

Community sport

Strategy 2015–20



SPORT
NEW ZEALAND

Community sport



The Sport NZ Group

The Sport NZ Group (Sport NZ) is the national agency for sport and recreation. Our job is to get more young people and adults into sport, which we will do through this Community Sport Strategy, and produce more winners on the world stage, which we do through a High Performance Strategy, delivered by our wholly-owned subsidiary High Performance Sport NZ.

SPORT NZ GROUP

A world-leading sport system

Community SPORT

More kids, More Kiwis

HIGH PERFORMANCE
(HPSNZ)*
More winners

GROUP STRATEGIC SUPPORT

* High Performance Sport NZ (HPSNZ) was launched in 2011 as a wholly-owned subsidiary of Sport NZ, the Crown agency that oversees sport and recreation in New Zealand. The HPSNZ mandate is to lead the high performance system in New Zealand.

Introduction

New Zealand's first national Community Sport Strategy, launched in 2009, paved the way for the provision of dedicated national support to young people and adult participation across New Zealand.

Five years on, Sport NZ has learnt much about the opportunities and challenges of Community Sport and the role of different stakeholders in delivering sporting opportunities to New Zealanders, including its own role in leading change.

To better understand this, we have:

- worked with and learnt from our sector partners
- focused our research efforts
- developed a number of international connections.

This strategy is the culmination of five years of learning, new evidence and scanning good practice at home and abroad. Sport NZ aims to sustain the positive momentum that has been created and lead the New Zealand sports sector in taking the next step in the evolution of Community Sport.

The *value* of sport

"A lack of physical activity causes 12.7% of all deaths in New Zealand."

"Playing sport can help improve posture and balance, and can build stronger muscles and bones."

"Physical activity can improve cognitive function and academic achievement."

"Being physically active can help us lead healthier and more productive lives."

"Regular activity can reduce the risk of many chronic conditions including type 2 diabetes, obesity and mental health issues."

Sport contributes to healthier bodies and minds



Sport is a part of our way of life

Almost 1 million adults volunteer

89% of kids take part in organised and informal sport at least 3 hours a week

New Zealand was 4th on the 'per capita' medal table at the 2012 London Olympics

74% of adults take part in sport and recreation each week

Around a third of adults belong to a club, gym or fitness centre

Sport enhances communities



"We change kids who come to our club."

"Sport helps build stronger, safer, happier and healthier communities."

"It's lifted the profile of the area, lifted the aspirations of the kids. You can't put a dollar figure on that."

"Everyone supports each other much more now."

"We've become a team on and off the pitch."

Sport benefits the economy



Sport contributes \$5.2b to our economy (2.8% of GDP)

50 million hours worked by volunteers is worth \$728m

Households spend \$1.3b on sports goods and equipment

50,000 people work in sport and recreation

Active workers work 1.8 days more

The current state of *community* sport

In New Zealand, community sport is alive and well.

A high proportion of our population participates regularly, supported by a strong delivery network of National Sports Organisations, Regional Sports Trusts, Territorial Authorities and others. That network is fuelled by many funders and sponsors, including Charity Gaming and Community Trusts, and well supported by an army of passionate volunteers, officials and administrators.

We are lucky to live in a natural environment conducive to sport and recreation. Because of this we have a rich sporting heritage that every generation to date has been fortunate to inherit.

Kiwi kids have traditionally had a play-ful upbringing, where sport is respected and loved. That active childhood not only sets us up for life-long involvement in sport, it also ensures a wide pipeline of talent flows through to high performance. As a result, we've had more than our fair share of winners on the world stage for a country our size.

Sport is part of our national identity. It improves our health and wellbeing, develops bodies and minds and makes us more resilient as individuals and communities.

And sport is fun.

A case for *change*

Our world is changing. The wonderful sporting heritage that generations of Kiwis have been lucky to inherit, and develop, is under threat from societal changes. And the sport system must respond. Based on international and New Zealand research, the future trends, opportunities and challenges for sport are clear.



Demographics

Urbanisation (particularly Auckland), an ageing population and increasing ethnic diversity are changing the demand for Community Sport and the way Kiwis participate.

There are now 213 ethnic groups in the country, with an increasing number of people identifying with multiple ethnicities. Thirty-seven percent of people living in Auckland were not born in New Zealand.



The Consumption of Sport

People are fitting sport into increasingly busy and time-fragmented lifestyles; demand for individualised sport and physical activity is on the rise, while demand for team and organised sport is declining.

Over any 4 weeks, about a third of participants still belong to a sport and recreation club. However, traditional sports club membership is down in the last 6 years, and gym membership is up.



Young People and Sport

Young people have increasingly sedentary lifestyles with more entertainment options involving 'screens'. Having the right quantity and quality of PE and sport in schools is more important than ever before.

On average, Kiwis aged over 12 spent over 80% of their leisure time on passive media and social entertainment activities.



Connection

Technology and digital connectivity are changing the way, and the speed at which, we communicate.

Almost two-thirds of Kiwis own or have access to a smartphone (59%). Over three-quarters of New Zealanders have internet access (77%).



The Offering of Sport

There is greater demand for a diverse range of sporting opportunities to meet individual preferences and health and lifestyle needs.

Over 100 different activities were identified as sport and recreation activities people do in the 2013/14 Active NZ survey.



The Structure of Sport

New organisational forms, partnerships and capabilities are required to create innovative approaches to delivering sport.

An estimated 52,200 people work in sport and recreation industries.

Our philosophy

Participant-focused

We are focused on the needs and expectations of participants



System-led

We focus on the 'system attributes' which best impact participation



Performance-driven

We hold ourselves and others accountable and seek continuous improvement



Participant-focused

The reasons people participate in sport and recreation, or don't participate, are many and varied. A participant-focused system must make decisions based on greater knowledge of what people want, and why. If we understand this, we can create an environment that supports it.



System-led

A key tenet of coaching sport is that if you focus on playing the game well, then the result will look after itself. Sport NZ believes that to also be true of our sport system. So instead of focusing solely on the results – more kids, more Kiwis – we will focus on the crucial attributes of a successful system. Here's how we will contribute to the system through this Community Sport Strategy.



Intelligence: Play a more active role in generating participant **insight** for testing and application in the system.

Capability: Build the capability and capacity of the system by identifying **priority system enablers**; **increase our support of the sector** through having a highly capable and externally focused Community Sport Team.

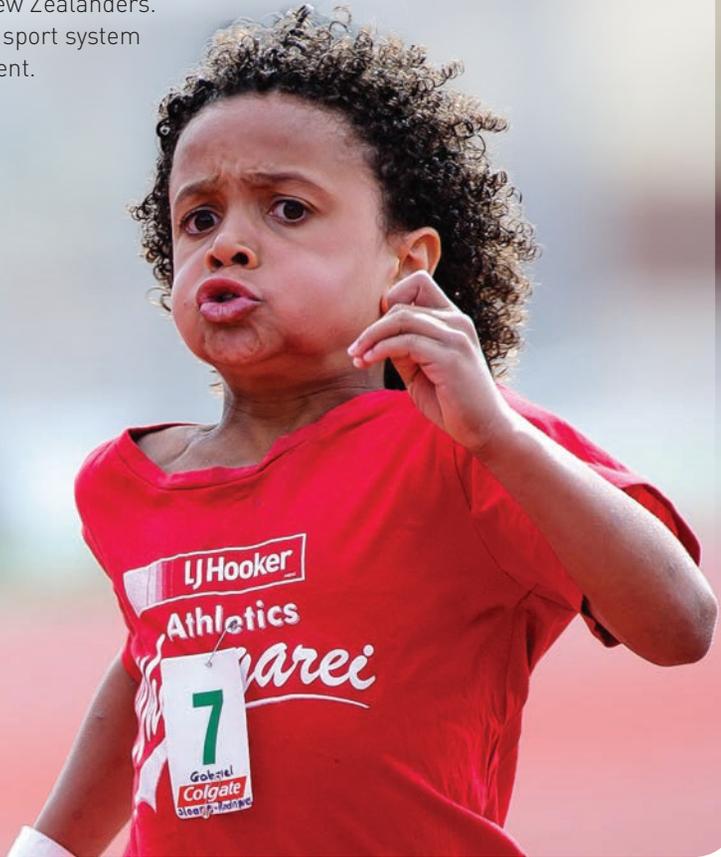
Connectivity: Demonstrate greater **leadership** in stimulating connectivity and alignment across the system for the benefit of participants; encourage a **consistent and aligned** approach to be used by partners; value our **partnerships** and seek to enhance and grow these.

Resources: **Prioritise** where we focus our resources; **optimise** the use of Community Sport investment by reducing waste and duplication through the sharing of knowledge and good practice.

Performance-driven

As leaders, we will hold ourselves and others accountable for our impact on the system through robust and timely measurement. We will ensure there is a clear return on investment for all money we receive and invest in Community Sport. We will maximise the financial and operational performance of our own business, of partners we invest in, and of the system, to ensure we provide the maximum possible value to New Zealanders.

We will encourage all those in the sport system to strive for continuous improvement.



Focus areas and strategic outcomes

The delivery of Community Sport works well in some parts of the country, and not as well in others. Given our limited resources, we need to focus on both **sustaining** our current high participation rates and **growing** participation in segments of the population where greater barriers exist or participation is low.

Over this strategic period (2015–20) we will identify and focus on these different segments of the population. Enhancing the sport system in Auckland, and other large urban populations, will be a key component of this strategy if we are to achieve our outcomes by 2020.



Focus Areas

1. School-aged Children (5–18)

Developing a love of sport at an early age is more likely to encourage life-long participation. A focus on 'physical literacy' will ensure all Kiwi kids have the skills they need to be involved in sport for life.

OUTCOME: An increase in children taking part in 3 hours or more of organised and/or informal sport a week in schools by 2020

2. Local Delivery (particularly in low-participation communities)

The opportunity exists to increase sport uptake by improving the connectivity of all those involved in local delivery. We will identify and prioritise population groupings where there is low or declining participation (eg: Asian and Māori, young women, lower socio-economic) and where barriers to greater participation exist.

OUTCOME: A 3% increase in participation in supported projects by 2020

3. Competitive Sport (including talent identification)

The preservation of our sporting heritage and high participation rates will be dependent on our ability to sustain numbers of people participating in traditional competition structures and pathways, so this will continue to be a focus. We will place greater emphasis on ensuring quality talent pathways exist for participants.

OUTCOME: An increase in high engagement participation reported from targeted sports by 2020

Strategic priorities

Our primary goal is to develop and sustain a world-leading community sport system across New Zealand. We have identified the 'system enablers' we believe are key to this – areas where significant gaps exist which Sport NZ and our partners and providers can impact. These 'system enablers' are our **Five Strategic Priorities**.

Strategic Priorities



1. Insights

We will ...

- Put the participant at the heart of our decisions and actions for growing participation.
- Develop an approach to customer segmentation for Community Sport.
- Lead and make available information and knowledge that helps the sport system understand the rapidly changing environment within which potential participants are making decisions regarding their engagement (or not) with sport.
- Develop data and tools for the system to assist in understanding customers.
- Support targeted partners as they develop strategies to understand and target specific trends and demographics.
- Develop, with targeted partners, approaches to capture the 'voice of the customers' to inform the development of products and services.



2. People

We will ...

- Enhance our targeted partners' and providers' understanding of their future workforce needs and take a proactive and coordinated approach to workforce planning and development.
- Identify critical roles within the Community Sport system; these critical roles will be better defined; robust recruitment and selection processes will be embedded across the system.
- Support targeted partners to develop an environment to attract and retain, to recruit high-quality people.
- Implement opportunities for development and connectivity for those in critical Community Sport roles at local, regional and national levels.



3. Spaces and Places

We will ...

- Engage across the sport system, facilitating alignment and collaboration between all those with an interest in the planning and development of sporting spaces and places.
- Using the Sporting Facilities Framework, guide and influence investment into sport and recreation spaces and places.
- Develop, and make more available, our space and place knowledge and resource base.
- Facilitate discussion across the system to consider how to enhance accessibility to spaces and places and to encourage innovation in programming and product development to enhance utilisation.



4. Partners/Providers

We will ...

- Identify partners and providers who can make the biggest difference to our sport system for the greatest number of people.
- Build long-term relationships with our targeted partners. Partnership will focus on building the partners' impact on our five strategic priorities.
- Support our targeted partners to utilise the customer (current and potential) knowledge available to them and translate that into planning and delivery of relevant services and products to their people.
- Bring our targeted partners together to share learnings and seek meaningful collaboration.



5. Pathways

We will ...

- Develop and implement a National Physical Literacy Framework which identifies what the needs are of participants at different life stages.
- Adopt a national Talent Strategy that will build on the Physical Literacy Framework and identify development pathways for those aspiring to perform and excel.
- Support our targeted partners to incorporate the Physical Literacy Framework and Talent Strategy into their planning and delivery.

Investment principles

1. Investment will be made where there is a clear value proposition

- Sport NZ will support the development of the system through investment in the Five Strategic Priorities, to increase participation.

Investment will be focused on providers who are able to demonstrate their current or potential value against the Five Strategic Priorities.

2. Investment will improve the sustainability of the system

- Investment decisions will favour strategies that create long-term, sustainable value for the community sport system, and ultimately participants.

3. Investment will be targeted for greatest impact

- Priority will be given to investments that demonstrate the greatest impact, especially in the priority markets.

Investments will be assessed and prioritised on a case-by-case basis, based on the value proposition and ability to deliver.

4. Investment will be grown through partnership and leverage

- Priority will be given to proposals that create wider partnerships that can be leveraged to increase both resources and sector impact.



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