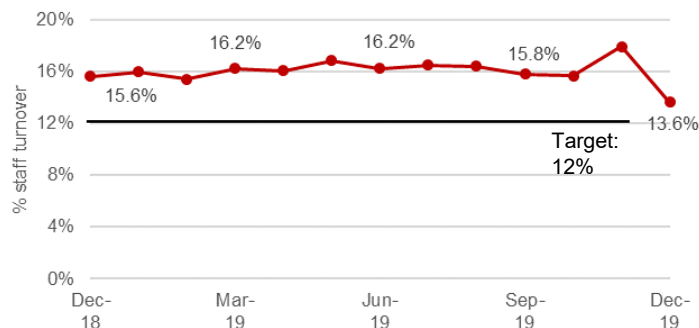
Front office staff are employees working directly with those in the sport system, such as our community sport and high performance partners, athletes and coaches. Back office refers to those in corporate or support positions.

Health and Safety:  
2019/20 Incidents and near misses



Incident: an unplanned or uncontrolled workplace incident that exposes a worker or any other person to a serious risk to health or safety.  
Near miss: an incident which did not result in injury, illness or damage, but could have potentially done so.

Staff turnover



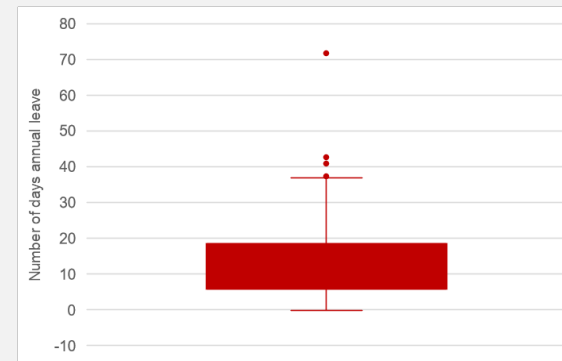
Turnover Rate

**13.6%**

Sick leave

**2.3**  
average days

Annual leave balances



Annual leave balances remain at a good level, with most staff (82%) with balances between 0 and 20 days.

## 3.1 Sport NZ Futures scanning

Foresight is an integral part of quality policy development and should be used in four ways: to gather intelligence about the future; explore the dynamics of change; describe what the future might be like; and develop and test policy and strategy.

Sport NZ has been carrying out foresight work to enable futures-ready policy and strategy, and to prepare Sport NZ and its partners to both plan for, and adapt to, a range of possible outcomes.

Sport NZ's is continuing work on a series of scans of major drivers of change and trends most likely to impact on our strategic outcomes. These scans will lead to a summary report of key trends and emerging patterns and eventually, scenario building.

### Futures Scans



#### Completed in Q2:

- Human enhancement;
- Changing demographics;
- Health trends;

#### Coming up in Q3

- Economic outlook
- Climate change
- Government focus

### Example findings to date

- The topics overlap - they are complex and systemic in cause and effect and cannot be viewed in isolation or addressed by any one agency
- Working collaboratively while knowing our respective areas of expertise and responsibility will be key to maintaining focus, The value of physical activity for an aging population and a super-diverse one may make it harder to narrow our focus on a target population
- The organisation of sport may have to be rethought as it contributes to and is affected by degradation of the earth's resources
- Technological advancements and inequalities of access may lead society to challenge the focus on performance through sports competition
- The image of sport as a model for social values is challenged by numerous trends impacting on aspects of integrity, equity of access, fairness, social good.