

SPORT NZ GROUP

Statement of Intent

1 JULY 2024 - 30 JUNE 2028





Statement of Responsibility

In signing this statement, we acknowledge responsibility for the information contained in the Statement of Intent for the Sport NZ Group. This Statement of Intent has been prepared to meet the requirements of the Crown Entities Act 2004. It outlines for Parliament, Ministers and interested stakeholders the Sport NZ Group's strategic intentions from 1 July 2024 to 30 June 2028.

Raewyn Lovett ONZM

Chair, Sport NZ and High Performance Sport NZ
13 June 2024

Duane Kale ONZM

Deputy Chair, Sport NZ and High Performance Sport NZ
13 June 2024

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Presented to the House of Representatives pursuant to section 44 of the Public Finance Act 1989.

Foreword

The Sport NZ Group's role is to work alongside the play, active recreation and sport system to lift the physical activity levels of everyone in Aotearoa New Zealand and support New Zealanders to win on the world stage in a way that inspires us. In doing this, we believe we will have the greatest possible contribution to improved wellbeing in New Zealand.

Our first four-year strategic plan to deliver on our 12-year Strategic direction ended in June 2024. This Statement of Intent (SOI) therefore covers Sport NZ' second four-year strategy cycle – 2024-2028.

New organisational strategy

In early 2024 we agreed a new strategy for the Sport NZ Group that includes a continued commitment to our long-term outcomes and strategic focus areas from the current strategy for both Sport New Zealand Ihi Aotearoa (Sport NZ) and High Performance Sport NZ (HPSNZ). This was the first time we have agreed a single group strategy, so it is clear to both staff and the sector what is important to us.

Both Sport NZ and HPSNZ undertook a strategy refresh process to look at what is working well and what could be refocused to better achieve our respective 2032 outcomes. We have also used the strategy refresh process to demonstrate a stronger alignment between Sport NZ and HPSNZ, and articulate a simpler, clearer strategy that can be more easily aligned to our performance measurement work.

As part of our new organisational strategy, Sport NZ have also implemented a new approach for our investment partners. This approach is strongly aligned to our outcomes and resulted in some of our current partners not receiving partnerships investment for the 2024-28 strategic period and others seeing an increase in investment. This was a challenging process for us, but working together with our partners is a fundamental part of achieving our new strategic direction. It is our goal to simplify and streamline the way we work with funded partners over the next four years as part of this new approach. HPSNZ will be working through a similar process at the conclusion of the 2024 Paris Olympics and Paralympics later this year.

Responding to new expectations

As a Group, Sport NZ and HPSNZ must also be cognisant of the fiscal environment we are operating in. We have responded to a request from the Minister for Sport and Recreation to find cost savings from our Vote baseline, particularly from the back-office functions, as well as manage some significant cost pressures. This resulted

in some robust conversations about what our operational and funding priorities should be and how we can make operational improvements to make our resources go further. These decisions have had real impacts on our work programme and personnel and reflect the difficult choices that financial constraints bring going into this strategic period.

The Government has also requested that Sport NZ support their Fiscal Sustainability Programme by ensuring there is a focus on value for money from our Crown funding and that we can demonstrate there is a culture of responsible spending across the organisation. This will mean that the delivery of some of our proposed strategic priorities will need to be right sized to the investment we receive, and that ongoing analysis of expenditure to seek further efficiencies will be required. For HPSNZ, ensuring there is adequate investment in high-performance athletes and coaches in a constrained fiscal environment will be a major challenge. There are also significant cost pressures building, as well as longer-term facility issues, which HPSNZ will also need to manage.

The Minister for Sport and Recreation has also recently asked us to focus on some key priority areas for 2024/25. Developing and implementing a strategy for sports diplomacy and a national facilities strategy will both require ongoing work over the strategic period.

More broadly the Government has also indicated it is interested in social investment and understanding what interventions are effective, and why. We have recently agreed to make changes to our business planning, data management and performance reporting processes so we can more effectively tell our performance story and identify what works. In the lead up to Budget 2025 we will be working to ensure our data and performance measures enable us to demonstrate we are achieving our desired outcomes. We will therefore be working to ensure we have the right systems, enabling the right data to be appropriately captured, stored and accessed by people and teams within and across Sport NZ and HPSNZ.

Inspiring sporting performances

Our strategic cycle also aligns to the four-year summer Olympic and Paralympic cycle, so the 2024-2028 strategic period kicks off with the 2024 Olympic and Paralympic Games in Paris.

Supporting our athletes, coaches and staff to compete safely and perform at their peak is a major priority for HPSNZ. HPSNZ is also embedding the system shifts embodied in its new strategic plan and aims to have these fully operational by June 2025. These changes seek to make a pronounced difference to how athletes, teams and coaches progress through the high performance sport system, ensuring we support people at all stages of their high performance careers.



Raewyn Lovett ONZM

Chair, Sport NZ and High Performance Sport NZ
13 June 2024

Sector partnerships

Sport NZ and HPSNZ work closely with a diverse range of partners across the system, who bring knowledge, networks and aspiration to achieve our shared objectives. We greatly value these partnerships, which are integral to our collective success. We continue to see exciting areas to collaborate with new partners and we're looking forward to working alongside a growing group of passionate partners and advocates in the coming years.

We also recognise that we can deliver greater value when we partner with other government agencies, particularly in the health and education sectors. Over the next four years we will continue to explore opportunities for joint working and co-production with other agencies to ensure we can generate the greatest value for money from our collective funding.



Raelene Castle ONZM

Chief Executive, Sport NZ
13 June 2024

Ongoing organisational development

To understand how we could improve the experience investment partners have of working with the Sport NZ Group, during 2022-23 meetings were held with national and regional partners, and individual and group discussions were held with Sport NZ and HPSNZ staff. These discussions identified specific actions we could take to improve the customer centricity of how we work with partners. Implementation of these actions has begun and will be embedded through the strategic period covered by this SOI by improved business planning processes, taking a portfolio approach to our investment in partners, and implementing the results of the business systems review currently underway.

New Integrity Commission

The new independent Integrity Sport and Recreation Commission comes into operation at the start of 2024/25. We welcome the addition of a new entity into the play, active recreation and sport sector and look forward to working together on strengthening the integrity of the sector over the coming years.

About the Sport New Zealand Group

Who we are

The Sport NZ Group comprises the Crown entity Sport New Zealand Ihi Aotearoa (Sport NZ), its wholly owned subsidiary High Performance Sport New Zealand (HPSNZ), and the New Zealand Sports Foundation Charitable Trust (NZSFCT), in which Sport NZ has a controlling interest.

Sport NZ is a kaitiaki (guardian) of the play, active recreation and sport system in Aotearoa New Zealand. As a Crown entity, we promote and support quality experiences in play, active recreation and sport, including elite sport, to improve levels of physical activity and, through this, ensure the greatest impact on wellbeing for all New Zealanders.

HPSNZ's role is to enable and empower world class sporting performances that inspire New Zealanders, within environments that value wellbeing.

Together, Sport NZ and HPSNZ provide leadership to the play, active recreation and sport sector.

Our aspiration

Sport NZ and HPSNZ have a collective aspiration:

Mauri Tū, Mauri Ora **Every body active, in their way, everyday**

Play, active recreation and sport has the power to create a happier, healthier and more connected Aotearoa New Zealand through enabling communities to be active and inspiring performances on the world stage.

The system

The Play, active recreation and sport system is the collection of organisations, places, people and regulations who directly or indirectly participate, support, contribute to, or influence play, active recreation and sport in Aotearoa.

The system includes central and local government agencies, sport organisations, private and commercial providers, whānau, hapū, iwi, Māori, schools, teams, funders and social groups. The attitudes, knowledge, beliefs and personal objectives that individuals and groups bring to the system is hugely varied and contributes to its overall dynamism.

As the only agency with a national lens, our mandate involves navigating the system to connect and share information, insights and investment between the many agents within the system. Our ability to realise our vision depends on how well the Sport NZ Group leads, influences and unites the system.

The play, active recreation and sport sector is a subset of the system. It includes organisations, individuals and other groups who have a **primary focus** on the delivery of play, active recreation and sport.



Our partners

The Sport NZ Group works closely with organisations that can make the biggest difference to our play, active recreation and sport sector for the greatest number of people. We are increasingly focused on working with these partner organisations to reach communities where deprivation means that people are missing out. We also work with partners who support New Zealanders to win and excel on the world stage.

To maximise our impact across the play, active recreation and sport sector, we typically partner with sector representative bodies at the national and regional levels, who in turn provide leadership across their own networks. These include:

- Disability sport and recreation organisations including the Halberg Foundation, Special Olympics New Zealand and Parafeds/D-Sport
- Iwi who promote Māori participation in sport and active recreation as Māori
- Local and regional Councils
- National Education Organisations
- National Recreation Organisations (NROs), including the Mountain Safety Council and Recreation Aotearoa
- National Sport Organisations (NSOs): the peak organisations for their sport in Aotearoa New Zealand, such as Netball New Zealand or Cycling New Zealand
- National Māori Sport and Recreation Organisations and other Kaupapa Māori providers
- New Zealand Olympic Committee
- Paralympics New Zealand
- Regional Sports Trusts (RSTs): a network of 17 community-based organisations around Aotearoa New Zealand who deliver community-level ('grassroots') sport, recreation and physical activity initiatives
- Women In Sport Aotearoa (WISPA).

Notwithstanding this, we know the value of locally-led initiatives – those governed, managed and delivered by local communities to meet local needs. True collaboration at a community level brings additional benefits such as wider and deeper connections, increased ownership and improved capability of community providers. This approach means we are open about who we work with to achieve our strategic outcomes.

Success at Olympic Games, Paralympic Games and World Championships in Olympic and non-Olympic sports can only be achieved through a strong system working in collaboration towards common goals. In addition to the NSOs, the partners HPSNZ work with include peak bodies, athlete representative groups, tertiary institutions, high performance facility providers, community organisations and commercial partners.

Our commitment to Te Tiriti o Waitangi

“Te Tiriti o Waitangi is Aotearoa New Zealand’s founding document. Sport NZ Ihi Aotearoa is committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.

We are committed to partnership with Tangata Whenua and the protection of Māori culture and taonga. We value the distinctiveness that Tangata Whenua bring to physical activity and our success on a world stage. We believe a strong bicultural foundation is critical to our national identity and wellbeing.

Aotearoa New Zealand will realise its full potential in play, active recreation, and sport when Tangata Whenua and all New Zealanders are able to participate and succeed as themselves”.

We continue to work towards delivering on our commitment to Te Tiriti o Waitangi together with our legislative responsibilities under the Sport and Recreation Act 2002.

Specifically, we are seeking to enable Māori to participate and succeed as Māori across all aspects of play, active recreation and sport, whether as a participant, coach/instructor/teacher, administrator, leader or elite athlete.

During this next four-year strategic period, we intend to give effect to our commitment through:

Meaningful and strategic partnerships

We will continue to develop relationships and strategic partnerships with Kaupapa Māori providers including National Māori Sport and Recreation Organisations, He Oranga Poutama, Tū Manawa, and Mātaiao providers for the delivery of culturally distinctive activities for Māori.

Active protection of taonga Māori incorporated through our work

We recognise that tangible Māori taonga (i.e., pounamu, haka and waiata) and non-tangible Māori taonga (i.e., tikanga Māori, te reo Māori, mātauranga Māori), are an important part of Māori culture. Sport NZ Ihi Aotearoa has benefitted from the use of these taonga in growing our own cultural capability, and in supporting the delivery of investments and programmes across the play, active recreation, and sport sector. We will continue to explore how play, active recreation, and sport can be a vehicle to support promoting cultural identity, connection, and vitality.

Creating quality experiences of participation using data and evidence

Through the refresh of our key sector surveys, and the ongoing refinement of data collection tools, our data will be more precise. We can use this data alongside other evidence to better understand current experiences of participating in play, active recreation, and sports – including those of Māori. We will continue to use the most recent data and evidence from our Active NZ, Voices of Rangatahi, and Voices of Participants surveys, investment reports, and other data collected to inform our approaches in creating equitable, engaging, and enjoyable opportunities for participants.

Legislation and governance

Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002. Under this Act, the purpose of Sport and Recreation is to promote, encourage, and support physical recreation and sport in New Zealand. Section 8 of the Act 2002 outlines the functions of Sport NZ – ie how it is to achieve its statutory purpose. These are outlined below.

Section 8 of the Sport and Recreation New Zealand Act 2002

The functions of the Sport NZ are to:

- (a) develop and implement national policies and strategies for physical recreation and sport
- (b) allocate funds to organisations and regional bodies in line with its policies and strategies
- (c) promote and advocate the importance of participation in physical activity by all New Zealanders for their health and well-being
- (d) promote and disseminate research relevant to physical recreation and sport
- (e) provide advice to the Minister on issues relating to physical recreation and sport
- (f) promote and support the development and implementation of physical recreation and sport in a way that is culturally appropriate to Māori
- (g) encourage participation in physical recreation and sport by Pacific peoples, women, older New Zealanders, and people with disabilities
- (h) recognise the role of physical recreation and sport in the rehabilitation of people with disabilities
- (i) facilitate the resolution of disputes between persons or organisations involved in physical recreation and sport

- (j) work with schools, regional, central, and local government, and physical recreation and sports organisations to ensure the maintenance and development of the physical and organisational infrastructure for physical recreation and sport
- (k) work with health, education, and other agencies to promote greater participation in physical recreation and sport through policy development, advocacy, and support, in line with the objectives of the New Zealand health strategy
- (l) provide advice and support for organisations working in physical recreation and sport at national, regional, and local levels
- (m) facilitate co-ordination between national, regional, and local physical recreation and sport organisations, and
- (n) represent the Government's policy interests in physical recreation and sport internationally.

As a Crown Entity, Sport NZ has responsibilities under the Crown Entities Act 2004, Public Finance Act 1989 and the Public Service Act 2020.

Sport NZ is governed by a board whose members and chairperson are appointed by the Minister for Sport and Recreation. The Sport NZ Board is responsible to the Minister for Sport and Recreation and has accountability for the functions of the entire Sport NZ Group.

HPSNZ is Sport NZ's wholly owned subsidiary, established by the Sport NZ Board in August 2011. HPSNZ is governed by its own board of directors who are appointed by the Sport NZ Board, following Ministerial approval.

Sport NZ also has responsibilities under the Gambling Act 2003 for the distribution of Lottery profits.

Managing risk

Risk management helps the Sport NZ Group identify, anticipate, plan for, minimise, and respond to events, incidents, and factors that could impact our ability to achieve our strategic priorities and operational objectives.

The Group's risk management arrangements include our risk management policy, risk appetite statement, risk registers, regular reporting, a business continuity plan, pandemic plan, and cyber security plan. The Sport NZ and HPSNZ's leadership teams, the Group Audit, Finance and Risk Committee, and Boards receive regular reports of significant strategic and operational risks and issues, and mitigations, actions and controls to manage them.

Setting the scene

Play, active recreation and sport have played an important role in the culture and society of Aotearoa New Zealand for generations – but the world is changing.

Globally, physical activity levels are in decline due to a range of social, economic, technological, political and environmental factors, most of which are outside our influence.

New Zealanders' ability or willingness to participate in play, active recreation and sport is influenced by many considerations, including urban design, technology, the changing nature of work, and food and healthcare provision. A key example here is the competition from virtual sports and online leisure activity more generally. If Aotearoa New Zealand is to continue to capture the physical, mental, emotional and social benefits from having an active population the challenges of these changes will need to be identified and met.

That is why our work encouraging people to be active through play, active recreation and sport is so important to the wellbeing of New Zealanders.

We also know that the decline in participation in play, active recreation and sport in Aotearoa New Zealand is steeper among certain communities. Age, gender, ethnicity, disability and deprivation all affect people's participation in physical activity. Recognising the impact of these factors and designing effective responses to them is critical to improving participant access and experience, and therefore boosting levels of physical activity.

Many of the participation challenges identified above also apply to the high performance sport system.

In addition, the way elite and professional sports are funded globally is also changing. New non-governmental players are impacting traditional arrangements for pinnacle events and competitions. At the same time, political actors are seeing the advantages of being associated with global sporting events and are seeking to influence the decisions of international governing bodies. For their part, international sports administrators are facing challenges that their existing rules and politics may not be able to cope with – escalating costs, new ethical challenges (eg gene doping and augmented reality, online match-fixing) and the welfare demands of athletes.

A looming challenge for elite sport is the response to climate change. It is expected that climate change per se will have only modest impact on play, active recreation and sport delivery (ie more volatile weather will impact outdoors activity and could influence the activities people choose to participate in and watch). However, it is likely that there will be greater demands on the sector to demonstrate its green credentials, including for it to effectively manage its carbon footprint, where the challenge lies. This will mean there will be increased pressure

(and costs of carbon offsetting) on international travel for pinnacle events like the Olympic and Paralympics, and trans-Tasman competitions.

Despite these challenges, we know that delivering world class sporting performances will mean more people are inspired by high performance sport, enhancing their sense of belonging and connection to Aotearoa New Zealand.

The need for the Sport NZ Group and the sport and recreation sector to continue to adapt to a changing world is widely acknowledged. There are several areas and events that we believe are especially relevant to the Sport NZ Group and our work over the next four years:

Fiscal constraint

As we prepare for the next four years, we must acknowledge and respond to the tighter fiscal environment we are in. The Minister of Finance has asked Sport NZ to support the Government's Fiscal Sustainability Programme through reducing expenditure, especially on contractors and consultants, and ensure a greater focus on value for money. In response we have identified a series of costs savings in our Vote baseline from 2024/25.

Slimming down our budgets has required robust conversations internally, and we will continue to take a conservative approach to spending money on our operating costs and focus on ensuring we maximise the funds available to drive our strategy. In this context we have reviewed the Sport NZ investment portfolio for alignment to the refreshed organisational strategy. Sport NZ will ensure that the investments across Partnerships, Programmes and Funds for the upcoming strategic period focuses on delivering the new Strategic Priorities. We have also responded to feedback from our partners and staff to simplify our strategy and ensure our new approach to partnership investment allows for better alignment with our strategic objectives.

Significant upcoming events

The 2024 Paris Olympics and Paralympics are at the start of the period covered by this SOI and together with our partners in Government and the sector, we are planning our approach to manage the health, wellbeing and safe travel of everyone involved in preparing for these events.

Looking ahead to the next four years, there are several major global sporting events that New Zealand has already qualified for, including:

- America's Cup 2024 in Barcelona, Spain (Royal NZ Yacht squadron is the defender)
- Rugby League World Cup 2026 in France
- Winter Olympics 2026 – in Milano-Cortina, Italy
- Netball World Cup 2027 in Sydney, Australia
- Rugby World Cup 2027, in Australia, and
- ICC Men's ODI World Cup 2027 in South Africa, Zimbabwe and Namibia.

In addition, there is a strong chance New Zealand can qualify for the 2026 FIFA World Cup jointly held in Canada, Mexico and the United States.

Enhancing the integrity of the sector

Both Sport NZ and HPSNZ are committed to ensuring involvement in physical activity is kept safe, fair and inclusive for all. We work closely with other organisations that also play a role in maintaining integrity within play, active recreation and sport sector.

The upcoming establishment of the Integrity Sport and Recreation Commission (ISRC) is the next step in the evolution of integrity protection for the play, active recreation and sport sector in New Zealand. We look forward to forging a constructive working relationship with ISRC to ensure the integrity settings for the New Zealand environment work and include a focus on corruption, match-fixing, anti-doping, player welfare, member and child protection.

Athlete voice and wellbeing

HPSNZ has responded to desires of athletes to have a greater voice in high performance sport. Initiatives are in place to enable athlete voice to have influence at all levels, from daily training to consultation on strategic issues. The Athlete Leaders Network (ALN) was established in late 2022 as an independent athlete voice mechanism and it is anticipated that its role and influence will continue to evolve over the period covered by this Statement of Intent.

HPSNZ has also developed a Wellbeing Programme in consultation with athletes, coaches and several NSOs. Investment is being made into specialist performance support services primarily focused on athlete mental and physical wellbeing. Other initiatives are also being funded that focus on creating enriching performance environments to empower and support individuals.

Social investment and sport

Research commissioned by Sport NZ demonstrated that sport and active recreation generates significant value for society across multiple wellbeing domains and outcomes. The combined social and economic value of sport and active recreation in 2019 has been estimated to be \$20.8 billion. Moreover, for every \$1 spent, there is an estimated social return of \$2.12 to New Zealand. This means the value of the wellbeing outcomes for New Zealand from sport and active recreation is greater than the costs of providing these opportunities, thus making recreational physical activity a potentially cost-effective investment.

The Government has indicated it is interested in social investment and understanding what interventions are effective, and why. Social Investment is about improving the lives of New Zealanders by applying evidence-based investment practices to social services. In this regard it is about the "productive" potential of public spending on social programmes - spending that yields gains in the future, rather than simply supporting consumption or remedying problems in the present.

We have recently agreed to make changes to our business planning, data management and performance reporting processes so we can more effectively tell our performance story and identify what works. In the lead up to Budget 2025, we will be working to ensure our data and performance measures enable us to demonstrate we are achieving our desired outcomes. Going forward we will work to ensure we have the right systems, enabling the right data to be appropriately captured, stored and accessed by people and teams within and across Sport NZ and HPSNZ.

Sport NZ Group Strategy 2024-2028

Overview

June 2024 marks the completion of our first four-year Strategy to deliver on our 12-year Strategic Direction to 2032.

During 2023/24 both Sport NZ and HPSNZ undertook a strategy refresh process to look at what is working well and what could be refocused for the next strategic period to better achieve our respective 2032 outcomes.

Our collective aspiration for the play, active recreation and sport system was revised as part of the strategy review process and is now:

Mauri Tū, Mauri Ora
Every body active, in their way, everyday

This aspiration is consistent with our 2020-2032 Strategic Direction, but the refreshed strategy has been adjusted to reflect our changing operating environment, feedback from our partners and the expectations of the new coalition government. We have also used the strategy refresh process to:

- identify our shared values as a Group, and demonstrate a stronger alignment between Sport NZ and HPSNZ
- articulate a simpler, clearer strategy for partners and Sport NZ to plan against, and that can be more easily aligned to our enhanced performance measurement framework, and
- enable more joined-up, efficient and customer focused delivery to achieve success in outcomes.

Sport NZ

Over the past four years, Sport NZ has directed resources and efforts towards tamariki and rangatahi, and addressing whole-of-system issues, with the aim of:

1

Reducing the drop off in activity levels of rangatahi

2

Improving the activity levels of tamariki and rangatahi who are less active

3

Addressing and responding to system-wide issues such as integrity, diversity and inclusion, research, reporting and embedding Treaty Principles.

Sport NZ remains committed to a focus on tamariki and rangatahi, as improving the quality of experiences they have is likely to support them establishing a life-long involvement in play, active recreation and sport. The most meaningful change for this new strategic period is the introduction of four strategic priorities and the success outcomes associated with each priority.

HPSNZ

Implementing the 2032 High Performance System Strategy has been HPSNZ's focus over the past four years. The Strategy is the most important shift in the sector since HPSNZ was established in 2011. The three key shifts (now known as strategic focus areas) identified in the Strategy have stood the test of time and HPSNZ will continue to build on these over the coming strategic period.

These strategic focus areas are:

1

Creating pathways for athletes and coaches that support them to thrive and succeed

2

Prioritising the wellbeing of all people within the system

3

Investing to build a high performance sport system that is integrated, competitive and sustainable

Performance frameworks

The performance frameworks for the Sport NZ Group, Sport NZ and HPSNZ are outlined below.

The long-term outcomes they contain represent the change we are seeking from pursuing our wider Strategic Direction to 2032. They require sustained effort to be achieved, so we don't expect to see significant changes at this level over this four-year period. Instead, we are looking to measure progress against our respective Strategic Focus Areas and Strategic Priorities over the strategic period, which are at the heart of our four-year strategies, and are how we will achieve our long-term outcomes.

Sport NZ Group

Sport NZ Group Strategy to 2032

Our Aspiration for Aotearoa New Zealand

Mauri Tū, Mauri Ora – Every body active, in their way, everyday

Play, active recreation and sport has the power to create a happier, healthier and more connected Aotearoa New Zealand through enabling communities to be active and inspiring performances on the world stage

Our Mission

Empower everybody to realise their aspirations in Play, active recreation and sport, whilst giving effect to Te Tiriti o Waitangi

Our Values

He Tangata

We stand for the people

Mahi Toa

We strive for the remarkable

Ngātahi

We're better together

To Achieve Our Aspirations:

We Lead

by maintaining the strength, resilience and integrity of the play, active recreation and sport system.

We Partner

with organisations to improve the provision of play, active recreation and sport.

We Invest

by enhancing sector capability and capacity through investment and expertise.

Our Commitment to the Sector's Preferred Future

Mana Taurite

Foster a culture and environment that embraces and celebrates diversity, equity, and inclusion

Mana Tangata

Empower communities, networks and hapori to lead and act for themselves

Mana Māori

Uphold the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation

Oranga Taiao, Oranga Tangata

Value the relationship between tāngata and te taiao that supports physical activity, and reduce our impact on the natural environment

Mauri Ora

Promote and celebrate the value of physical activity and sport to individual and collective wellbeing

Sport NZ Vision

Every Body Active

HPSNZ Vision

Inspiring Performance Every Day

Sport NZ Group mission

June 2024 marks the completion of our first four-year Strategy to deliver on our 12-year Strategic Direction to 2032.

During 2023/24 both Sport NZ and HPSNZ undertook a strategy refresh process to look at what is working well and what could be refocused for the next strategic period to better achieve our respective 2032 outcomes.

Our collective aspiration for the play, active recreation and sport system was revised as part of the strategy review process and is now:

Mauri Tū, Mauri Ora **Every body active, in their way, everyday**

The Sport NZ Group mission then is to:

Empower everybody to realise their aspirations in Play, Active Recreation and Sport, whilst giving effect to Te Tiriti o Waitangi

Sport NZ Group values

Sport NZ Group's values guide us in our work and represent the essence of our culture and identity. They also support us to be a cohesive organisation working to empower everybody to realise their aspirations in play, active recreation and sport, whilst giving effect to Te Tiriti o Waitangi.



HE TANGATA

We stand for the people



MAHI TOA

We strive for the remarkable



NGĀTAHI

We're better together

How we work

The Sport NZ Group works to achieve its aspirations for New Zealand in three main ways:

We Lead - by maintaining the strength, resilience and integrity of the play, active recreation and sport system.

We Partner - with organisations to improve the provision of play, active recreation and sport.

We Invest - by enhancing sector capability and capacity through investment and expertise.

Sport NZ Group commitments

In 2022 Sport NZ undertook a strategic foresight process to explore how it might best respond to current challenges and future opportunities. This work sought to identify a 'preferred future' for the sector and how it is that Sport NZ can support the sector achieve this through the provision of advice, guidance and capability development.

The results were that the Sport NZ Group should:

Mana Taurite

Foster a culture and environment that embraces and celebrates diversity, equity, and inclusion

Mana Tangata

Empower communities, networks and hapori to lead and act for themselves

Mana Māori

Uphold the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation

Oranga Taiao, Oranga Tangata

Value the relationship between tāngata and te taiao that supports physical activity, and reduce our impact on the natural environment

Mauri Ora

Promote and celebrate the value of physical activity and sport to individual and collective wellbeing.

Sport NZ Strategy 2024-2028

Sport NZ Vision
Every Body Active

Long-term Outcomes

1	2	3
Increased frequency, intensity, time and type of participation in physical activity and sport	Enhanced experience of participants, supporters, volunteers and workforces	Increased variety of culturally distinct pathways for tangata whenua and all New Zealanders

Strategic Focus Areas

Through play, active recreation and sport, we will focus on:

1	2	3
Maintaining physical activity levels of tamariki	Reducing the decline in physical activity levels for rangatahi	Improving equity for tamariki and rangatahi who are less active

Strategic Priorities

To be successful, we will aim to achieve:

1	2	3	4
Capable and resilient partner organisations	Quality opportunities and experiences	Empowered local communities and hapori	Active schools and kura
Effective governance and leadership Diverse and inclusive systems and structures Uphold the mana of Te Tiriti o Waitangi Environmentally responsible	Aligned and integrated systems Diverse and inclusive Participant centred Culturally distinctive pathways	Supported to lead and act Community and hapori centred Equity focused Accessible natural and built environments	Active learning environments Culturally distinctive approaches Ākonga centred, equity focused Connected local communities

How We Deliver

System leadership and direction setting	Research insights and foresight	Partnerships and collaboration	Advocacy and policy development	Investment and funds	Programmes and initiatives	Targeted campaigns	Advice, tools and resources
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Sport NZ vision

We remain committed to our vision for the play, active recreation and sport system – **Every body active**. This vision was set out in our 2020–2032 Strategic Direction. Each four-year strategic plan we set steers us towards our vision.

Our vision is underpinned by three long-term goals that are the changes we want to see by 2032. They are:

1. Increased frequency, intensity time and type of participation in physical activity and sport
2. Enhanced experience of participants, supporters, volunteers, and workforces, and
3. Increased variety of culturally distinct pathways for tangata whenua and all New Zealanders.

Strategic focus areas

Our Strategic Focus Areas are the changes we want to see by 2028. They are the choices Sport NZ has made to best make progress towards achieving our long-term goals, reflecting our learnings over the past four years and the evidence we have for where we can make the biggest difference.

To that end, over the next four years we have set out three interconnected Strategic Focus Areas to focus our efforts through play, active recreation and sport. These are:

- Maintaining physical activity levels of tamariki
- Reducing the decline in physical activity for rangatahi
- Improving equity for tamariki and rangatahi who are less active.

Our strategic priorities

To deliver on our Strategic Focus Areas, Sport NZ will focus our efforts on four strategic priorities.

Strategic Priority 1

Capable and resilient partner organisations

Why:

Our partners are a critical means to delivering on our Strategic Focus Areas. Sport NZ works with and invests in partners who can make the biggest difference to our play, active recreation, and sport system. We and our partners need to be well-positioned to respond and adapt to changes and act longer-term to make sure the future of play, active recreation and sport is bright for future generations.

What we will do:

We will support and enable organisations across the sector to develop their leadership capabilities in areas such as climate change, business capability, diversity, equity and inclusion, research and evaluation, and upholding the mana of Te Tiriti o Waitangi. Sport NZ will also 'lead by example' and provide partners with a source of practical advice based on its experience.

Success Outcomes

Effective governance and leadership

Partner organisations have fit for purpose governance and leadership structures and practices to ensure long-term sustainability and resilience.

Diverse and inclusive systems and structures

Partner organisations have effective systems and structures and capable people in place to deliver services that are responsive to diverse and changing needs.

Upholding the mana of Te Tiriti o Waitangi

Partner organisations uphold authentic relationships with mana whenua and Māori organisations that support improved outcomes in play, active recreation and sport.

Environmentally responsible

Partner organisations are aware of and reduce their negative impacts on the environment and are responsive to the changing landscape of our natural environment.

Strategic Priority 2

Quality opportunities and experiences

Why:

The motivation to participate differs across age, gender, ethnicity and disability. We know that if tamariki and rangatahi have a positive experience there is a greater chance of them establishing a life-long involvement in play, active recreation and sport.

What we will do:

We will support and enable the sector to develop tamariki and rangatahi-centred opportunities and experiences to meet their needs, wants and aspirations. All tamariki and rangatahi have access to opportunities that meet their needs, wants and aspirations.

Success Outcomes

Aligned and integrated systems

National, regional and local organisations are aligned and work effectively together to enable quality play, active recreation and sport opportunities.

Diverse and inclusive

Partner organisations implement approaches and practices that promote diverse and inclusive play, active recreation and sport opportunities.

Participant-centred

Key enablers of play, active rec and sport understand and are responsive to the needs, wants and aspirations of tamariki and rangatahi.

Culturally distinctive pathways

National, regional and local organisations promote culturally distinctive approaches to play, active recreation and sport.

Strategic Priority 3

Empowered local communities and hapori

Why:

We know that we can have the greatest impact if we enable local solutions with tamariki, rangatahi, and their whānau. Further, our evidence tells us that living in areas of high deprivation has a negative impact on participation in play, active recreation and sport. By working with and in communities and hapori we can target our efforts to address the barriers to participation and enable a more meaningful and sustainable response.

What we will do:

We will work to support an aligned national, regional, and local approach that improves access to play, active recreation and sport in local communities and hapori.

Success Outcomes

Supported to lead and act

Local communities and hapori are empowered to lead the provision of quality play, active recreation and sport opportunities.

Community and hapori centred

Regional and local organisations work effectively together to enable the needs, wants and aspirations of local communities and hapori.

Accessible natural and built environments

Te Taiao (the natural environment) and built environments are accessible and promote quality play, active recreation and sport.

Equity focused

Regional and local organisations are focussing on increasing equitable access to quality play, active recreation and sport for those who are less active.

Strategic Priority 4

Active schools and kura

Why:

Schools and kura play a pivotal role in shaping the lives of tamariki and rangatahi. By supporting the education system to embrace the holistic value of play, active recreation and sport, we can enhance the attitudes and motivation of tamariki and rangatahi to be physically active.

What we will do:

We will support schools and kura to provide quality play, active recreation and sport opportunities.

Success Outcomes

Active learning environments

Schools and kura (including teachers/kaiako) value and prioritise quality play, active recreation, sport and PE.

Culturally distinctive approaches

Schools and kura value Mātauranga Māori and promote culturally distinctive approaches to play, active recreation and sport.

Ākonga centred and equity focused

Schools and kura adopt ākonga centred approaches and promote inclusive and equitable opportunities to be physically active.

Connected local communities

Schools and kura work effectively with whānau and their local community to enable quality play, active recreation and sport opportunities.

How we deliver

The unique position of Sport NZ in the play, active recreation and sport system enables us to take a prominent role in physical activity related policy issues and be a strong advocate for play, active recreation and sport, and collaborate with others for the benefit of the whole system. We do this by focusing on eight key activities:

1. System leadership and direction setting

In our national leadership and direction setting role, Sport NZ gives effect to a wide range of initiatives that support the play, active recreation and sport sector to be capable and effective, and to achieve the Government's strategic priorities for the sector. To be effective in this requires Sport NZ to provide leadership that is grounded in cultural competence, evidence, community engagement, vision and strategic planning. By leading and championing collective action across the system, we can ensure all New Zealanders are realising their potential in and through play, active recreation and sport.

2. Research and insights

Our investment in research and evaluation enables us to build a greater body of insights, which guides our work and enables us to strengthen partner capability and demonstrate impact. It allows us to understand the barriers to people being more active, and of participant needs and the drivers of behavioural change (what works and why). Tracking changes in levels of being active over time, and measuring our return on investment, are fundamental to holding ourselves and the system to account.

3. Partnerships and collaboration

Our partnering approach is a critical strength. We work with and through others to unify the strategic intent of the system, maximise our impact and investment, and ensure partners are operating effectively and efficiently with absolute integrity. We also work collectively across government to promote increased physical activity across a range of areas including health, education, transport, environment, and urban planning.

4. Advocacy and policy development

On behalf of the play, active recreation and sport system, we seek to promote the benefits of being active for people at different life stages, across the multiple settings where people live. This includes promoting the importance of all New Zealanders being active for their health and wellbeing. We also use the proven value of play, active recreation and sport to influence funders such as councils, investors, philanthropic organisations and others to support the system's activities.

We have a statutory role to give advice to the government on play, active recreation and sport and we also take prominent positions in, and facilitate, cross-agency responses to policy issues relating to play, active recreation and sport.

5. Investment and funds

We identify and fund new and existing partners who can best deliver quality participation outcomes for our target audiences. In doing so we ensure that partners help implement Sport NZ's strategies and action plans through good investment planning and monitoring.

6. Programmes and initiatives

Through our directly funded programmes and initiatives we are able to create, implement and monitor action plans and approaches (e.g., National Physical Activity and Play Plan) ensuring there is a better chance of achieving our desired outcomes. It also allows us to weave the objectives of these action plans and approaches (e.g. Women and Girls Strategy) into all of Sports NZ's work through "tight", cross-organisation business planning processes.

7. Targeted campaigns

By undertaking targeted promotional campaigns we are able to highlight and promote specific groups, events or activities in the play, active recreation and sport system. By informing the general public and educating and empowering key influencers (parents, caregivers, teachers, coaches) we aim to promote quality experiences and support diversity, equity and inclusion. It also creates opportunities for those in the sector to promote themselves and leverage resources.

8. Advice, tools and resources

As part of our capability building role Sport NZ looks to provide:

- tools and frameworks to partner organisations
- tools and resources for teachers, schools, and kura to use to develop play, active recreation and sport initiatives (e.g. Active As)
- ad-hoc support to sector organisations for urgent issues, and
- support to facilitate communities of practice and other networks.



HPSNZ Strategy 2025-2028

HPSNZ Vision

Inspiring Performance Every Day

Long-term Outcomes

Performances that Connect

International performances that inspire and unite New Zealanders, contributing to national pride and wellbeing

Engagement

Increased proportion of New Zealanders engaging with high performance sport

Strategic Focus Areas

Through partnerships we work to deliver a sustainable high performance system that enables New Zealand athletes to achieve repeatable success on the world stage. Our focus will be:

Tū te Ihi Performance Pathways

Pathways for athletes and coaches that enable them to develop and succeed now and in the future

Tū te Wehi Wellbeing and Engagement

High Performance sport environments that empower individuals to thrive

Tū te Wana Sustainable Investment

An efficient, integrated and collaborative high performance sport system enabling sustainable success
Kia Pono, Kia Tika, Me Aroha

Strategic Priorities

To be successful, we will aim to achieve:

1

Support targeted athletes to succeed on the world stage

2

Enhance system capability to ensure that wellbeing is everyone's right and everyone's responsibility

3

Enhance collaboration, capability and sustainability of the high performance system

4

Build system capability to increase the use of quality data to support performance and investment decision making

How We Deliver

Athlete investment

Targeted NSO and campaign investment

Athlete Performance Support

Performance environments and facilities

Programmes and partnerships

Research and innovation

Intelligence and systems

Leveraging success



HPSNZ vision

We remain committed to our vision for the High Performance Sport system – **Inspiring Performance Every Day**. Each four-year strategic plan we set steers us towards our vision.

Our vision is underpinned by two long-term outcomes that are the changes we want to see by 2032. They are:

1. **Performances that connect** – International Performances that Inspire and unite New Zealanders contributing to national pride and wellbeing.
2. **Engagement** – Increased proportion of New Zealanders engaging with high performance sport.

Strategic focus areas

Our Strategic Focus Areas are the changes we want to see by 2028. The three key shifts identified in the 2032 strategy and through the 2024-28 Strategic Plan HPSNZ will continue to build on these three strategic focus areas and the progress and learnings from the 2024 strategic period.

1. Tū te Ihi – Performance pathways

Pathways for athletes and coaches that enable them to develop and succeed now and in the future.

2. Tū te Wehi – Wellbeing and leadership

High performance sport environments that empower individuals to thrive.

3. Tū te Wana – Sustainable investment

An efficient, integrated and collaborative high performance sport system enabling sustainable success. Kia Pono, Kia Tika, Me Aroha.

Our strategic priorities

To deliver on our Strategic Focus Areas, HPSNZ will focus our efforts on three strategic priorities.

Strategic Priority 1

Support targeted athletes to succeed on the world stage

HPSNZ will partner with NSOs to ensure the critical elements a targeted athlete requires to train and compete on the world stage are provided inside funding limits.

What HPSNZ will do:

Athlete funding and scholarships

Through NSOs, provide an athlete funding framework that supports athletes to train and compete in line with their individual performance plan. Manage the Prime Ministers' Scholarship programme to enable athletes to build their future career opportunities.

Athlete Performance Support

In partnership with NSOs provide Athlete Performance Support driven by the identified need of targeted athletes and campaigns.

Coaching capability and depth

Partner with NSOs to build coaching practice that supports and raises the capability and effectiveness of coaches where required and builds system wide depth.

Daily training environments

Partner with NSOs to deliver quality daily training environments for targeted athletes.

Innovation and performance research

Invest in expertise to deliver cutting edge innovation and research, supporting targeted athletes and campaigns to push performance boundaries.

Strategic Priority 2

Enhance system capability to ensure that wellbeing is everyone's right and everyone's responsibility

HPSNZ will partner with NSOs to execute a system-wide approach to build capability and embed wellbeing best practice in all high performance environments.

What HPSNZ will do:

Taha Wairua

- Wellbeing best practice and accountability

Provide best practice guidance and support to NSOs and dedicated wellbeing investment into NSO led wellbeing initiatives. Build and maintain effective accountability systems aligned to the Wellbeing Framework and Guidelines.

Taha Whanau

- Build transparent and robust partnerships:

Prioritise opportunities for genuine engagement with NSOs, coach and athlete groups in key decision-making processes where it affects them and ensure roles and responsibilities of all stakeholders are clear.

Taha Hinengaro

- Mental Health support

Implement a system wide Mental Health Strategy to raise system wide awareness, knowledge, and advocacy to enable effective recognition and timely responses to individuals with mental health considerations.

Taha Tinana

- Athlete transition support

Partner with NSOs to ensure effective and safe transition of their athletes through their pathway

Strategic Priority 3

Enhance collaboration, capability and sustainability of the high performance system

HPSNZ will partner with NSOs to build the capability and depth required to support a sustainable and innovative high performance system that can evolve to meet the challenges and opportunities of New Zealand's unique environment and achieve repeatable success on the world stage.

What HPSNZ will do:

Invest in NSOs and their campaigns

Invest in targeted NSO campaigns most likely to succeed, are sustainable and align to longer term strategic goals and wider government priorities.

Support athlete and coach pathways

Partner and invest in NSO led coach and athlete pathways including in aspirational sports.

System wide depth, capability, and resilience

Provide appropriate support through investment, education and programmes to grow leadership, financial and risk management capability including climate risk mitigation.

High performance facilities

Build an HPSNZ Facilities Strategy and implementation plan to ensure the high performance facilities network remains fit for purpose and responsive to changing need.

2032 Brisbane Olympic and Paralympic games focus

Build a plan to maximise opportunities for success at the Brisbane Olympic and Paralympic games and build campaigns that leverage the 'Oceania games' opportunity to inspire and unite more New Zealanders and promote the 'New Zealand story' to the world.

Strategic Priority 4

Build system capability to increase the use of quality data to support performance and investment decision making

HPSNZ will lead an intelligence platform, and partner with NSOs to build capability and robust processes to capture, store and use quality data to optimise athlete health and performance outcomes.

What HPSNZ will do:

HP system intelligence framework

Implement an HP intelligence framework that drives quality data and reporting capabilities.

Qualitative learning tools

Expand HPSNZ Knowledge Edge reporting capabilities supporting system and invested NSO learnings.

Data capture and storage

Work with Sport NZ and NSOs to build a centralised data platform and people capability to ensure ongoing quality data capture, security and use, applying data protection and data sovereignty principles.

Accessible insights

Publish accessible intelligence reports that will enhance future performance and decision making. Implement a safe and effective AI platform across HPSNZ.

How we deliver

HPSNZ is a leader in the High Performance Sport System in New Zealand and its role is to partner with Nation Sports Organisations (NSOs) to ensure elite sportspeople and coaches are identified, developed and supported. A key component of this is the creation of performance pathways for athletes and coaches, and a national and regional performance network that supports the development of future talent. To achieve this, we focus on seven key activities:

1. Athlete investment

HPSNZ provides investment through NSOs to their athletes to enable them to train, progress and compete. Additionally, HPSNZ provides health insurance for these athletes to assist in supporting their wellbeing.

2. Targeted NSO and campaign investment

Partnering NSOs is one core operating approach for HPSNZ. Investing in targeted NSO and their key campaigns that are most likely to succeed, are sustainable, and align to longer term strategic goals of HPSNZ, is a priority.

3. Athlete Performance Support

Tailored athlete performance support is provided by HPSNZ through NSOs which includes sports science and sports medicine enabling athletes to progress their performance whilst ensuring their ongoing wellbeing.

4. Performance environments and facilities

HPSNZ delivers National Training Facilities including strength and conditioning and performance health that support key athletes and campaigns. Additionally, to enable more athletes and coaches to train closer to their home support network is a priority for HPSNZ, and partnering with existing facilities or entities to co-locate fit-for purpose high performance daily training environments is part of this approach. Building a HPSNZ Facilities Strategy and implementation plan to ensure the high performance facilities network remains fit for purpose and responsive to changing need, is a key initiative.

5. Partnerships and programmes

Through partnerships HPSNZ seeks to build the capability and depth required to support a sustainable and innovative high performance system. HPSNZ will also provide appropriate support through its programmes to grow leadership, financial and risk management capability, including climate risk mitigation, to deliver a sustainable high performance sport system that enables New Zealand athletes to achieve repeatable success on the world stage.

6. Research and innovation

HPSNZ is partnering with leading domestic and international academic and scientific institutions to enhance the impact of research and innovation within the New Zealand high performance sports system. The majority of our Podium Sports have clear long-term innovation plans in place and we continue to support Podium Sports with implementation of impactful innovation projects.

7. Intelligence and systems

Quality data is a key input into performance tracking, athlete health and investment analysis and decision-making. HPSNZ is currently working on developing a new end-to-end system-wide intelligence platform including analytics tools and dashboard across the system. The aim is to have a fit for purpose intelligence platform that will have live and accurate data and tools to inform performance tracking and planning for coaches and athletes.



Measuring our performance

Our performance measurement activity shows how Sport NZ and HPSNZ are working towards their strategic focus areas and strategic priorities, the delivery of our key programmes and maintaining organisational health.

Outcome measurement

To track progress towards the achievement of our long-term outcomes, a set of measures for our Strategic Focus Areas has been developed for both organisations. These measures are created to allow us to form a view of whether we are achieving those objectives that will lead to our long-term outcomes. We will also continue to measure and monitor our long-term outcomes but expect movement in them to be over a longer period of time.

For the Sport NZ Group these measures are focused on our vision of **Every Body Active in their way, Everyday**. In this strategic period, Sport NZ are concentrating on improving the activity levels of tamariki and rangatahi, with an additional focus on communities who are less active and/or those who do not have equitable access to be active. While for HPSNZ, outcome measures focus on high performance results on the world stage that inspire and engage New Zealanders.

Data sources

Sport NZ draws on surveys, evaluations and partner reporting to provide the quantitative data to assess its outcome performance. The main methods used are:

Play, active recreation and sport participation

Active NZ surveys around 30,000 children and adults per year to measure nationwide participation in play, active recreation and sport.

Stakeholder and participant satisfaction levels

The Partnership Confidence Survey allows the Sport NZ Group to gauge the value our partners derive from the services and advice Sport NZ and HPSNZ provide.

The Voice of Participant survey allows us to better understand the experience participants have as members of sports codes.

Partner capability

Annual partner reporting requires partners that receive above \$50k to report progress against funded initiatives that are going to achieve our mutually agreed outcomes. This process allows us and partners to assess how partners are changing and learning to deliver further impact.

Implementation and impact of initiatives

Formal evaluation programmes, such as of Healthy Active Learning, tell us how efficiently the programme is being implemented and mark progress towards the programme outcomes.

HPSNZ draws on performance results and other evaluation methods to assess its outcome performance. The main methods used are:

Progress across high performance programmes and campaigns

Medals, podium results, placings and world rankings, as well as monitoring our position within the international environment using tools such as the virtual Olympic medal table¹.

Public engagement

The Active NZ survey also asks questions about New Zealanders engaging with and being inspired by high performance sport.

Performance of key programmes

Our Performance Framework also allows us to track the performance of our key programmes - known as strategic priorities. Measures have been created for these strategic priorities and these are captured in the annual Statement of Performance Expectations.

Data for these measures comes from a range of stakeholder surveys and feedback methods.

¹ The virtual Olympic medal table predicts the number of medals that will be won by each country, based on current performance: <http://www.gracenote.com/virtual-medal-table/>

Group Organisational Health and Capability

We know that to reach our strategic direction over the next eight years, Sport NZ and HPSNZ need to be operating at their best. In addition to tracking our organisational health, we'll be concentrating on a few key areas that are important to the Sport NZ Group.

Advancing our bicultural journey

Through Tū Te Ihi, our Māori cultural capability programme, we continue to build stronger Māori cultural capability to empower the Sport NZ Group to engage in a manner that enhances the mana of all parties and respects Māori tikanga. We are also taking important steps to develop a bicultural approach to processes and decision-making.

Diversity, equity and inclusion

We know that diversity, equity and inclusion lead to stronger whanaungatanga and improved organisational performance. Across the Sport NZ Group, we remain committed to closing the gender pay gap and are making steady progress towards this through a range of initiatives.

More broadly, we've developed a Diversity and Inclusion Action Plan for 2021-25 that will drive change and build long-term commitment to ensure diversity and inclusion is prevalent throughout Sport NZ and HPSNZ. The four priorities include:

- Informed and committed leadership
- Attract, retain and build a diverse and inclusive workforce
- Enhanced cultural capability through education and engagement, and
- An organisational culture that fosters a sense of belonging, openness and equity.

Reducing our impact on the environment

The impacts of more extreme weather are increasingly determining where and when play, active recreation and sport can take place, and how people can participate. We are also mindful of the impact of the play, active recreation and sport sector on the environment through emissions and other forms of consumption. As a statutory Crown entity, Sport NZ is committed to our role of measuring, reporting, and reducing our emissions as part of the Carbon Neutral Government Programme (CNGP).

Business process improvement

As part of our continuous improvement approach, we have identified several business systems that need to be upgraded to ensure we remain fit for purpose and able to provide partners with a better experience of working with us. The areas we will be working on over the strategic period are:

Business systems roadmap

To develop a business systems roadmap which captures the current state, business and user requirements for the future state and identify where we need to enhance, upgrade, decommission, or replace systems. With the aim of creating more efficient and focused use of resources, clarity on business systems approach, improved safety and security of data, and removal of manual work-arounds.

Stakeholder engagement

To develop a matrix of stakeholder engagement categories (including benefits and obligations), with criteria for each category and process for moving from one to another. Map existing and potential stakeholders to clarify who we are working with, why, at what level, with what support and with what obligations. Allows for efficient deployment of resources and greater focus on execution of strategy.

Investment management

To improve co-ordination across the Group regarding investment processes to ensure a portfolio approach, with all investments managed by the investment teams and all investment information managed in one place. To result in a single view of investments made across the Group, an ability to respond quickly to investment variations, and clear ownership of investments within the Group.

Partner reporting

To develop end to end reporting process developed from SPE measures to investments, ensuring that there is clarity on the reasons for the reporting and the uses to which it is put. With the aim of improving the efficiency of resource use, move away from a compliance mindset, allow greater actionable insights to be obtained, promoting learning across the sector, and support strategy execution and future direction setting.

Business planning and performance

Develop a business planning approach and system that better allows the Group to identify its highest priorities and ensure that these are appropriately resourced in a way that deliver success. To clarify what is important, the process for considering new work, better manage workloads across the Group, and apply resources more effectively.





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