Example future scenario for community sport and recreation organisations

Using the four-box approach
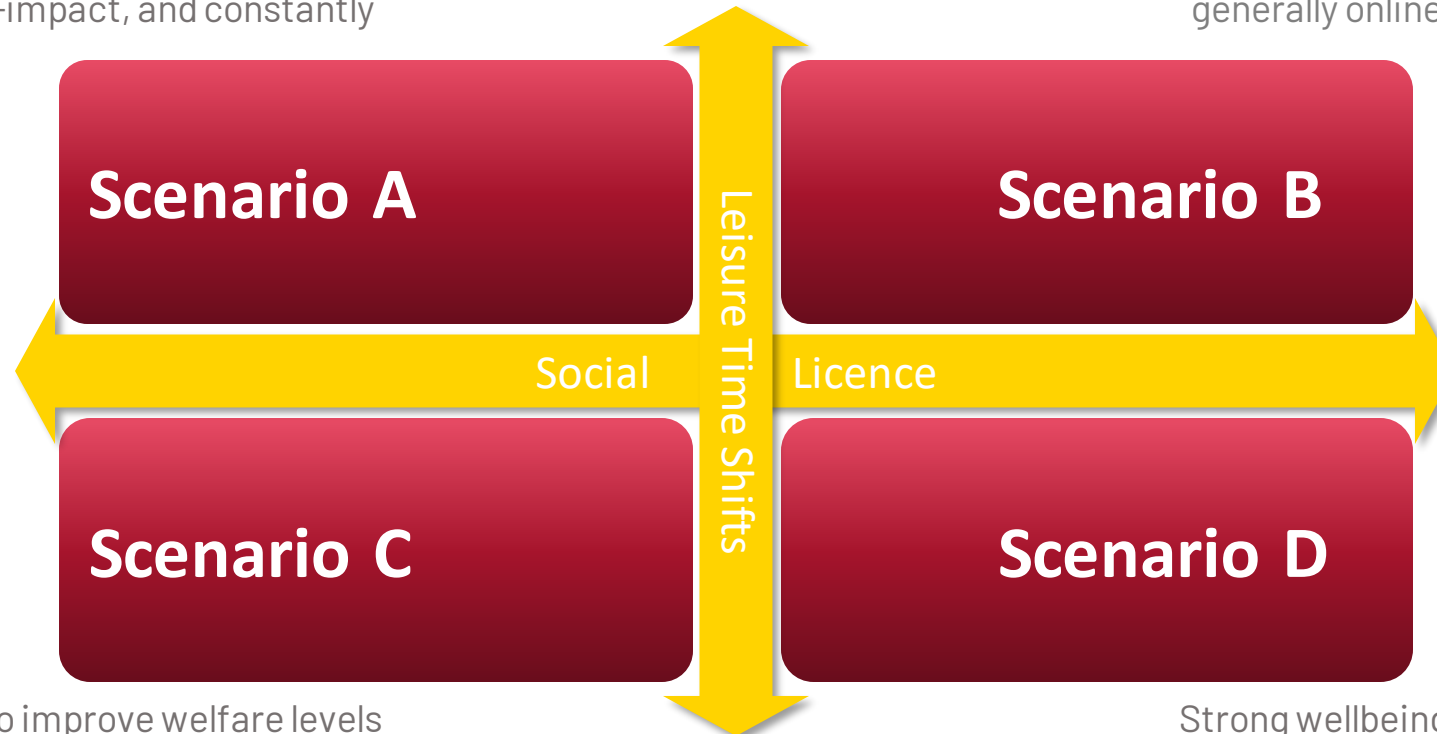## Uncertainties: Leisure time shifts; Social licence

Future Scenarios: Equestrian Sector

Strong intolerance for activities seen to contribute to growing environmental and welfare challenges. Snatched moments of leisure time are typically online, low-impact, and constantly changing.

Leisure Time Constraint
Time-constrained individuals looking for interactive, engaging leisure appealing to multi-generations.

Society remains supportive despite increasing environmental and welfare sensitivities. Leisure pursuits continue to diversify to a generally online, time-challenged majority.

Scenario A

Scenario B

Social Licence Lost
Societal attitudes are critical and impatient with elite sports.

Social   Licence

Leisure Time Shifts

Robust Social Licence
Elite sport retains social trust and benefits are well-recognised.

Scenario C

Scenario D

There's an impatience to improve welfare levels and environmental health. Expanding leisure time enables these goals to be pursued, though cost remains a barrier for many.

Leisure Time Growth
A growing time-rich, but perhaps dollar-poor, cohort emerging.

Strong wellbeing outcomes for participants (human and animal) are recognised and supported. The sector is attractive to many who have increased time to get involved.
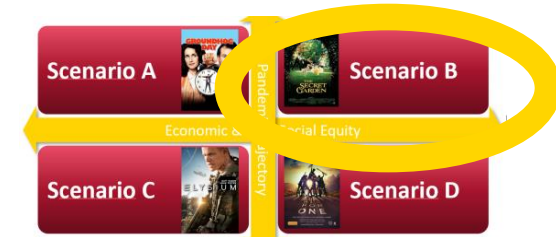
Scenario A

Strong intolerance for activities seen to contribute to growing environmental and welfare challenges. Snatched moments of leisure time are typically online, low-impact, and constantly changing.

- The digital economy continues to grow, driven by online gaming and entertainment advances. In addition, the focus on emissions reduction has seen a move toward more localised manufacturing where possible with bytes, rather than physical bits moving between countries.

- Single-person households have outpaced the growth of any other household type. This shift continues to pressure the housing market and is overturning the age-based life-stage generalisations of the past. Many in the burgeoning retired community are physically isolated, with younger generations focused on the daily juggle between home and work life.

- While physical globalisation has receded, economies remain digitally interdependent. Multinational corporations supplying 'leisure products' are now the most significant factor influencing NZ consumer choices with new pay-to-play models. Virtual theme parks are proving popular both for consumers and the commercial real estate sector, repurposing former physical retail sites as online shopping predominates.

- Political discussions are highly fragmented and polarised, with little sense of agreed approaches to the increasingly pressing mid-century issues. Moreover, risk-averse politicians show little appetite for spending on any sector that mainstream opinion perceives as extravagant.

- Increasing international social media connectedness has created new ways for individuals to form collective interests that can be distinct from their local community. Identity may be driven less by age/socio-economics/location but based on who or what provides focus.

- As work has become digitised and unconstrained by time or place, so, to a high degree, has leisure. The boundary between the two has become extremely difficult to detect.

Scenario B

Society remains supportive despite increasing environmental and welfare sensitivities.

Leisure pursuits continue to diversify to a generally online, time-challenged majority.

- The labour shortages of the post-pandemic years led to significant investment in workplace robotics, from nurse assistants to agricultural robotics. However, this counter-intuitively had the effect of increasing demand for human staff, and those in employment are often working long hours.

- A steady acceleration in legislation to improve environmental performance has led to significant curbs on using un-recyclable materials and non-renewable energy. As most countries have now introduced bans on new fossil-fuel cars, governments are applying steep levies to air travel as its proportion of emissions continues to climb.

- There has been a steady shift from ownership to access as those without assets faced financial challenges. For example, private ownership of cars has declined as they are more affordable public transport options, and ride-shares have become the norm.

- Increasing Summer temperatures are creating significant welfare concerns for humans and livestock. The days topping 25℃ have steadily increased from 30 in 2020 as it heads toward 50 by mid-century. As well as the usual consequences like drought, less apparent impacts are the higher rates of hospital admissions for mental health emergencies on the hottest days.

- There has been an explosion in virtual reality applications for all ages as high-carbon transport increases the cost of international travel. It has also become a core part of senior living communities, enabling them to improve life experiences, especially given the ongoing pandemic-related health challenges.

- Ongoing global crises have changed attitudes across New Zealand society. As a result, it is standard practice for organisations (both public and private) to report on a range of environmental, social and governance goals.

Scenario C

There's strong interest to improve welfare levels and environmental health. Expanding leisure time enables these goals to be pursued, though cost remains a barrier for many.

- Ongoing supply-chain challenges and an emphasis on minimising resource use have seen an increase in re-shoring with products manufactured locally where possible. However, there has not been a subsequent surge in employment as automation has largely displaced repetitive work and even occupations thought immune are now affected.

- Inequality is now at record levels, and those reliant on wage-income find it challenging to finance leisure activities despite having more time. Moreover, it underpins political tensions between the asset-rich older generations and the younger precariat.

- Purchase decisions for goods and services are now heavily weighed given the increasing cost of products (with more constrained choices) and consideration of their broader impacts. As a result, people choose activities they perceive as beneficial for individual and community wellbeing, especially if participation costs little.

- Trust in government and private organisations continues to decline. After all, despite years of environmental and social pledges (e.g. UN's SDGs), the crises keep coming, and little traction appears to have been achieved by the global community on the critical issues.

- Despite the political cynicism and tension between haves and have-nots, NZ is enjoying a resurgence of multicultural expression. People are open to new cultural experiences in their communities that offer variety and in which they can participate at a minimal cost. A standout has been the uptake in te reo, which is now commonly used in conversation.

- Income for those without assets is now supported through KiwiWage (a form of UBI). It has enabled many to reflect on their life focus which now revolves less around their transitory work opportunities, and more through contribution to society.

Scenario D

Strong wellbeing outcomes for participants (human and animal) are recognised and supported. The sector is attractive to many who have increased time to get involved.

- **New Zealand has embraced a new 'Green Revolution' with an economy focused on circular systems of production aimed at protecting and restoring the environment. It has also re-centred the value placed on the work (both paid and unpaid) of caring for the more vulnerable as a fundamental activity necessary for a thriving society.**

- **Increasing personal debt levels led to an economic reckoning in the late '20s. It ushered in new tax laws focused on wealth rebalancing. Despite vigorous disagreement at the time, it has led to a more equitable society and new opportunities for all ages (not just retirees) to engage with their life passions. One consequence is a rebalancing of volunteer support that is now not so heavily reliant on the older generations.**

- **Over the past decade, there's been a significant shift to renewable energies combined with solid uptake in new modes of transport and less reliance on private vehicle ownership. Personal transport modes tend to be small/low-impact vehicles, with public transport used for movement outside local areas.**

- **A mostly online world is experiencing regular disruption with ongoing cyber attacks related to the unstable geopolitical climate. It's encouraged people to be less digitally reliant, support the local physical economy, and engage in collective leisure pursuits that take advantage of New Zealand's unique outdoor environment.**

- **The financial crisis at the end of the '20s, and the previous pandemics, led to the recognition of the need for strong community cohesion, whether based on geographic areas or collective activities. Governments of all political persuasions now support organisations that can demonstrate their support for this goal.**

- **The economic orthodoxy of the late 20th century has been abandoned. Government policy and commercial strategies are now firmly focused on ensuring the well-being of all.**