Stories of the future

Alternative futures for Sport NZ

A REPORT FOR SPORT NZ

SPORT NEW ZEALAND IHI AOTEAROA

Te Kāwanatanga o Aotearoa
New Zealand Government

Why explore the future?

A time of rapid change is the best opportunity to impact wide-scale positive change.

Sport NZ is continually thinking about how it might adapt to respond to the changing environment and the challenges and opportunities this presents.

To assist this thinking, it commissioned a strategic foresight process to identify alternative stories of the future to add to its strategic thinking and 2024 plus strategy, and to provide confidence that it is taking the right actions today – fit for a future it wants, and adaptive for the changes and disruptions it will experience in the coming 5-10 years.

Process facilitated by:
Dave Adams
Sport New Zealand
November 2022

Topics covered included:

- identifying and testing the assumptions held by Sport NZ that are influencing how its strategic issues are being considered
- examining what status quo or traditional practices need to be challenged to create new futures
- emerging disruptions and transformations ahead
- scenarios to illustrate alternative futures to consider a much wider range of contexts in which Sport NZ may be operating and to generate new insights into possible future developments
- consideration of ideas, opportunities and risk reduction to enable a level of anticipation, and therefore preparation, for the inevitable surprises that Sport NZ will encounter.

These topics underpin a new approach to having conversations about the future and identifying narratives to underpin a period of rapid change.

This document summarises the Sport NZ strategic foresight conversation from the development of an initial baseline perspective to the elaboration of four potential scenarios.

This initially involved a facilitated workshop with the Sport NZ Board to identify the most impactful and uncertain disruptors for sport and recreation. Facilitated workshops with Sport NZ staff followed that explored each of the four possible future scenarios developed using the identified disruptors. Staff were also surveyed to gain a sense of how they are thinking about the future.

A 10-year time horizon was used.

Key findings

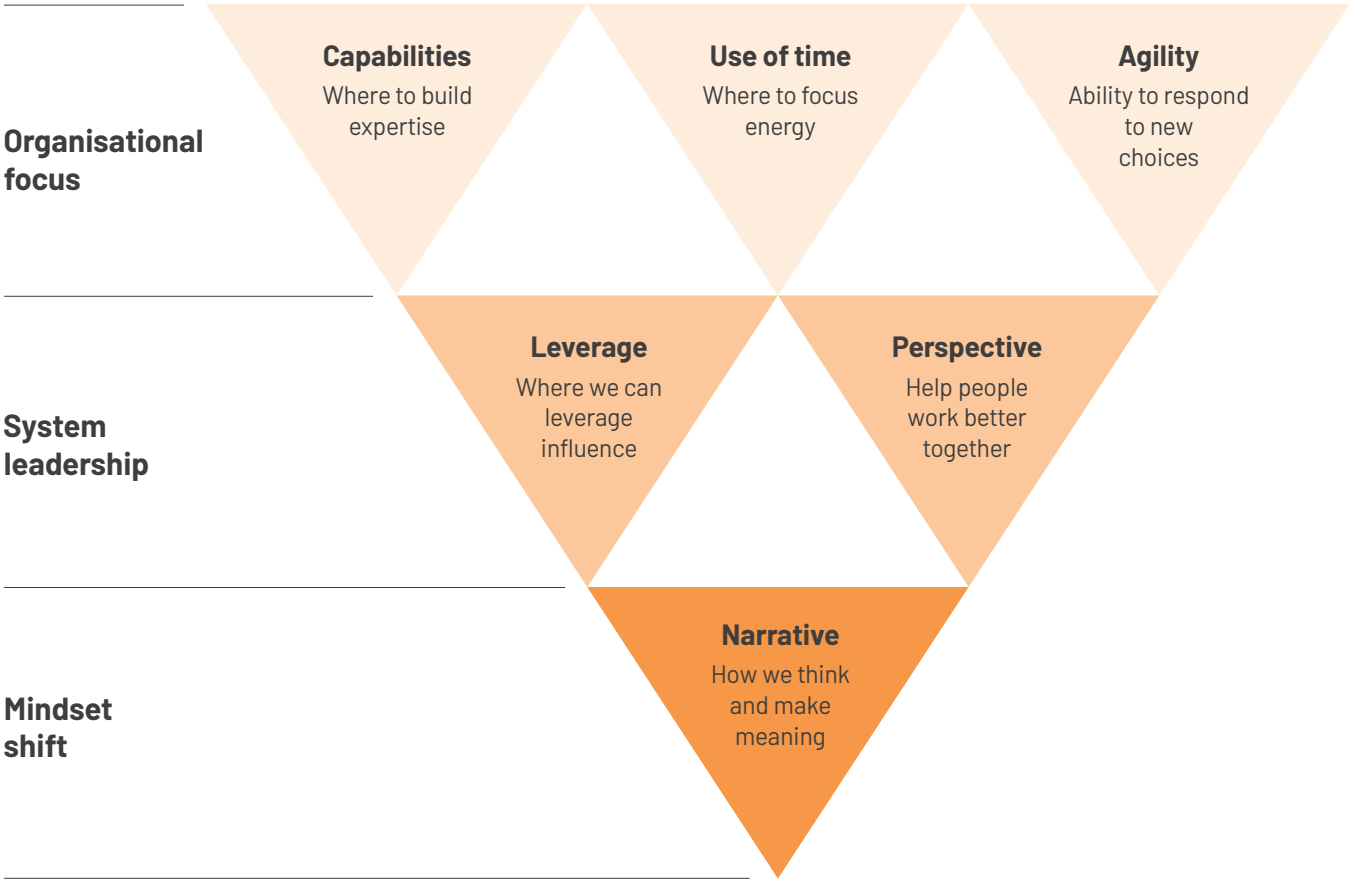
The need for Sport NZ and the sport and recreation sector to continue to adapt to a changing world is widely acknowledged. Rather than being constrained by assuming a single future, Sport NZ (and the sector) would benefit from exploring alternative scenarios to be ready for future uncertainty. This learning journey also helps to clarify today's issues and allows us to think more creatively.

This report adds to this learning journey and is intended as an input into ongoing strategic thinking. As the Crown agency for sport and recreation, Sport NZ has a significant role in responding to the current challenges and future opportunities and providing guidance to the sport and recreation sector. That said, it should not think it has to act alone or have all the answers. This is as much about what Sport NZ wants to become, as the actions it might take.

This report focuses on four alternative futures to identify the capabilities Sport NZ will need to enhance its resilience. It identifies future opportunities and challenges, and today's practices, mindsets and structures that may be holding it back. It also suggests actions Sport NZ could take to assist to bring the preferred future for sport and recreation to life.

Collectively, these inputs highlighted six immediate opportunities for Sport NZ.

Six key opportunities for Sport NZ



Organisational focus

Capabilities

Several capabilities were common across all or most scenarios. They help Sport NZ think about the capabilities it might need to develop, and the extent to which they align to the sector's preferred future.

Sport NZ will need to partner with a broad mix of others, build networks and hear from a wider diversity of voices. It has a key role in the timely gathering, tailoring and dissemination of knowledge, and in sharing a deep understanding of what is happening around us and what might happen in the future. It will need to respond to new technologies, but not allow this to create a wedge between human connection. Influencing the planning and design of spaces and places is set to become increasingly important, as is the ability to build local connections and influence.

Use of time

Organisations struggle to find adequate time to think about and plan for the future, typically being overwhelmed by the issues of today. Sport NZ is no different. However, as the kaitiaki of the sport and recreation system, Sport NZ is better placed than most to dedicate a greater focus to understanding and preparing itself and the sector for the future.

To create a more inclusive physical activity system, it is clear that people need to be encouraged to move in whatever ways work for them or they will continue to be marginalised by a system that doesn't recognise diversity. For Sport New Zealand to remain relevant, there needs to be an increased appetite for risk, agility, innovation, and change to support people to move in an increasingly changing environment

How does Sport NZ carve out more time to focus on the future?

Agility

Exploring alternative futures brings in new perspectives and paradigms and opens more choices and possibilities - critical if Sport NZ is to remain fit for purpose in a fast-changing environment. Correspondingly, it also challenges its ability to quickly adapt to change. This requires agility and flexibility.

To create a more inclusive sport and recreation system, it is clear that people need to be encouraged to move in whatever ways work for them or they will continue to be marginalised by a system that doesn't recognise diversity. For Sport NZ to remain relevant, there needs to be an increased appetite for risk, agility, innovation, and change to support people to move in an increasingly changing environment.

Is Sport NZ agile enough? How does it become more agile?

System leadership

Leverage

To impact behaviour change, Sport NZ needs a deep understanding of systems thinking and the levers available to it to impact change. While funding is one of these levers, the emphasis currently placed on it overshadows other levers such as the flow of information, advocating for system rule change, innovation, and facilitating alignment and collaboration.

As an example, survey responses spoke of the wide range of policies and laws at every level in the system that can have a strong influence on participation. There is an opportunity for Sport NZ to influence policies across the system to address attitudinal and physical barriers to participation in the diverse spaces people want to be active.

It is also an opportune time to think about better ways of working together across the system. There may be an opportunity for Sport NZ to play a role in being a connector and facilitator in the system and provide opportunities for nation-wide conversations about barriers and issues that are applicable across the country.

How does Sport NZ build its understanding of systems thinking and direct resource to the most influential leverage points?

Perspective

Responses from staff identified they are thinking about both the current and future context differently. The latter emphasises the need to consider alternative scenarios when making strategic decisions and should prompt greater exploration of reference points/data that validate the emergence (or otherwise) of the scenarios.

Nonalignment of perceptions of the current context reflect significant levels of ambiguity and reinforces that we are not starting from the same place, with our perspectives coloured by the assumptions and mindsets we all have. This emphasises the need for ongoing critique of assumptions.

The high alignment to the preferred scenario is reflective of the staff values but given this is identified as the least plausible scenario it raises the question to what extent current strategy is based on this most hopeful state?

Mindset shift

Narrative

Every organisation has a story. It is a narrative staff and stakeholders create. It is neither right or wrong, but is powerful in informing how we construct meaning, often more powerful in influencing behaviour than data or evidence. To avoid culture eating strategy for breakfast (attributed to Drucker), it is important Sport NZ can tell a story that is aligned to its vision of Every Body Active and the characteristics of the preferred future, and that it is a story that other's would tell about the organisation.

Currently Sport NZ does not appear to have a consistent narrative. As such, staff and others are constructing different meaning about why we exist and what we do.

What is Sport NZ's narrative? Is it effective and aligned to the future it wants to create?

Sport NZ will need courage to change and to influence change. It has the opportunity to reimagine and realise what it becomes and is known for. This report is a step along that journey of discovery.

Building on report

This report is intended as an input into Sport NZ's strategic thinking. It should be used as a catalyst for discussion and exploration – a step on Sport NZ's learning journey.

It should be read in conjunction with other futures work Sport NZ has produced (Sport NZ futures platform), and which is available elsewhere.

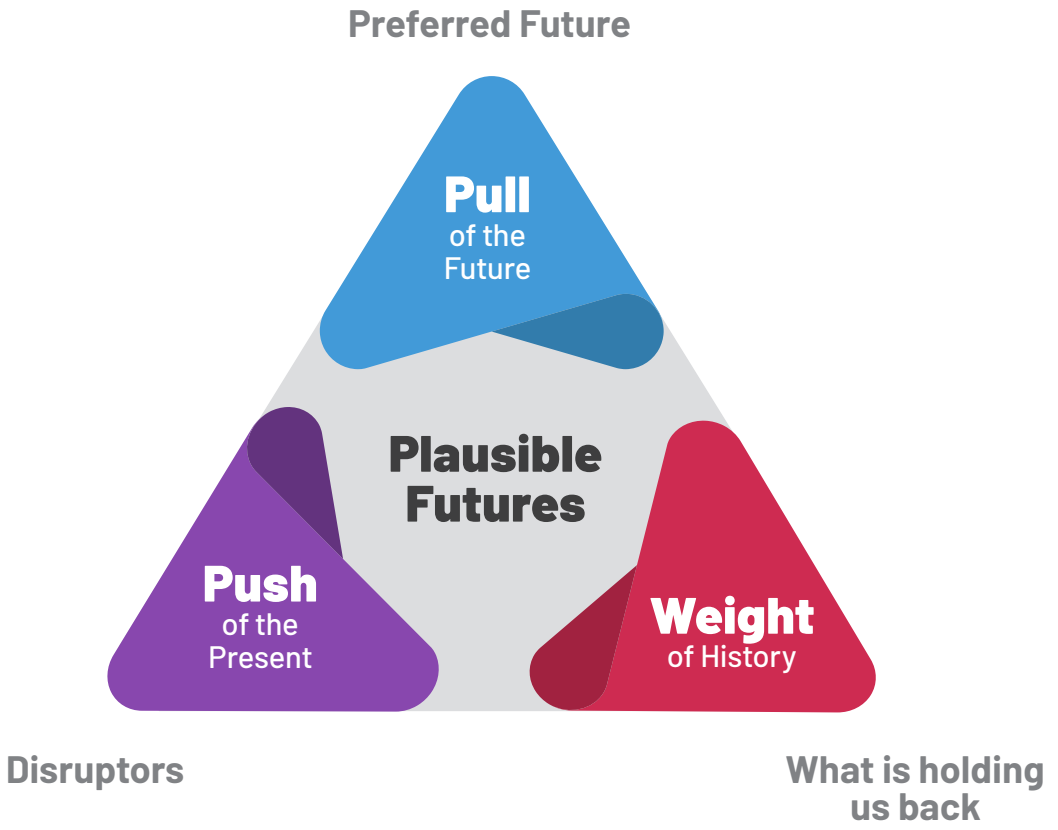
The report can be built on through:

- Testing the scenarios in the report with a more diverse audience, notably young people, those currently outside the traditional sport and recreation system, and from a Māori worldview perspective.
- Further conversations about the 'weights of history' - those practices, structures and mindsets that are holding Sport NZ back – and exploration on how these could be overcome.
- Continuing to identify actions to bring the sector's preferred futures to life, including encouraging others to do likewise. This would include backcasting – identifying the steps from the future back to today that are required to achieve the desired state.
- Creating further alternative futures. This will improve Sport NZ's resilience and help it and the sector move forward.
- Exploration of Sport NZ's narrative and the metaphor that underpins it.

Underpinning approach – futures triangle

Futures is a learning and creative journey. It helps us better understand the processes of change so that wiser preferred futures can be created.

The *Futures Triangle* developed by renowned futurist Sohail Inayatullah was used to map the past, present and future to help explore the space of plausible futures. This provides a high-level approach to exploring the future.



The basic idea is that there are three dimensions that shape plausible futures: the weight of the past; the push of the present; and the pull of the future. The tension and interaction between these three forces creates a possible future space, inside the triangle. The workshops used the triangle to explore the following questions:

Weight of history

- What is holding us back, or getting in our way?
- What are the barriers to change?
- What are the deep structures that resist change?

Push of the present

- What trends and disruptors are pushing us towards particular futures?
- What quantitative drivers and trends are changing the future?

Pull of the future

- What is pulling us towards particular futures?

Four possible and plausible future scenarios for Sport NZ were created from the disruptors viewed as the most impactful and uncertain for Sport NZ – the response to climate change and growing diversity.

Sohail Inayatullah's paper on Six pillars: Futures thinking for transforming provides more information on the futures triangle and a more comprehensive approach to exploring the future.

What Sport NZ thinks will happen in the future

The assumed or baseline future is one possible future. It is a good way of emptying the mind of the most pressing worries to help identify not only what you want to avoid, but some of the characteristics that you want to work towards.

A baseline future is what we generally think will happen if there is limited change. It is not radically different from today and is derived from what we see in the world around us. The purpose of the baseline future is not to predict what the future of Sport NZ and sport and recreation in New Zealand will look like in 5-10 years, but to help identify the obvious issues, and stimulate conversations around how Sport NZ and the sector could respond.

The basis of Sport NZ's baseline future was identified via a survey completed ahead of the first workshop by a cross-section of Sport NZ staff. The survey questions are designed to draw out a common understanding of perceived opportunities, threats, and aspirations for the future of Sport NZ and sport and recreation in New Zealand. (Survey responses are provided in Appendix 1.)

In Sport NZ's baseline future, it is assumed:

- the relevance and appeal of physical activity will grow and change as the prevalence of both poor physical and mental health conditions grow, although there will be new ways to be physically active, increasing competition for leisure time, and variable participation rates across demographic groupings
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- there will be continued central and local government support for sport and recreation including the retention of an influential Minister for Sport
- engagement with sport and recreation will continue to be central to how we view ourselves as New Zealanders
- access to sport and recreation opportunities will improve, although inequality will persist, and cost will continue to be a barrier for some
- virtual and augmented reality will challenge the definition of sport, but the desire for physical connection with others will ensure traditional delivery retains its dominance
- there will be increased pressure on discretionary time for both participants and volunteers as our lives get busier
- changing locations and patterns of work will influence the spaces where sport and physical activity is delivered and accessed
- strengthening existing partner capability will be key to increasing sport/recreation and physical activity levels
- the value of physical activity will be more strongly recognised within education settings
- climate change will have only modest impact on sport and recreation delivery
- there will be increased pressure on international travel, but the fundamentals of the high-performance model will remain intact, with the Olympic and Paralympics retaining their pinnacle status
- sufficient funding will continue to be available to support sport and recreation, although the sources of funding may change
- the sector and New Zealand society will embrace a bi-cultural approach to sport and recreation delivery
- there will be a continued focus on short-term decision-making.

Sport NZ recognised the following issues could disrupt the future they assume will occur:

- Worsening economic conditions and an unequal recovery may widen gaps in participation due to issues of affordability and access
- The urgency of economic and climate issues may reduce political and individual focus on sport and recreation as a priority
- An aging population may see government view physical activity as a more central part of strategies to drive a healthier, more mobile and independent older population
- Participants will become increasingly diverse, affecting how the sector engages, communicates, and creates relevant offers
- Non-binary view of gender may pose challenges for competitive and contact sports, that currently rely largely on a male/female binary
- Greater demands on the sector to demonstrate its green credentials and effectively manage its carbon footprint
- More volatile weather will impact outdoors activity and could influence the activities people choose
- Organisations and the workforce will require the tech skills and capabilities to meet consumers 'where they are' and provide relevant user experiences
- In-home exercise grows in popularity, boosted by consumer experiences during the pandemic.

There are probably no surprises to those within Sport NZ in this baseline future scenario. It reflects what many people and organisations in the sector are contemplating now – how do they compete with virtual sports, how are they going to deal with climate change, how are they going to ensure they have adequate participants and funding levels going forward, how do they address current inequities in the system, and what will the long-term effects of COVID-19 be.

Moving beyond baseline future

Strategy is typically based on the assumption that a single assumed future will play out – the baseline future. As the future is unknown, reliance on a single future compromises our resilience to change.

There is a need to move away from prediction and a focus on a single future, to instead consider alternative scenarios that help us explore questions and prepare for unknowns. A few questions emerged in the baseline future discussion including:

- To what extent do plans assume the current delivery structure is appropriate?
- How does current thinking align to our preferred future?
- Are we clear about the synergies (or lack of) between increasing physical activity rates and high-performance success?
- Are we focused on the right mix of partners?
- Does our value proposition need to change to align with societal priorities?
- Are we placing too much priority on funding as the key lever for change?
- What extent will climate response impact international travel and the high-performance model?

The variety of perception or response to these questions emphasises that no single future can be assumed. An exploration of how respective scenarios may challenge these questions leads to more robust strategic dialogue. It is easy to get misled by extrapolating from obvious trends and developments.

To avoid this, a common approach is to develop scenarios that explore plausible future states. Developing these scenario narratives can be achieved through the combination of uncertain disruptors to form stories of the future.

Sport NZ has identified 31 phenomenon as causing the most disruption to the future of sport and recreation in New Zealand - Disruptors.

Of these, the Sport NZ Board identified 13 disruptors it thought would most impact Sport NZ.

Most impactful disruptors to Sport NZ

The following future disruptors were highlighted as potentially the most impactful for Sport NZ. Each are linked to reports.

Inequality	Socio-economic inequalities, while primarily associated with financial measures, also include the digital divide determining access to digital products & services so vital to full participation in contemporary New Zealand.
Workforce changes	The play, active recreation and sport sector will be subject to the same forces (e.g. demographic) shaping other workplaces. Challenging for the paid sector, these will prove particularly challenging for the key volunteer support groups.
Status of public funding	Managing the government's finances will be challenged by a multitude of global and domestic challenges arising from the pandemic aftermath, geo-political tensions and climate demands. Potential moves between orthodox and non-orthodox economic policies will determine future funding status.
Human augmentation	Advances in soft robotics, wearables and the brain-computing interface will add to an individual's physiological capability or reduce a deficit. Emergent technologies in this area include augmented biomechanics, enhanced physiology, ingestible robotics, neurotechnologies and nutrigenetics.
Gaming, augmented and virtual reality	Online, virtual and augmented reality sports will grow as both participant and spectator activities. Will it complement or detract from Sport NZ activity?
Evolving Crown Māori partnerships	The evolution of Te Tiriti partner's relationship. Gaining a better understanding of the Māori world-view and how we can work in genuine partnership.
Data-driven processes and services	Increasing internet usage is highlighting the ongoing tension regarding data privacy. Online providers collect and store personal data to provide services, but often beyond the user's expectations and undermining personal autonomy.
Space and place dynamics	Trends in urban land use may change, either positively or negatively, the availability of suitable sport and recreation venues. Urban and rural development will impact community resilience through climate change mitigation, transport access and housing availability.
Athlete participation and wellbeing	The pressures on athletes continue to intensify with implications for both physical and mental health. It will remain a critical dimension to the future competition environment, with psychological awareness, changing social context, and appropriate use of technologies (e.g. biometric data) all part of the mix.
Social licence	Pressures on government to change priorities to address key issues may result in spending on the sector becoming more discretionary if sport is no longer regarded as a universal good. Athlete activism, opposition to travel and emergent social issues all contribute to the creation of an increasingly complex environment that the sector will need to navigate.
Sustainable business models	Future funding models will be heavily influenced by changes to broadcasting and sponsorship agreements that continue to reflect evolving consumer preferences, participants' ability to pay, and changes to gambling proceed distributions.

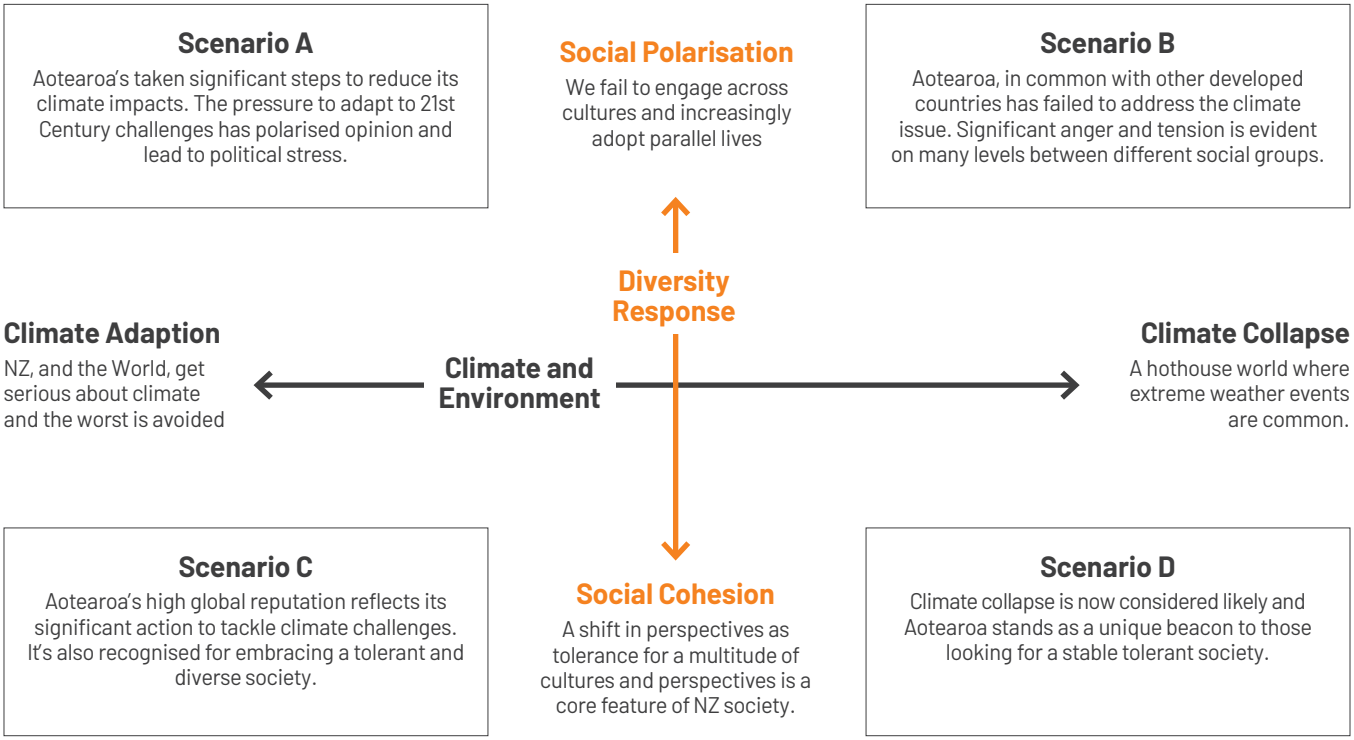
Following a group discussion and ranking exercise, the response to climate change and diversity were the disruptors chosen to develop several future scenarios. They were chosen based on potentially high impact and levels of uncertainty.

Climate change response	Energy transition and political action are required to mitigate climate change, and includes the need to address climate change within the activities of the sector
Increasing diversity	Increasing diversity is likely to generate a far more kaleidoscopic context for the provision of PARS programmes. It will also increasingly bring to prominence alternative worldviews that will challenge historically dominant perspectives.

Alternative futures

Thinking in scenarios enables consideration of different strategic contexts and anticipation of some of the elements to be considered if the future evolves in different ways.

To identify possible and plausible alternative futures for Sport NZ, four scenarios were created based on the opposite of two uncertainties playing out – response to climate change and diversity. It should be noted these scenarios will likely not happen exactly as described. They provide an opportunity to explore a plausible strategic context that could be encountered. The aim is to use them as prompts to highlight what may need to be considered over the coming period.



Sport NZ staff explored each of the scenarios through considering:

- What would the key implications for Sport NZ and the sector be if the scenario eventuated?
- What is the biggest challenge / opportunity the scenario presents?
- What capabilities would Sport NZ need to be successful in the scenario?

Overall, the aim was not to judge whether the scenario will occur, but to consider what Sport NZ would do if it did.

In exploring these scenarios further, consideration could be given to how other drivers may play out in these contexts. For example, "how would our commitment to Te Tiriti be impacted in the given scenario?"

The full narratives for each scenario are provided in Appendix 2.

Scenario A: **New game plan**

Aotearoa's taken significant steps to reduce its climate impacts. However, the pressure to adapt to other 21st Century challenges has fractured cohesion and increased inequalities.

Key implications

- Increased division and tribalism
- Increased competition for leisure time
- Barriers to long-haul international travel. NZ more isolated as a result, with Australia and Pacific Islands increasingly important
- Dense living and travel barriers require rethink of stadia, facility, and space/place models
- Physical activity opportunities more a part of everyday living
- Activity more localised, and increasingly virtual
- Continued inequalities

Biggest opportunities

- Sport and recreation as mechanism to reconnect people and communities beyond virtual contact. Becomes key component of value proposition. Multi-code 'hubbing' part of focus. Face-to-face counters prevalence of screen only
- Increased focus on local delivery and local empowerment. Heightened emphasis on agencies with community connections such as Councils, Iwi, local recreation, RSTs and private providers
- Specific targeting of tribal sub communities to achieve outcomes
- Embracing virtual and augmented opportunities to complement and sometimes replace traditional delivery. Includes participating, spectating and high-performance experience, with emphasis given to improving inequalities through access and 'levelling the playing field' between abled and disabled.
- Rethink, rationalise and future-proof facilities and spaces and places
- Explore Sport NZ scope, with opportunities to take stronger role in active transport and active living quadrants
- Catalyst for mind shift and narrative change away from emphasis on competition and winning on world stage
- Reimage the high-performance model - greater emphasis on entertainment and/or embrace virtual construct with elite sport no longer being 'travelling circus'. Greater competition engagement with Australia and Pacific Islands

Biggest challenges

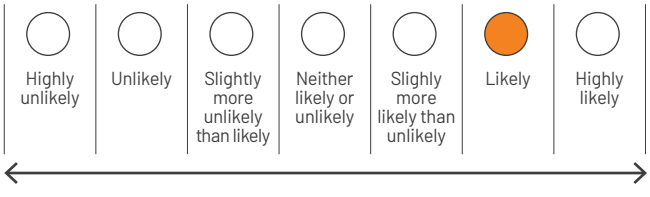
- Agility, awareness, and willingness of current system players to adapt may see sport and recreation overtaken by competing leisure options, with flow-on impact to external support
- Changed role for Sport NZ and national deliverers. What is it?
- Embrace tribalism or push against it?
- Ability for Sport NZ to connect and influence at local level
- Case for justifying continued green space in cities with heightened density
- Risk of displacing volunteers. Once gone, will it be possible to get them back?
- Inequitable access could continue with tech literacy presenting a generational divide
- New set of integrity challenges
- High resentment among parts of community may compromise willingness to engage
- Distrust in Government may translate to distrust in government agencies, including Sport NZ
- Change to sport model as we currently know it, with high performance model particularly challenged
- Increased pay for play with lurch toward US model of high volume of fans but low participation

Necessary capabilities

- Connector, facilitator, and partnership builder with local agencies
- Strong storyteller and influencer
- Bring strong understanding of new world – alternative futures/macro trends/longitudinal research - implications
- Strong partner identification that aligns with new narrative, including greater commercial and private sector
- Technology shaper/designer
- Virtual and augmented knowledge and partner with those with knowledge
- Spaces and places design influence
- Influence traditional thinking – creative, innovative, risk taking, adaptable, agile

Plausibility

Staff viewed this scenario as plausible, although are sceptical about climate issues having been addressed.



Scenario B: **Sink or swim**

Aotearoa, in common with other developed countries has failed to address the climate issue. Significant anger and tension are evident on many levels between different social groups.

Key implications

- Focus on economic growth and global competition
- Increased climate change impacts being experienced including coastal displacement affecting facilities and types of recreational activities
- Yet, Aotearoa an increasingly attractive place to migrate to given more extreme climate impacts elsewhere
- Ongoing inequality exacerbated by cost of living and uneven access to technology
- Increased division, tribalism, and resentment, and corresponding increase in civil disobedience
- Communities becoming smaller – no such thing as city or suburban community

Biggest opportunities

- Heightened relevance of value proposition given declining physical health; increasing mental health issues; and diminishing cohesion
- Forced rethink of delivery model and product offering, cutting though reticence to change, and lagging world views that have been barriers to evolution e.g. back to basics – value of movement
- Embrace virtual and augmented reality as complementing product offering – an opportunity rather than a threat
- The renaissance of the local club as community hub and connector
- Broaden scope to actively engage and influence active transport
- Greater focus on sustainable, indoor facilities. Opportunity to rationalise
- Elite and competitive sport as source of escapism (diversion) and connection point – increased importance

Biggest challenges

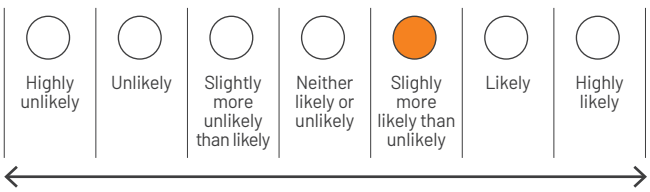
- Rapid acceleration of alternative leisure pursuits
- Change in sport ownership model – super wealthy buying rights to sport i.e. IPL model
- Changing traditional approaches and mindsets at sufficient speed to remain relevant – role of national organisations in localised market; less outdoor activity; potentially less participation in structured sport; attractiveness of product offering to increasing migrants
- The role of high performance in a world of significantly reduced (or slower) international travel
- Retaining central and local government focus given significant other issues. Are we still relevant?
- Retention of role of sport and recreation in how we define ourselves as New Zealanders
- Rising costs and digital divide heightening the uneven access to sport and recreation
- Increased inequity with ability to only help active to be more well. Non active have bigger issues
- Growing civil disobedience leading people to increasingly stay at home, rather than recreate in public

Necessary capabilities

- Clear and focused value proposition and narrative, strongly communicated
- Strong political positioning and relationships
- Strong and timely intelligence to understand what is happening/changing
- Local relationships, connections, influence – sport and recreation as community connector
- Robust understanding and/or connections to virtual, augmented expertise
- Space and place planning and facility design influence

Plausibility

Staff viewed this scenario as possible, but assume technology will play a role in resolving some significant climate issues without compromising living standard, and therefore the future will not be quite this bleak.



Scenario C: **In the zone**

Aotearoa's high global reputation reflects its significant action to tackle climate challenges. It's also recognised for embracing a tolerant and diverse society.

Key implications

- Circular and sharing economy displaces previous consumer-based
- Community wellbeing and connectivity valued with heightened focus
- Greater reliance on government and user pays with ceasing of gambling funds
- Heightened voluntarism
- Slower international travel e.g. ships or slower more energy efficient aircraft
- Improved equality
- A free-will society; do what wish if not harming others

Biggest opportunity

- Sport and recreation strengthen standing with central and local government, given value proposition alignment
- Sport and recreation continue to feature strongly in the narrative of what it means to be a New Zealander
- Increased engagement and relevance with local communities, positioned as critical connectors, identity builders
- Local/regional competitions as part of a revamped sport delivery model – heightened local identity
- Volunteers as critical resource as sport and recreation sheds paid roles
- Increased demand for local sport and active recreation opportunities
- Greater place/space case for sport and recreation, including repurposed retail space
- Rationalised international competition results in renaissance of interest in previously overloaded market

Biggest challenge

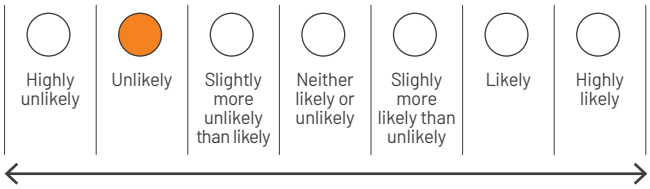
- Need to be deliberate about where to focus to retain relevance and avoid sense of – "no problem to solve"
- Change of system model and partner mix with shift of emphasis from national to local, with corresponding evolution issues
- Ability to meaningfully connect locally given previous fear of being defeated by volume
- Significantly changed funding model with reduction in commercial revenue with lower volume of high-performance activity and decline/discontinuation of gambling revenues
- Impact on elite athlete motivation with return to amateur status
- Shift to urban living impacts activity that was previously coast based

Necessary capabilities

- Local connections and influence
- Understanding local systems and leverage points
- Strong connections with volunteering sector
- Space and place and facility design/influence
- Strong central and local government value proposition and relationship build
- Direction setting and change management
- Stronger health emphasis
- Bicultural understanding

Plausibility

Viewed as the least plausible scenario as it underplays climate challenges and corresponding impactful calls yet to come. Raises the question to what extent current strategy is based on this most hopeful state?



Scenario D: **Extra time**

Climate collapse is now considered likely and New Zealand stands as a unique beacon to those looking for a stable tolerant society.

Key implications

- Exposure to cumulative climate hazards and related health issues
- Decline in international travel leaving NZ connecting more strongly with Australia and Pacific Islands
- Artificial intelligence ever-present
- Coastal retreat adds to urban density, although countered by more people living off the grid
- Increased attractiveness of Aotearoa leading to diverse community

Biggest opportunity

- Fertile ground for sport and recreation to be critical connector
- Rethink of space/place model and facility design, with greater emphasis on community hubbing, indoor, and sustainability
- Acceleration of new activities/products/experiences, aligning with technology shifts, increased immigration driven diversity, and climate impacts – forced mindset change
- Improving 'traditional' sport experience, including high-performance, through virtual and augmented adaptations
- Adjusting and embracing warmer climate activities, while rebalancing emphasis from outdoor activity to indoor
- Broadening scope to include active transport
- Renaissance of local/regional competitions, including as community identity builder
- Emphasis on providing quality experience

Biggest challenge

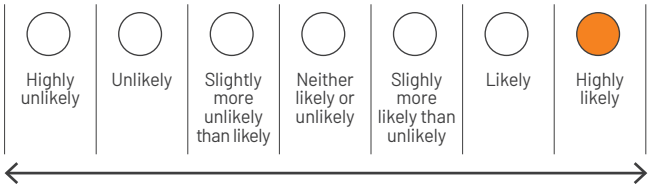
- Willingness, ability, agility to adapt delivery model
- Retaining current value of high performance given collapse of international travel
- Repurposing events and associated infrastructure to align with national/regional/local only content and more extreme weather
- Remaining aligned to changed government priorities – what is our narrative?
- Retention of bi-cultural emphasis in an increasingly multi-cultural society
- Impact of artificial intelligence on physical activity motivations and the integrity of sport
- Loss of sport and recreation space through climate change impact
- An increasingly disengaged and disenfranchised youth

Necessary capabilities

- Articulation and positioning of compelling narrative - selling change and vision for future
- Change management support – enabling sector to adapt to lead change
- Partnering – broader mix including commercial
- Influence urban and facility design – key relationship with likes of Housing and Urban Development
- Bi-cultural positioning and weaving multi-cultural perspectives into this
- Community connectors
- Assisting with event resilience -insurer?

Plausibility

Viewed as the most plausible of the scenarios, with generally little confidence that climate issues will have been averted, but that the corresponding issues will not damage social cohesion.



Key capabilities

Each scenario will bring different opportunities and challenges, but there are a common set of capabilities that Sport NZ and the sector need that will help them respond better to any of the scenarios.

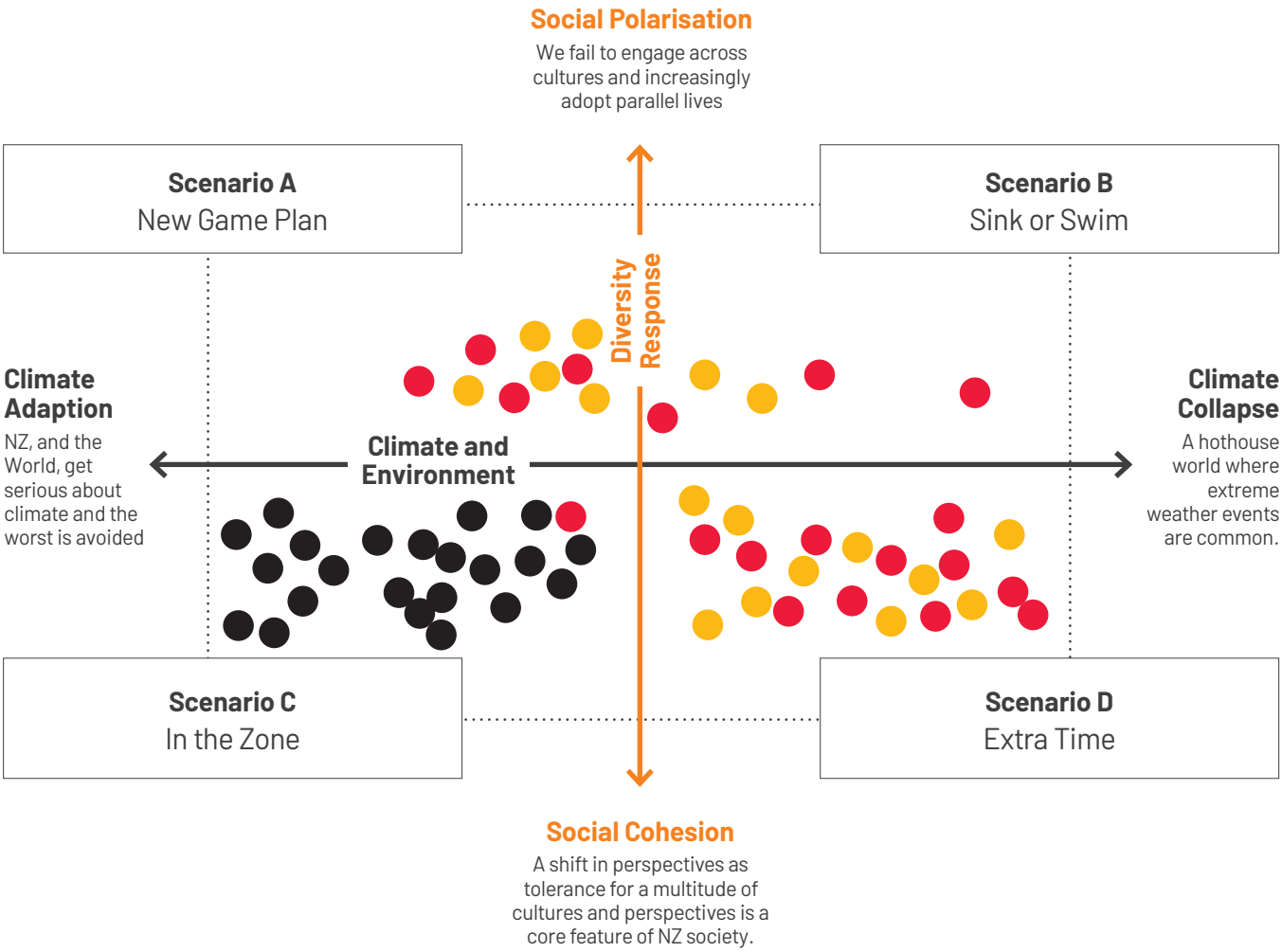
The follow capabilities were common across all or most scenarios. They help us think about the capabilities we might need to develop, and the extent to which they align to our preferred future.

Local connections and influence	• To what extent do we understand our communities today? • What information do we need to keep this capability current as futures unfold?
Direction setting	• How does our current direction align with each scenario? • How do we continue to influence as our stakeholders change?
Timely intelligence	• How can we access and disseminate improved real time intelligence? • How do we build agility to respond to what we are seeing?
Spaces and places design and influence	• What capabilities do we need to address urban planning strategy and facility design? • How are we currently placed as an organisation?
Partnering – including political, commercial	• Where can we build further capability in terms of relationship management? • Are we focusing on the right partners? • Which of the scenarios will test our need for courageous conversations the most? • Are we ready?
Understanding systems and leverage points	• How can we develop our understanding of the sport and recreation system and the leverage points for change? • How do we develop our understanding of local systems? • Which of the scenarios potentially represent the greatest change and what data points can we use to heighten our anticipation and agility
Story telling	• What is our current narrative, and how might this need to adapt as the future unfolds? • How skilled are we at getting our messages across so audiences understanding?
Virtual and augmented participation	• Where do we currently stand in relation to virtual participation?
Adaptable/Agile	• Is there a measure of agility for the organisation? • How does this align with entrenched practice?
Connections with volunteer sector	• What is our approach? Do we have a strategy? Should we?
Bi-Cultural positioning	• How do we effectively engage with Māori? How does this align with our need to move at pace?
Assisting with event resilience	• In all scenarios, insurance is likely to come under pressure as wider economic trends play out. Where are the key areas that insurers see as vulnerabilities in current operations?

Scenario outlook

The scenarios provide a link between the developing New Zealand environment and the strategic conversation within Sport NZ. Having reflected upon them, and the strategic questions they prompt, it is useful to consider what early indicators point to their emergence.

Participants identified the most preferred scenario (black), the scenario most reflected in the present (yellow), and what they believe to be the most likely future (red).



The scenario outlook exercise is qualitative and biased by the group perspective, but is a useful mirror for reflection.

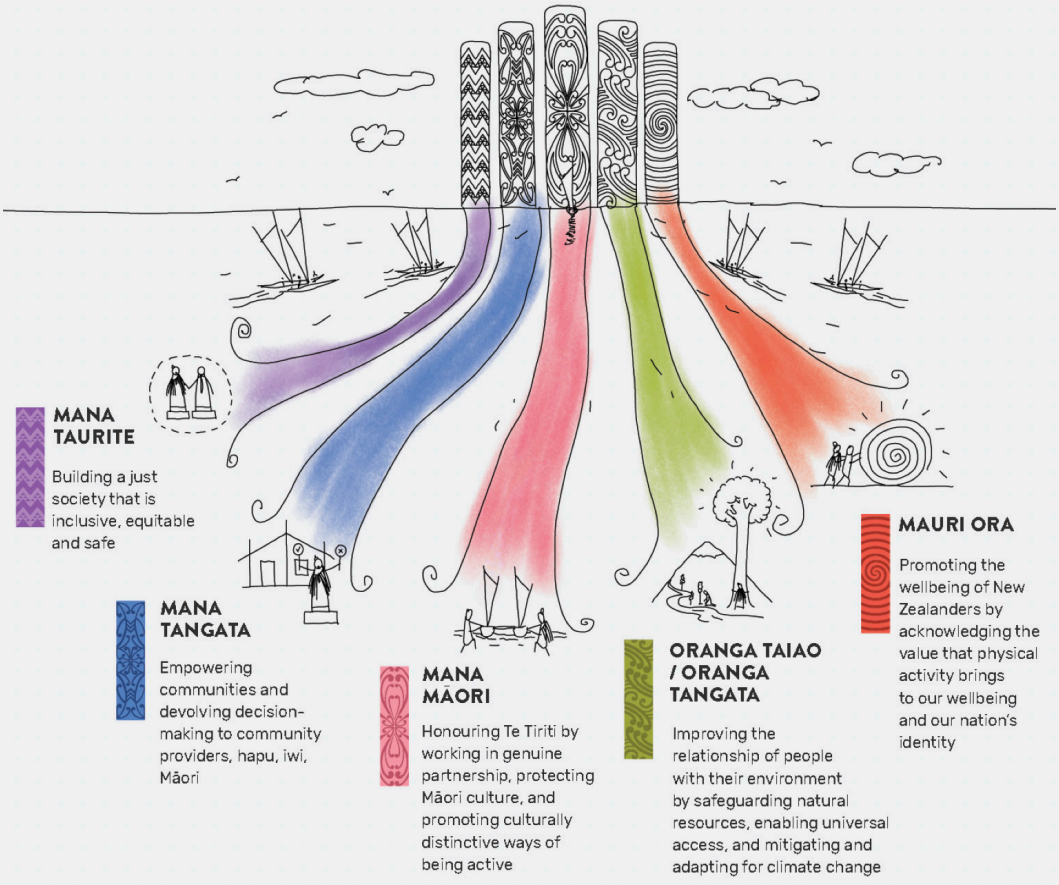
- There is a reasonable spread of views that the present (yellow) is reflected across three different scenarios. This highlights that perceptions of the current context within the group are not clear-cut and reflect significant levels of ambiguity. This is healthy as it implies a spread of perspectives that can be explored with ongoing critique of assumptions.
- The highly aligned preferred future is reflective of the team's values but is identified as the least plausible scenario. This raises the question to what extent is current strategy based on this most hopeful state?
- There is a wide variety of views on where the future context lies (red). Most respondents believe climate response will be inadequate, while there is uncertainty about whether society will become more cohesive or polarised. This emphasises the need to consider all scenarios when making strategic decisions and should prompt greater exploration of reference points / data that validate the emergence (or otherwise) of the scenarios.

The Preferred Future

We have some ability to influence the future we desire by taking aligned actions today.

Sport NZ, in conjunction with the wider sector, has developed a preferred future that guides its decisions and approaches.

The preferred future is one of many futures that can occur. Sport NZ can impact the likelihood through the actions it takes from today. The following are some suggestions for Sport NZ on how it can play its part in bringing the preferred future to life:



Just society **Mana Taurite**	• Advance the thinking and application of inclusion, co-design, co-creation, and universal design practice throughout the system • Model an inclusive way of working • Promote existing evidence of lived experience of minority groups • Promote universal design for all public and private amenities open for sport and recreation
Empowered Communities **Mana Tangata**	• Devolve funding to local communities to develop initiatives that work for them • Strengthen locally led approaches that encourage sport and recreation by empowering whānau and community • Partner with organisations and groups representing all New Zealanders, especially 'inactive' populations, to help them achieve their wellbeing objectives through sport and recreation. • Engage widely with other stakeholders in the community, academia, youth voice, and other sectors • Apply design skillsets and mindsets to all work, bringing stakeholders together to co-create actions • Challenge the incumbents in the system – their approaches, mindsets, networks, and assumptions – by bringing other voices and views to the discussion
Honouring Te Tiriti **Mana Māori**	• Establishing bicultural leadership and governance group/s, responsible for governing the implementation of the action plan from both local and national levels. • Ensuring that the partnership between Tangata Whenua and Tangata Tiriti is reflected in planning, implementing and monitoring of legislation, regulations and guidance (e.g. built and natural environment and transport systems), and that these systems promote physical activity and play. • Protecting tikanga, taonga and mātauranga Māori (Māori culture, heritage and language) in relation to physical activity and play policies, initiatives and commissioning
Relationship with environment **Oranga Taiao**	• Promoting active transport and active lifestyles by connecting existing workstreams (policy statements, strategies, and programmes) in areas such as climate change, transport, urban development, and public health. • Identifying and addressing legislative and regulatory constraints to active transport and active lifestyles at the central and local government level • Improving guidance on designing sport and recreation spaces to include consideration of child development, 'universal' accessibility, cultural identity including the significance of Te Taiao for tangata whenua. • Require overt consideration of environmental costs and impacts for capital projects, for programmes and events • Require organisers to run sport and recreationy events with zero waste, low carbon emission policies and practices and improved energy efficiency.
Wellbeing **Mauri ora**	• Continuously champion and share evidence and insights on the value of sport, recreation and physical activity • Advocate for access and opportunity to physical activity to be universally considered across government in relevant legislation, regulation and policy impacting the built and natural environment • Publish and promote research and evidence on what works to encourage physical activity in all aspects of public policy • Act on national and international research into how to operationalise wellbeing practices • Embed physical literacy into the education curriculum • Engage Māori in achieving wellbeing objectives using 'te whare tapa whā' – the four cornerstones (or sides) of Māori health and other indigenous frameworks and stories. • Situate sport and recreation programmes and events within a whanau centric culture supporting intergenerational involvement and family values. • Promote workplace wellbeing through sport, recreation, and physical activity

Sport NZ will facilitate a backcasting exercise with the sector to identify the actions required from a future date (e.g. 2032) back to today to bring the characteristics of the preferred future to life. It seeks to move us into a future date, and to identify what happened in the preceding years to bring us to that date. It fills in the space between the future and today. Doing this makes the future appear far more achievable and identifies the necessary steps to achieve the future state.

Weight of history

What practices, structures and mindsets do we have that are not aligned to our future aspirations and are therefore holding us back?

Tradition is a powerful force within sport and recreation. While we have much to learn from the past, there are traditional ways of doing things and of thinking that are no longer helping us move forward.

Sport NZ staff identified the following:

- A traditional top-heavy structure that may no longer be fit for purpose, notably when leisure pursuits are increasingly localised
- Strong mindsets/worldviews about what constitutes sport and its effective delivery
- Perceived protectionism toward some partners and the reluctance of allowing partners to fail
- The emphasis placed on funding as the key lever for change
- An organisational culture that appears driven by the desire and energy to 'get things done', threatening focus, strength of decision-making and capacity.
- Mentality of shiny and new is best, undervaluing learning from past
- The continued dominance of sport
- Inadequate system and system leverage understanding
- The competitive nature of organisations vying for participant loyalty
- Inequities in funding distribution models
- Too much time in the present, if not the past. Not enough forward thinking
- System and agility limitations that prevent insight being quickly turned into action
- A delivery model that relies heavily on volunteers, and a perception of volunteering that may have shifted – both in terms of availability of time and motivations for volunteering
- A belief that an increase in participation is the critical measure of success, when other factors such as quality of experience and diversity of participants might be other important measures
- A mindset that international success is critically inked to increased participation, when research suggests other factors like fun, alignment with friends, and accessibility or more impactful
- A one-size fits all mindset to sport and recreation delivery that possibly needs a more tailored approach to meet the interests of different audiences and communities

Sport NZ will engage the sector to build on this discussion.

Summary of possible action areas for Sport NZ

While the future cannot be predicted, strategic actions that have most applicability across the most scenarios will maximise our resilience

The scenario responses highlighted where several commonalities lay. These actions, combined with the factors that are holding Sport NZ back, and its aspirations for the future, form the basis for the following key action areas Sport NZ may consider in extending its strategic thinking.

Mitigate Challenges

- Agility – reflect on the capacity of the organisation, the mix of doing vs exploring/learning, and how greater agility/ flexibility can be built into its business model to enable faster response to change. Be comfortable adjusting strategy ongoing, not just at strategy completion points.
- Timely distribution of knowledge - understanding what is happening around it, including the motivations and influences of being physically active, and provide timely knowledge, insights and implications to the sector.
- Build broader relationships, connections, and networks - broaden the sport and recreation conversation to better reflect New Zealanders' diverse ways and motivations for being physically active. This includes hearing from voices it might not normally hear from and connecting with entities we historically have not had a relationship with.
- Empower local decision-making - by putting the community first and working with rather than on it, the approach encourages the building of local networks, leadership and ultimately ownership, and builds a common purpose for engaging. This approach will challenge Sport NZ's assumption that it cannot effectively engage at a local level given the volume of entities involved and will require a rethink of its engagement models.
- Advocate for policies across the system - as a policy agency Sport NZ can better understand and influence 'rules' that inhibit its aspirations. Notably, this includes influencing policy that positions physical wellbeing as a fundamental component of daily life through more holistic approaches across related sectors. This is a meaningful way it could influence the system, and through it, behaviour change.
- Greater innovation/experimentation/piloting of new ideas - environments that encourage interactive communication and create new thinking and innovative ideas are also important for impacting systems. Solutions often emerge from innovating or trying things. This is about 'probing' the system and observing how it responds.
- Embrace technology but preserve the critical importance of human connectivity.
- Actively explore high performance models that are less reliant on long-haul air travel.
- Openly explore the assumptions, practices, systems, and mindsets that may be holding the sector back.

Capitalise on Opportunity

- Impact change in sport and recreation – recognise the current speed of change as a time society is malleable to macro change
- Aligned narrative - develop a narrative that is aligned with organisational vision and the preferred future. Test this narrative for alignment with externals and make operational adjustments if not aligned.
- System leverage - Sport NZ's mandate means it is well placed to promote a system wide view, how its system interacts with other systems, and to identify common points of leverage.
- Continue working in partnership with Māori - There is significant momentum across New Zealand toward understanding and connecting with Te Tiriti o Waitangi Te o Māori. Sport NZ can continue to lead in its approach to partnering with Māori. This might include influencing governance models to ensure Māori are engaged in key decision making across the sector, establishing direct relationships with iwi, giving effect to a for Māori by Māori approach, and continuing to strengthen cultural competency.
- Continue building diversity – provide platforms for diverse role models and profile practices that promote diversity.
- Build understanding of intra and intergenerational views - Sport NZ can bring generations together to look at things from each other's perspectives. It will not succeed with thinking based solely on experience or over-weighting the voices of current incumbents for whom the system 'worked'.
- Environmental impact – become more expert in facility and space and play design and influence.

Appendix 1: **Survey responses**

What would you identify as the critical issue for Sport NZ and the sector in the next 5-10 years?

Time pressure/lack of focus

- Too much to do. Too many distractors and busyness in people's lives to the point they can't focus and stay loyal to one activity or sport and might even disengage, with physical activity in general as a 'nice to do' that they never get to. Time pressures on volunteers, particularly those in volunteer leadership roles. Pressure on volunteer time. Busy lives vs valuing physical activity
- Aging population - Time poor and funding poor caregivers (parents, etc) as impact of cost of living, and economic factors sets in. Greater pressure on NSOs and RSTs to manage this and keep focus on being active and in sport

Sustainable funding

- Access to revenue/funding to create sustainable organisations, especially in an environment that is seeing a shrinking of traditional sector funding sources. sustainability of funding streams (currently reliant on revenues under increasing pressure). Security of funding for the sector
- The need for a more sustainable funding system for the sector
- Continued investment from Govt to really make a difference

Access

- Affordable and equitable access to play, active recreation and sport opportunities. Rising costs of participation. Financial barriers to entry. Look for ways to eliminate the cost barrier for young people through reducing cost, rather than looking for new/different revenue streams which often benefit people other than the young people whose participation we're most interested in.
- Additional revenue should be directed towards participation for disabled youth whose needs require different equipment, more/specialised people to support the activity. Find ways to better support active recreation for adults.
- The need to ensure those who currently miss out on opportunities to be active have the support they need to be active in whatever way they choose. Growing poverty levels - focus for people on basic needs.
- Simplifying, and working to find ways of offering great opportunities for children and young people to participate in sport in such a way that they cost less, are more efficient, and more inclusive.

Climate change impact and global issues

- Climate change and its impacts. Impacts of Climate change such as water restrictions, air temperatures etc. environmental protection and adaptation. Climate change - mitigating/adapting to be more sustainable in all aspects
- Global issues - climate change, economic issues and potential conflicts
- Climate change geo-political climate and its affects on NZ

Sport NZ role/credibility/scope

- Sport NZ's credibility and ability to influence the system. Maintaining relevancy/value
- Sport NZ clarity of purpose as the sector, partners, widen - managing expectations (feels like we are doing more, more and more) - - How we help vs. overload an already strained sport / rec system - How we support and enable support and capability where it is needed the most (local/regional) - Nudging system change without relationship kick back (carrot vs. stick) - -
- Broadening understanding of what constitutes PARS and so what is SNZ's remit. Ability to be able to demonstrate impact and value for investment (SNZ and Partners) - are more people more active more often relative to the investment in achieving this
- The growing gap between the needs of professional sporting programmes and amateur community sport. How partners manage this, as there are often two different skill sets required.
- Supporting local / regional responses to macro trends

Change in mindset and social norms

- Behaviours that have remained unchanged for decades.
- Ongoing social change and attitudes - many brought on by externalities .....less volunteering, changing patterns of participation, mental health implications.

Use of space

- Pressures on recreation space due to urbanisation

Technology

- Technology and the impact on kids' activity levels
- Technology....how we use / maximize to enable, help the sector be more relevant / efficient

Drift from traditional sport

- Traditional sport's slow decline
- The drift away from structured sport to other activities and how participants consume and engage in sport and rec

Operating in a bi-cultural and multi-cultural world

- The need for a genuinely bi-cultural approach to our work to get more people active. We've come a long way in the last few years but there is still a lot to be done in this area
- Delivering on Te Iriti principles leadership ongoing

System

- System effectiveness to achieve impact
- Acknowledging Play is part of system

If things go well for your organisation, what would you expect to see in 5-10 years?

Physical activity prioritised

- A higher percentage of people prioritising physical activity in their lives. Tamariki/Rangatahi participation systems broad, constantly informed by participant voice and adaptive. Greater rangitahi participation, especially among those that are currently missing out. Positive impact and results from the focus on tamariki and rangatahi. Similar physical activity levels as now, with less drop off for teenagers. Activity levels up
- More adults involved in active recreation, but without Sport NZ needing to take credit for it or attribute gains to Sport NZ programmes.
- It is a social norm for all young people to partake in some form of sport or recreation, not for high performance pathways but for physical and mental/social wellbeing reasons.
- Schools offer more PA time

Wellbeing improvements

- Improved wellbeing of our high-performance athletes.
- Shift to PA supporting wellbeing being better understood and valued (internally, externally and politically)

Effective model/system

- Group org approach leveraging the best from both org's, as well as allowing clear HP and SNZ identities
- Improved capability in partners
- A system that has adapted well to changing participation trends and one that provides quality experiences in an equitable way. A viable system where collaboration for the higher purpose of community wellbeing is common
- A system that is increasingly taking on the attributes of our 'Preferred Future' - secure funding sources
- Strong connected system - Strategic alignment / buy in from the system / partners and they know their role in the system

Positioning/relevance of sport/rec

- Sport holding its place as a part of Aotearoa culture and story Increased value placed on spaces to play We continue to win at pinnacle events but in a more diverse range of sports and activities
- Sport NZ being acknowledged as single lead agency for physical activity in NZ (maybe with a different name?) Sport NZ acknowledged as a leader in developing bi-cultural policies and processes about how we work
- Sport NZ being approached by other organisations for input in projects/policy development because it has a reputation for adding value (i.e. we don't have to spend lots of time trying to get into the right discussions because other agencies/organisations are approaching us)

Improved Sport NZ influence

- Shifting national political agenda - policy changes to support PA
- Increased Govt investment in Sport NZ or greater alignment with bigger agencies

Improved Access/Inclusion

- An organisation that facilitates the delivery of the diverse needs of all involved in the delivery of the Play, Active Recreation and Sports sector.
- All funding and focuses in the sector are going towards inherently inclusive and socially/culturally relevant projects

Strong and diverse relationships

- Increased (effective) partnerships across other Govt agencies
- Strong relationships - Mutual respect and trust even though we don't agree on everything
- Closer partnerships with key players such as the education, health and local government sectors so we are involved at all levels (i.e. from being part of national policy discussions about changes that will impact activity levels to tactical partnerships at regional/local levels where we work to make sure our local partners such as RSTs are part of relevant local discussions).

Bicultural approach embedded

- Balanced approach to our treaty obligations
- Greater partnership with Māori

Improved local/regional connections

- Increased capability and connections regionally / locally in the system

Sustainable funding model and effective investment

- A more sustainable sector both financially and environmentally
- Funding/projects are prioritised on collaboration, future proofing or adapting to sea level/weather/etc before building unnecessary new venues
- Greater diversity of investment

Sustainable/Capable Workforce

- Increase in capability and not as much turn of critical roles - Pretty special cultural re-birth that is embraced and is a competitive advantage
- A very different looking workforce that is more reflective of the community being delivered to, this will lead to more people being active
- Highly capable S&R workforce

Evidence based decisions and measurable impact

- Better decision making (more evidence-based thinking) in regards to play, active recreation and sport
- Measurable progress in NZ strategic outcomes Highly prioritised interventions to achieve the above - the organisation is highly efficient and effective

Improved environmental practices

- An organisation committed to environmentally sustainable practices and development of principles and guidelines for the sector.
- All orgs in the sector to have environmental sustainability embedded in their BAU

What are the factors holding Sport NZ back from achieving your answers to question 2?

Entrenched mindsets/worldviews

- High performance philosophies remaining in the minds of NZers, especially parents who base their child's experiences on their own childhood experiences thus looking for traditional rather than innovative sport systems that don't meet the needs of the child.
- Underlying mental models around the two org's and protectionism/path protection.
- Traditions of the way things have always been done.
- System bias to HP sport (especially locally / regionally)
- Biases towards particular areas ie Auckland or particular groups/initiatives.

Rush to 'do'

- Energised by delivering – "thruster organiser' domination. Results in busy being busy, without adequate time to thinking or learning
- Acknowledging that large scale change takes time, there is still a palpable inability or lack of appetite to broaden thinking, acknowledge the biases that pervade and have delivered the system we have now (the recent modernisation of changing facilities across the motu is the prime example. Everything has been designed for fit, resourced, (usually caucasian) males.
- Mentality of new and shiny is best
- We could spend a lot of energy on many small-scale initiatives when fewer more-focussed changes with wider reach could be a better return on investment. We need to build a strong well-evidenced case for what we propose to be able to demonstrate to decision-makers the value in making bold changes.
- Changing the prevailing counterproductive cultures in sport is taking a long time and we are trying to do too many things at once

Unclear focus/purpose

- Lack of customer segmentation.
- Possible dilution of focus and trying to do too much?
- Definition of where Play and Active Recreation start and stop as functions of the Sport NZ entity. I.e. what aspects are best suited for a national health entity to manage?
- Our organisation being too busy being busy (say no to things)
- That sport is still our main focus. That we haven't taken the time to develop our tangata Whenua work
- Competition internally vs. support for each other's work and alignment collectively
- Prioritisation of effort

Inadequate system and system leverage understanding

- Lack of leverage and funding to influence sport and recreation facility decisions
- The ability for our system to adapt and change
- Sport NZ does not have the levers to achieve major changes at a population level. To do that we need to activate levers in agencies that have that have a mass reach such as MoH, MoE to order to achieve culture change and make sport and rec more accessible to those at risk of missing out.

Partner performance/capacity

- Poor delivery by some RSTs
- People - capability and capacity both volunteers and paid staff, leadership

Lack of external profile/influence

- Our value proposition to wellbeing being better understood by other Govt agencies
- Pressure of Govt for baseline priorities - Health, Education, Welfare

Limitations of existing model

- The competitive nature of organisations vying for participant loyalty.
- Resources being absorbed - nationally vs. getting down regionally to where the capability and support is needed
- Potential inequities in funding models ie Tu Manawa application accessibility/awareness

Too reactive

- Too much time in present, if not past. Not enough forward thinking
- Don't move quickly enough from 'traditional' to reality - speed of producing evidence & insights that are actionable
- More emphasis required on insight and foresight. What we think of as insight is typically hindsight. Intelligence travelling too slow to sector
- Too much emphasis on maintaining the status quo and seeking compliance from the sector

Sub optimal alignment

- Lack of collaboration (internal and external) to reduce duplication and maximise efficiency.
- Lack of joined up strategic outcomes, targets / measures & reporting across the system (or the 20% receiving 80% of the investment)
- High Performance/competitive pathways focus, lack of direct link/focus on mental health benefits awareness building etc or collaboration with MHFNZ, Health and other relevant orgs for rangatahi/highschool age group
- Probably still a lack of widespread understanding about what we do and what support we can provide (i.e. we're not just about sport), especially how we can help other agencies and organisations to achieve their aims (e.g. getting more kids to school and being engaged at school etc)

External disruptors

- Technology / diversionary leisure eg gaming - reducing interest in physical activity
- Economic and environmental challenges
- Externalities for SportNZ staff, sector and NZers
- Health reforms still settling down - no clarity yet about what role new health agencies will have re physical activity although some encouraging discussions are underway.
- Pressures discretionary time for both participants and volunteers.

If things went wrong for your organisation in the next 5-10 years, what has occurred and what would you most worry about?

Participation decline and corresponding impact on wellbeing

- There are many factors beyond Sport NZ's control that will contribute to greater participation levels. If we are unable to influence some of those external factors it is likely we will see participation numbers decline or plateau at best.
- Seeing a decline in population being active (particularly young people) - Overcommitting to too many programmes and spreading our efforts and mahi too thin
- Participation rates are down and traditional sport has lost its place kids are more interested and involved in passive activity mainly tech based we don't win on the world stage
- Further decreases in PA of our nation (especially tamariki and rangatahi) - PA and sport not being accessible - too expensive - Wellbeing of our nation being impacted
- Obesity rates in young people
- Participation numbers will be declining, especially in the traditional organised sports. Clubs will have to amalgamate or die, facilities will be closing, and people will be less healthy physically and mentally.

Sport NZ loses relevance/credibility

- Sport NZ has lost credibility/relevance/influence
- Loss of reputation/confidence (political & sector)
- Governance funding in PARS is diverted to other sectors that demonstrate better value for money especially people and related wellbeing indicators
- That we would not be relevant
- Lack of appetite for risk results in business-as-usual
- We will have started to see parts of the sector fail and physical activity levels falling further, real questions would have been asked about whether Sport NZ is the right agency doing the right work.

Lack of focus

- That we become bogged down having to absorb everything that isn't able to be managed by government health agencies
- Values/priorities shift away from wellbeing and more general active rec/physical activity focus and back to sports, delivery, competitivity focus.

External disruption

- Further chaos in world - eg from climate change, wars, economic downturn etc
- Risk that a change in the political environment could mean a change in our priorities (e.g. a new Minister with a different focus) I would worry that we could just be supporting those who are already 'in the tent' to be more active. This is worthwhile but the biggest gains (from an overall wellbeing perspective) will probably be gained from those are currently 'outside the tent' (i.e. maybe they are inactive at the moment and don't appreciate how even a small amount of physical activity could help them).

Poor collaboration

- Ingrained and competitive behaviours have continued which sees 'sport' continuing their desire to own the participant for their lifetime with inflexible offerings which don't meet the needs of the communities they are supposed to serve.
- Partners/sector orgs pull away from SNZ or from collaboration in general

Funding decline

- Funding has been reduced and the growth SNZ has experienced (and passed on to partners) will conclude, belt tightening will occur and initiatives will slow
- Loss of revenue streams e.g. Lotto and wider revenue loses across the sector
- Participation has dived and there is no ability to show a return on investment. Funding will drop (rightly so) and be re-distributed to other areas of (assessed) priority - but away from the organisations that can deliver the services to give Aotearoa the best chance of getting everybody active

Looking back 10-20 years, what are the key factors that have shaped your organisation to be in its current position?

Variable intelligence

- Data and insight led decision making.
- Awareness of barriers to participation
- A lack of overview and understanding of our fast-evolving society

Partner capability

- Investing in sector leadership but balancing this with introduction of new to sector and highly skilled employees

System understanding

- An organisation that has grown in response to sector complexities. These complexities are now better understood but deploying resources to where they will be most impactful continues to be challenging without segmenting our 'customers'. I think there is a natural tension between our role as sector kaitiaki and working with those organisations that will create greatest impact.

Improved leadership/credibility

- Stronger Sport NZ leadership
- Sport NZ has had increased credibility in sector
- Sport NZ has had a better, more focused strategic plan, and other policies

Strong vs diluted focus

- Core function has been well identified and managed
- Shift between sport for sport sake to through sport/physical activity for wellbeing
- Behaviour change focus e.g. Balance is better
- Too much focus on HP athletes, systems, outcomes, and issues
- Moving from/rediscovering that it had a wider remit than just sport. That play and active recreation are vital to the goal of Every Body Active and also support the necessary ongoing health of the sport system.

Political leadership and agendas

- Influential Ministers for Sport and Recreation
- Highly engaged and supportive Minister
- Govt agendas but also societal values/norms have shaped a large part in the sport/PA world
- It does feel like the political landscape shapes our priorities significantly though which is not surprising.

Entrenched vs growth mindsets

- The traditions of the ways things have always been
- Ability to evolve and respond to a changing environment and feedback - progressive thinking and growth mindset

Growing revenue

- Increasing revenue stream through Lotto

More inclusive but inequities still persist

- Immigration growing awareness and commitment to treaty
- Cultural belief in the value of play, active rec and sport
- Sport particularly rugby and netball, to an extent cricket, was seen as an important pillar in NZ culture with particular focus on winning, and the inequities in today's SNZ/the sector in general reflect this.
- The increasing ethnic diversity of NZers - bringing with them different attitudes/priorities re play, active rec and sport
- Population growth and diversity
- The growing economic divide in NZ - for many now cost is a barrier to participation and especially to progressing as an athlete even if you have the talent

External factors

- Effects of social media
- Globalisation decline in School PE and parents having time to recreate with their families
- Cultural shifts; Macro trends; COVID-19

Talking to ourselves

- The fact that 23% of the sector workforce and 17% across Sport NZ group didn't go through a proper process to get their first paid role, but were "offered the role by someone they knew or met". This effectively means that across the sector (where many Sport NZ employees have come from) and in the Sport NZ group, 1/5 opportunities have only been available to people who "know or meet" the right person. An easy inference form there to say we have been largely been replicating homogenous groups for some time now.

Sector relationships

- Good relationships with the sector
- Stronger govt relationships

Increased professionalism

- The professionalism of sport at both community (increasing cost of participation) and elite levels (seen as a pathway out of poverty leading to early specialisation and competition)

Looking forward, what do you see as the priority actions Sport NZ should carry out now?

Stronger and clearer focus

- A small but good start would be to change the name of SNZ to something that reflects a more community and wellbeing focus and change language use to more general physical activity terms. This will reduce the confusions and continuing conflicts between the 'old' way of sport & competition and the 'new' world of wellbeing, participation, equity, and celebrating/advocating movement in all forms.
- Reduce some of the 'noise' going into partners. The value of the investment in some cases is low compared to the amount of communication and expectation to engage which can stifle partner innovation at times when actually the intent of the engagement is the opposite
- Stay focused on strategy

More effective system leverage

- Identify the policy interventions (across government) that it would recommend to government be taken to increase physical activity levels in the population.
- Must leverage the wider government agenda. Needs to make some hard decisions about whether it should be the agency to help fund other orgs just to keep their lights on even though the add very little value to our overall outcomes. Greater customer focus to be a true partner rather than a funder.
- Understand and implement more powerful levers in system – alignment, information flow, changing rules. Appreciate funding is a lever, but not as strong as we think.
- Stronger emphasis on understanding youth and youth needs - from people within that cohort. This includes discovery, design..through to delivery (e.g., my niece started doing exercise and getting active again solely based on an influencer she follows on Tik Tok espousing the virtues of being active).
- Facilitate relevant, timely information/knowledge to sector
- Greater emphasis on information on what we are seeing know and what might be coming. Less on what we found out happened two years ago as given speed of change, this is likely to no longer be that relevant

Review partner mix

- Better understanding and engagement with third parties that connect with our target audience
- Improved customer segmentation and partners that can impact
- Work with education/schools even more
- Focus on the most important issues and make choices about the key partners/organisations we need to be working with to achieve the change we agree needs to be made

Improve partner capability

- Remember that our partners are the biggest influencers of active and healthy living in NZ. We need them to be strong so that they can deliver our objectives.
- Keep investing in good governance.
- Focus on leveraging Group strengths to benefit partners

Mindful of workforce churn

- Reduce staff turnover - too much institutional knowledge has been lost the last 2-3 years
- Don't be concerned about churn, there is decades of refreshing and re-calibration to do. This will pay huge dividends soon enough.
- What are we doing for volunteers?

Strong direction setting/alignment

- Greater integration of the system for greater buy in to the higher purpose of PARS
- I think we need a really clear plan about what we are going to do to bring about the preferred future and what we think others should do. Something that includes a tangible set of actions and milestones so we can demonstrate that we are taking it seriously and shows how we're planning on using what we can control to bring it into being alongside our suggestions/thoughts about what other organisations should be doing in their own spheres of influence. We probably still need a really good set of short comms material/resources that really nail what our offering is and how we can help (would need to be tailored for different organisations/sectors – i.e. resources targeted at the education sector would have quite a different focus to resources targeted at the health sector).

Improved accountability

- Make RSTs more accountable - poor performance is not addressed enough
- Insist those who get the most investment have a good practice Statement of Strategic Intent and highly prioritised and resourced operating and business plans that line up with those from SNZ.

Ongoing adaptability/agility/innovation

- Continue leaning into places that haven't been explored previously and ask organisations to be responsible for fairness and opportunity in their environments. Practice what is preached, if asking partners to uphold standards, be 100% sure Sport NZ are doing it.
- Be adaptable
- Starting to lead a smart process to shape our next strategy - Where we focus, why, how - less is more
- Keep being innovative in how we engage young people and offer Govt proof points for the value of physical activity

Improving accessibility

- Simplifying, and working to find ways of offering great opportunities for children and young people to participate in sport in such a way that they cost less, are more efficient, and more inclusive.
- Look for ways to eliminate the cost barrier for young people through reducing cost, rather than looking for new/different revenue streams which often benefit people other than the young people whose participation we're most interested in.
- Additional revenue should be directed towards participation for disabled youth whose needs require different equipment, more/specialised people to support the activity
- Finding the circuit breaker organisations to work with in high deprivation communities to make a difference

Build on bi-cultural journey

- Ensure that we have equality across all our domains and work to resource our efforts in the area of Maori. It is really impacting on our ability to move and work in a bicultural context

Focus seriously on climate change

Appendix 2: **Scenarios**

Scenario A
New game plan

Aotearoa's taken significant steps to reduce its climate impacts. However, the pressure to adapt to other 21st Century challenges has fractured cohesion and increased inequalities.

- The World has become less connected, and a focus on circular economic approaches and a thriving local 3-D manufacturing sector now means less reliance on long supply chains. New Zealand's digital and creative industries have continued to build on their reputation for fantastic output. Their exceptional virtual environments are in high demand globally as consumers demand to experience diversity, given the constraints on high-carbon activities.
- The lack of viable low-carbon alternatives to mass air travel has seen people switch to slower modes, and travel over longer distances has become a rare and expensive event. Instead, those that can afford it use luxury air cruises such as the OceanSky service, which started in 2024. Closer to home, urban areas have become more condensed, and electric bikes, scooters and walking are the dominant modes of neighbourhood transport. Consequently, personal vehicle ownership has declined as people turn to on-demand and public transport services for regional travel.
- While limiting emissions, the reduction in physical movement, and retreat into digital spaces, has reinforced the environment where a person only encounters information or opinions that reflect and reinforce their own and distrust 'the other'. Smart gated communities have sprung up to combine the advantages of urban living with what the developers promote as "a definite sense of community and enhanced citizen experiences". However, newcomers find difficulty integrating into parochial physical spaces, which encourages withdrawal from in-person interaction and supports digital bubbles.
- This context explains the popularity of new virtual entertainment environments that make it easy to bring the club or stadium experience into your living room. These services are so compelling that few now go to the trouble of travelling too far for entertainment. While the big centres have managed to retain a few facilities, the focus now is on green-screen spaces where competitors and performers create live digital events.
- These all come at a price, though, and ever-increasing financial inequality continued to drive an extreme sense of resentment toward the financially secure. Many, particularly the younger generation and Māori/Pasifika, feel aggrieved that the steps taken to tackle climate, a challenge they did not create, have been at their apparent expense.
- While Aotearoa has avoided the worst aspects of the climate crisis, many feel a lack of autonomy and agency. With online environments controlled by a few corporations and limited options for physical travel, there is a growing question of what it means to be free.

Scenario B
Sink or swim

Aotearoa, in common with other developed countries has failed to address the climate crisis. Significant anger and tension are evident on many levels between different social groups.

- Following the challenges of the early 2020s, the focus on consumer growth has resumed as countries aim to repair their economies. The latest hype are smart contacts that enable access to augmented and virtual worlds at the flick of an eye. With increasingly non transparent algorithms, artificial intelligence technologies are at the forefront of companies' efforts to get consumers to spend. There are concerns that AI may soon outpace human capacity to control its use, but global competition is undermining attempts to check development.
- Unfortunately, this untamed economy, driven by high consumption lifestyles with the uncontrolled exploitation of natural resources, is unsustainable as massive climate change inches closer and the consequent natural disasters frequently disrupt supply chains. India has overtaken China as the most populous country and continues to rely heavily on coal in its drive for more robust economic growth and increasing electrification. Supporting this global economy now requires two earths worth of resources every year.
- New Zealand is increasingly a lifeboat for the people of the world most affected by increasing climate catastrophes. The country is relatively safe, stable, and still producing food. Global demand for New Zealand produce is high, driving the cost of living ever upward for average Kiwi families. As a result, the negative social and health indicators associated with a poor diet based on cheap foods continue their upward trend. Infants and the elderly are increasingly at risk from infectious disease outbreaks which seem more challenging to control as the temperature creeps up. It is the most vulnerable New Zealanders continue to pay the highest price.
- The warming waters around Aotearoa have driven internal migration from coastal towns and added to housing pressure on big cities. With the absence of international backpackers, most motel complexes around the country are now full of displaced Kiwis and new offshore arrivals. The stress and uncertainty of these conditions underpin the fierce political debate. With accommodation in short supply, it is even proving difficult for New Zealanders on middle to lower incomes to even go on holiday in their own country. The consequent resentment fuels the rise of more extreme political parties that advocate for a new era of protectionism and xenophobia.
- Student activists who feel they have inherited a broken New Zealand through the inaction of past generations are driving the other side of the political divide. Their radical demands for a shift away from the materialistic growth society place them on a collision course with the business-as-usual narrative of the government and the nostalgia for a past New Zealand most prevalent in elder generations.

Scenario C
In the zone

Aotearoa's high global reputation reflects its significant action to tackle climate challenges. It's also recognised for embracing a tolerant and diverse society.

- Aotearoa has embraced a new economic model to address the climate challenge. It relies heavily on circularity principles of reduce, reuse and recycle. In addition, the focus on localisation has diminished many gaps across community relationships, and supply chains typically rely on local businesses.
- The improvement in community relationships is partly driven by the need to sustain local diversity of products, services and entertainment through significant volunteer activity. In addition, with the older generation expanding, a subset of 'human services' has emerged that offers multiple dividends for broader community prosperity. These services are centred on health, education, and social care (the 'care-ful economy), with active recreation identified as a priority for investment.
- The pandemic's legacy and heightened environmental awareness have led people to value relationships and community engagement over consumption-based status. Experiences and activities that contribute to community well-being are where people focus most energy, and traditional shopping activities are infrequent. The sharing economy is now more dominant as the concept of physical ownership seems a quaint, if not wasteful, idea with most retail transactions completed online.
- International travel is now widely regarded as an anti-social activity, and many countries, including New Zealand, have followed the Dutch example of 2022 to restrict flight slots. Though initially unpopular, these rationing policies have increased travel costs dramatically and forced people to plan many months before any trip. However, with an emphasis on active transport at the local level, the favourable climate benefits have led most to accept this universal constraint.
- The second national adaptation plan of 2026 has reinforced many of the steps taken earlier in the decade to significantly increase urban density and resilience to climate impacts. There was an inevitably painful process of coastal retreat in many areas, which has been successful to date through a deeper conversation across Aotearoa on the use and ownership of land. This success rested on a significant re-appraisal of New Zealand's colonial history and discussion of historic land settlements.
- New Zealand has abandoned growth as the primary goal of the economy and the idea that financial wealth naturally flows from the richest to the poorest. From its position as one of the more unequal societies, Aotearoa now enjoys a future of far greater social equality.

Scenario D
Extra time

Climate collapse is now considered likely and New Zealand stands as a unique beacon to those looking for a stable tolerant society.

- The global mantra of green growth of the early 2020s ushered in an industrial renaissance defined by digital platforms, artificial intelligence, the internet of things, robotics, and automation that lowered production and logistics costs. New Zealand's contribution was a booming tree cultivation sector invested heavily in genetically engineered timber that is stronger, more heat resistant, and faster growing. As a result, it has been able to take advantage of the increasing market share of wood, rather than concrete, structures that suck carbon out of the atmosphere in the process.
- This is typical of the unfolding energy, mobility and materials revolutions driven by climate concerns and made possible by breakthrough innovations. However, green growth did not address the underlying issue, which was increasing consumption. As a result, greenhouse gas emissions have grown. Consequently, global temperatures will rise by 3.5°C toward the end of the century. It is now more evident that the worldwide community is exposed to cumulative climate hazards that are intensified by increasing greenhouse gas emissions.
- The green revolution has hit hardest in the transport sector, with international aviation an early casualty of increased climate concern. Businesses forcibly weaned off international travel in the pandemic years simply didn't return to the air in the numbers required to subsidise leisure trips. A few airlines tried to repurpose business seats into affordable luxury suites, but these were not popular with an environmentally conscious public. Unfortunately, the romance of flight has gone through frequent climate-driven turbulence, delays and restrictions as new pandemics threaten.
- New Zealand remains comparatively less affected from the worst of climate change impacts and has become an attractive place to settle and work. Consequently, migration has increased substantially, and many innovative organisations have staff working remotely around the country delivering digital products and services, locally and globally. As a result, the diversity of roles, skills, and cultures has risen significantly to the local economy's benefit.
- The mid-late 20s saw an influx of a new generation of political leaders who finally addressed New Zealand's housing woes. This led to urban centres being far denser, with high-rise apartments the norm in the main centres. New Zealand's urban centres now offer digital, clean, intelligent, autonomous and intermodal mobility, with more walking and cycling spaces. Conscious of their relative advantage as New Zealand citizens, Kiwis enjoy and celebrate the mix of cultures and identities within their neighbourhoods.

Appendix 3: **Scenario material**

Below are a series of links that provide context and additional reading for the scenario narratives associated with climate change and diversity.

Climate Change

New Zealand in 2050: The scenario if temperatures keep rising:
https://www.stuff.co.nz/environment/climate-news/115758188/the-scenario-for-new-zealand-if-temperatures-keep-rising

New Zealand in 2050: The scenario if emissions are curbed:
https://www.stuff.co.nz/environment/climate-news/115758711/new-zealand-in-2050-the-scenario-if-emissions-are-curbed

Social Cohesion

New Zealand's ethnic diversity will continue to increase:
https://berl.co.nz/economic-insights/new-zealands-ethnic-diversity-will-continue-increase

MBIE Migrant Settlement Experiences & Community Attitudes:
https://www.mbie.govt.nz/immigration-and-tourism/immigration/migration-research-and-evaluation/migrant-and-community-experience-of-migration/

Auckland's future population under alternative migration scenarios:
https://www.stats.govt.nz/reports/aucklands-future-population-under-alternative-migration-scenarios

Social Polarisation

Our way or the highway: Kiwis and their attitudes towards immigration:
https://www.stuff.co.nz/national/95561445/our-way-or-the-highway-kiwis-and-their-attitudes-towards-immigration

New Zealand: A Nation Grappling with Its Racist Past:
https://www.psychologytoday.com/us/blog/its-catching/202006/new-zealand-nation-grappling-its-racist-past-0

'Othering' in media and steps towards a more inclusive society:
https://www.loteagency.com.au/othering-in-media-and-steps-towards-a-more-inclusive-society/

Scenario A material

21 circular economy solutions: changing how we eat, live and travel for a more sustainable world
"Our economy has become inherently linear, and it may be difficult to reimagine how we make, use and discard things unless we shift toward a more regenerative and inherently natural system. Ultimately, the model will require a systems shift: radically rethinking how we use resources to fulfil our needs and wants."

OceanSky bets on luxury 'air cruises' with first departure set for 2024
Sweden-based OceanSky Cruises AB is betting millions that pretty soon, travellers will be lining up for the chance to take a leisurely journey through the air—where being in transit is the point, rather than a hurdle between where you are and where you want to go.

Smart Gated Communities: The Future of Smart Cities
A smart gated community combines the advantages of living in a smart city with a definite sense of community and enhanced citizen experiences. The traditional gated community model brings physical security, exclusive residential access to amenities and facilities, and privatised services such as security and garbage disposal.

Metaverse clothing, travel, plastic surgery: Experts predict life in 2030
"In its fully realized form, the metaverse promises to offer true-to-life sights, sounds and even smells, where a tour of ancient Greece or a visit to a Seoul café can happen from your home. Decked out with full-spectrum VR headsets, smart clothing and tactile-responsive haptic gloves, the at-home traveller can touch the Parthenon in Athens or taste the rich foam of a Korean dalgona coffee."

Governing for Future Generations: How Political Trust Shapes Attitudes Towards Climate and Debt Policies
"Focusing on policies for reducing either global warming or public debt, we find political trust operates on attitudes by shaping people's (a) confidence in policies' effectiveness and (b) willingness to sacrifice for others. The influence of political trust outweighs that of subjective concern, while discounting has so little impact that people who expect future generations to be richer are more, not less, willing to sacrifice."

The Future of Freedom
"Imagine if people could arbitrarily alter their physical bodies, or simply upload their minds, what need would there be for conflict over sex, gender, race, or even nationality? The less that binds us, on every level, the freer we become, the Singularity has the potential to be the single largest emancipatory event in human history."

Scenario B material

AI, Species Dominance and Our Cybernetic Future
"We have seen AI sprint past us in many cognitive domains, and in the coming decades we will likely see AI creep up on human level intelligence in other domains - once this becomes apparent, AI will become a central political issue - and nations will try to out-compete each other in dangerous AI arms-race."

McKinsey & Co.: Metaverse could reach $5 trillion in value by 2030
"McKinsey's report, dubbed Value creation in the metaverse, shows the metaverse may be too big to ignore. Many of us think of this as science fiction, but it has become a vision for the next generation of computing, as a spatial version of the internet. It shows ecommerce as the largest economic force ($2.6 trillion), ahead of sectors such as virtual learning ($270 billion), advertising ($206 billion), and gaming ($125 billion)."

Mojo Vision: This is the first AR contact lens
AR smart contact lens is the integration of augmented reality technology into contact lenses, which is convenient to wear and can fully apply smart AR technology to contact lenses. Whether in network interaction or metaverse advancement, AR smart contact lenses are another key area of smart devices.

Which is world's most populated country, China or India?
"India and China are sworn-in competitors. Two of the world's powerful nations are always in an attempt to outdo each other, and if the latest reports are to be believed, India might have just pipped China to become the most populous country in the world."

Global Energy Review: CO2 Emissions in 2021
"Electricity demand in China jumped by 10% in 2021, adding the equivalent of the total demand of all of Africa. CO2 emissions in India rebounded strongly in 2021 to rise 80 Mt above 2019 levels, led by growth in coal use for electricity generation. Coal-fired generation reached an all-time high in India, jumping 13% above the level in 2020 when coal generation had declined by 3.7%."

'Our World Is in Big Trouble', Secretary-General Warns General Assembly, Urging Member States to Work as One United Nations
"The climate crisis is a case study in moral and economic injustice. The G20 emits 80 per cent of all greenhouse gas emissions. But the poorest and most vulnerable — those who contributed least to this crisis — are bearing its most brutal impacts. Meanwhile, the fossil fuel industry is feasting on hundreds of billions of dollars in subsidies and windfall profits while household budgets shrink and our planet burns."

Climate change: The rich are to blame, international study finds
"The rich are primarily to blame for the global climate crisis, a study by the University of Leeds of 86 countries claims. The wealthiest tenth of people consume about 20 times more energy overall than the bottom ten, wherever they live. The gulf is greatest in transport, where the top tenth gobble 187 times more fuel than the poorest tenth."

Climate change widens gap between rich and poor
The gap between the economic output of the world's richest and poorest countries is 25 percent larger today than it would have been without global warming, according to new research from Stanford University.

World on brink of five 'disastrous' climate tipping points
The climate crisis has driven the world to the brink of multiple "disastrous" tipping points, according to a major study. It shows five dangerous tipping points may already have been passed due to the 1.1C of global heating caused by humanity to date.

Bernard Hickey: The $100b climate elephant in the room
"It turns out the currently forecast rise of almost 3°C under the existing global emissions reductions plans will have big impacts on our housing market. Within the next decade at least 10,000 homes in coastal areas will be forced into retreat due to erosion and floods, with the potential for this fate to befall as many as 100,000 homes. As average house prices approach $1m, that suggests $100b worth of property is at risk."

Scenario C material

What does the future of New Zealand's circular economy look like?
"A circular economy for Aotearoa will require us to harness the embedded intelligence of emerging technologies, along with forging strong networked partnerships, to collaborate at a scale in which we never have before."

The cities that will thrive the most in the future will be those getting people to walk more
"Cities contribute 70 per cent of the world's greenhouse gas emissions, with transport alone being responsible for 21 per cent of them. Shifting to walking and cycling can drastically reduce emissions and is the quickest and most efficient way to decarbonise transport. Among the 12 trends that will shape the future of cities foreseen by Deloitte, at least four are strictly related to making urban environments more walkable by creating green spaces, favouring healthy communities, implementing 15-minute neighbourhoods and adopting smart, sustainable mobility systems."

New Zealand's first national adaptation plan
"This national adaptation plan is the first in a series. Every six years, He Pou a Rangi – Climate Change Commission will prepare a national climate change risk assessment. This will identify the climate risks that need to be addressed most urgently. New national adaptation plans that respond to those risks will be developed in consultation with all New Zealanders."

Beyond Consumer Capitalism—Foundations for Sustainable Prosperity
"Economic activities need to provide the capabilities for people to flourish in their community, socially and psychologically as well as materially. At the same time, these activities must provide decent, satisfying livelihoods for people. Employment matters in any economy. Finally, of course, economic activity must be low in carbon, efficient in resource use and 'tread lightly' on the earth. Enterprise must provide the capabilities for flourishing without destroying the ecological conditions on which our future prosperity depends. These few characteristics provide the basis for a new vision of enterprise: not as a speculative, profit-maximising, resource-intensive division of labour, but as a form of social organisation embedded in the community, engaged in delivering services that improve our quality of life."

Aotearoa New Zealand is looking good in 2040 – here's how we did it
"In 2026, New Zealand signed the International Treaty to Phase out Fossil Fuels, which prohibits fossil fuel extraction, phases out use and requires international cooperation on renewable energy. Carbon import taxes mean many high emissions commercial activities are no longer economically viable. Trade unions have played a major role in the industrial strategy underpinning the transition to a lower emissions economy."

Dutch government issues world-first cap on flights from European hub
"From the end of 2023, Schiphol airport, the third busiest in Europe in terms of passenger traffic, will limit the maximum number of flights each year to 440,000, 12% less than in 2019. The flight cuts aim to restore "the balance between a well-operating international airport, the business climate, and the interests of a better and healthier living environment", transport minister Mark Harbers said in the statement."

Why a more equal world would be easier to decarbonise
"In a more equal society, energy demand shifts from transport and luxury to necessities and subsistence. In fact, if the world as a whole was radically more egalitarian, with lower income inequality than even Scandinavian countries, our research predicts that global energy demand in transport would fall by roughly 30%, as wealthy people would fly less, drive fewer cars and less often... The flip side is an increase in residential energy use, which would rise by 21% as more people would secure adequate shelter, food, and heating or cooling."

It's time to talk about NZ's racial wealth gap
"This challenge compels us to expand targeted measures to eliminate not just poverty, but Māori inequality and comparative weakness altogether. Doing so requires confronting inevitable backlash from parts of New Zealand who see targeted support for Māori as 'reverse racism'. That's an understandably unappealing prospect for political parties stuck in a desperate fight for every last vote. Even socially-conscious non-politicians are unwilling to address the racial wealth gap because they don't want to jeopardise the success of other policies or issues by tackling such a difficult topic."

New Zealand's world-beating jump in wealth down to 'rise of landed gentry'

Scenario D material

The Great Progression 2025-2050
"We are steadily mastering the game of progress. We might be up against some complex challenges, but we have all the capability we need to pull off another leap forward in progress."

Is there a future for globalization?
"The pandemic, the war in Ukraine, rising energy and food prices, supply chain disruptions and the climate crisis are challenges that threaten to destabilize decades of globalization, but there are diverging views on how this will play out."

Obsessing over electric cars is impeding the race to net zero: More active travel is essential
"Globally, only one in 50 new cars were fully electric in 2020, and one in 14 in the UK. Sounds impressive, but even if all new cars sold were electric, it would still take 15-20 years to replace the world's fossil fuel car fleet."

The constrained future of aviation
"To read some reports, the industry just needs to mop up almost all of the clean biofuels available worldwide and its problems are over. But that's not going to happen."

Air Turbulence Will Likely Get Worse as the Planet Warms
"A recent U.K. study suggests that clear-air turbulence—the kind that can strike airliners without warning at high altitudes—will intensify dramatically during the second half of this century because of climate change."

How Climate Change Is Ushering in a New Pandemic Era
"A warming world is expanding the range of deadly diseases and risking an explosion of new zoonotic pathogens from the likes of bats, mosquitoes, and ticks."

What the data say about discrimination and tolerance in New Zealand
"While discrimination experienced by minority groups, defined by migrant status and ethnic category, clearly exists, it is not the experience of a large majority of New Zealanders from any of these groups. Furthermore, group differences are small."

NZ's new direction towards more high-density housing in our biggest cities
The Resource Management Amendment Act 2021 will remove these restrictive rules, so we can expect to see more medium density homes being built across more of our major cities. This will mean more homes are built in areas that have access to jobs, public transport and other public amenities and community facilities."

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