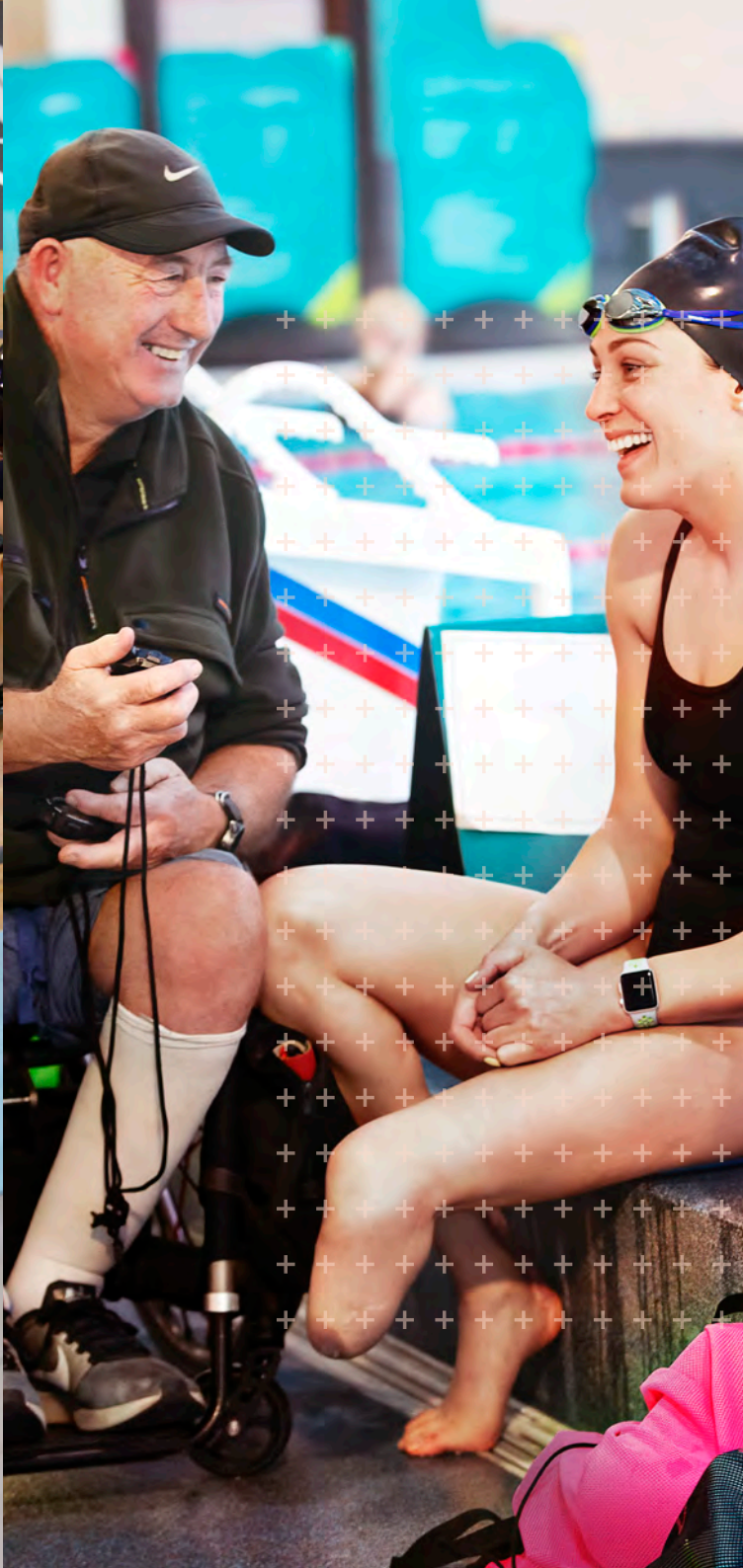




HIGH PERFORMANCE  
SPORT NEW ZEALAND



# INSPIRING PERFORMANCE EVERY DAY

2024 STRATEGIC PLAN





# MIHI

*E ngā mana, E ngā reo,*

*E ngā mātā waka o ngā hau e whā.*

*E mihi ana, e mihi ana, e mihi ana.*

*Nau mai ki tēnei kōrero rautaki e hāpai ake ana i ngā hākinakina matatau o te whenua nei.*

*Ko tā mātou kaupapa; kia hāpaitia ake te mana o Aotearoa whānui ki tāwāhi, i ngā whakataetae taiooreore o te ao. Mā aua mahi, e hoki mai ai te mana, ki ngā iwi katoa o te motu nei.*

*Ka mihi ki a koutou kua aro mai ki te pānui i tēnei rautaki.*

*Engari, ko te mihi mātua, ki te tangata whenua o te motu nei. Nā rātou te whenua i tiaki ai. Nā rātou ngā tikanga i kawē ai. Nō reira e mihi ana, e mihi ana, e mihi ana.*

TO THE PRESTIGIOUS, THE SPOKESPEOPLE, THE PEOPLE FROM AFAR, GREETINGS TO YOU ALL.

WE WELCOME YOU TO THIS STRATEGY DOCUMENT THAT WILL GUIDE HIGH PERFORMANCE SPORT IN THIS COUNTRY TO UPHOLD AND ENHANCE THE MANA OF NEW ZEALAND. OUR PERFORMANCES WILL BRING PRIDE TO ALL NEW ZEALANDERS.

THANK YOU FOR TAKING THE TIME TO READ THIS STRATEGY. WE ESPECIALLY PAY TRIBUTE TO THE TANGATA WHENUA OF THIS COUNTRY. THEY PROTECT THE LAND AND THEY UPHOLD THE CUSTOMS AND TRADITIONS THAT DEFINE OUR NATION'S DIFFERENCE.

THANK YOU.

# FOREWORD

## TĒNĀ KOUTOU KATOĀ

Those fortunate enough to grow up in Aotearoa New Zealand understand that sport is an integral part of our nation's psyche.

Our sporting heritage has contributed to some of our most memorable moments. Regardless of age, race, religion, gender or status, we can recall golden moments in our sporting history that have brought us pride, united us as a nation, perhaps even inspired us to have bold new dreams.

Yet this pride and unity comes not just with winning. As we have seen across the decades of our rich sporting history, when we aim, we aim high. And when we fall short, we bear the loss together. We are one nation, in celebration or defeat.

We have over many years built a globally competitive, high performance system that has seen us excel on the world stage. The system has been so successful that we have become accustomed to it.

In the last three Paralympic Games, New Zealand's medal tally has increased from 12 in Beijing to 17 in London and 21 at the last Games in Rio, while our Olympic Games medal tally has also risen from 9 in Beijing to 13 in London and 18 in Rio. In 2018 we had our best ever Winter Olympics and Winter Paralympics medal tallies in PyeongChang, and our best Commonwealth Games away performance to date (46 medals) on the Gold Coast. And our high performance athletes have delivered a steady stream of wins and podium finishes in world championships across multiple sports.

High Performance Sport New Zealand's (HPSNZ's) success is seen through these performances on the world stage at Olympic and Paralympic Games, and at World Championships. The key elements of New Zealand's

competitive advantage come through our partnerships with sports, trusting relationships within the high performance sport system and the ability to be agile and act decisively.

However, with our world in a time of flux and important system changes needed to put wellbeing at the centre of our work, the high performance sport system demands significant evolution over the next four years, to build on achievements to date. Acknowledging the need to respond to challenges of the past and present, as well as opportunities of the future, our 2024 Strategy is designed to deliver our most important shifts since HPSNZ was created in 2011.

The need for change is evident. Several reviews into sport integrity and wellbeing issues over recent years have highlighted the importance of ensuring a safe, fair and inclusive environment for all athletes and coaches. Here and across the world we have seen athletes developing a greater voice and seeking wider representation in addressing issues affecting them.

More broadly, the New Zealand context is changing. We are seeing demographic changes, new trends in the way people engage with sport and many of the nation's next stars are making their mark in sports that have yet to capture the nation's full attention.

Over the past two years, as we worked in partnership with a wide range of stakeholders to develop the 2032 High Performance System Strategy to guide our work, one significant environmental change was beyond our control - the emergence of COVID-19. The global pandemic has had a significant effect on high performance sport, disrupting international competition and training opportunities in all sports, delaying the Tokyo Olympic and Paralympic Games and placing the pinnacle event cycle on



hold. It has been a testament to the strength and resilience of all athletes, coaches and support staff that we continue to operate and prepare despite the unknowns that exist.

As kaitiaki of New Zealand’s high performance sport system, we hold the responsibility not only to respond to current challenges, but also to think beyond the immediate global context to create an environment which will continuously evolve and deliver repeatable success. As such, over the next four years, we will build on the targeted approach that has brought us increased success at pinnacle events, while developing improved, sport-led performance pathways for athletes and coaches that focus on the wellbeing of all those in the system. We will also establish an Aspirational Fund to enable us to invest in more sports with the potential to inspire the nation, including those with culturally distinctive pathways that help facilitate more equitable access across the system.

Fine tuning our approach through performance pathways means we can continue winning on the world stage and create a greater pipeline of future talent, while supporting and enhancing the wellbeing of all high performance athletes, coaches and support staff. This approach will underpin everything that we do and increase our competitive advantage, leading to more performances that inspire and delight.

The 2024 strategy is a story for all New Zealand. The sporting performances that have resonated with New Zealanders over decades were born in our schools, our clubs, and our communities. So, when a New Zealander steps onto the podium, we are all a part of their triumph. In that moment, we celebrate not just a single performance, but the journey it takes to perform at our best in whatever we do.

## **INSPIRING PERFORMANCE EVERY DAY.**



**BILL MORAN**  
**CHAIR**



**MICHAEL SCOTT**  
**CHIEF EXECUTIVE**

**86%**

High performance sport gives New Zealand positive international exposure

**83%**

High performance sport helps instill a sense of pride in our country

**70%**

High performance sport brings communities together

## THE VALUE OF HIGH PERFORMANCE SPORT

**83%**

High performance athletes and teams help to ignite interest in a sport

**83%**

High performance athletes and teams inspire others to succeed in their own sports

**83%**

High performance sport contributes to our national identity as New Zealanders

*\*Sport NZ 2017 Study - "The Value of Sport"*

# OUR ROLE

HPSNZ's role is to enable and empower world class sporting performances that inspire New Zealanders, within environments that value wellbeing. Working in partnership with National Sporting Organisations (NSOs) to target specific sports and campaigns, we contribute specialist performance support resources and expertise, and provide strategic investment to enable success on the world stage. We also support the wider high performance sport system, providing independent advice and knowledge.

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

The High Performance Sport Outcomes Framework demonstrates the links between high performance sport outcomes and the Government's Living Standards Framework. It highlights the contribution that the 2024 Strategy will have to the wellbeing of all New Zealanders, through our three strategic shifts in Performance Pathways, Wellbeing and Engagement, and Funding and Investment. (See Appendix page 27)

As a crown agency, the Sport New Zealand Group promotes and supports the importance of physical activity to achieve the greatest impact on wellbeing for all New Zealanders. The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand (Sport NZ) and HPSNZ. Together, both organisations provide end-to-end leadership of the system – from participation to elite performance.



**We inspire New Zealanders every day by encouraging pride in the results and the way they are achieved. In doing so we can connect people and communities across the country, in turn inspiring future success.**

**- Bill Moran, Chair**



## OUR VISION

# INSPIRING PERFORMANCE EVERY DAY

Everybody in the high performance system – athletes, coaches and support staff – can inspire through their performances: from winning on the world stage in a way that makes us proud, to how they interact with each other and with the wider community as role models and ambassadors.

Inspiring performance happens all the time, not only at pinnacle events but also in training, through the stories we share and in the day-to-day sacrifices we make to reach our goals.

Realising this vision will mean more people inspired by their engagement with high performance sport, enhancing their sense of belonging and connection to Aotearoa New Zealand.



## OUR MISSION

WORK IN PARTNERSHIP TO  
DELIVER A HIGH PERFORMANCE  
SYSTEM THAT ENABLES OUR  
ATHLETES TO EXCEL ON THE  
WORLD STAGE.

## OUR VALUES

INTEGRITY  
EXCELLENCE  
COLLABORATION  
WELLBEING





# THE WORLD AROUND US

We operate in a rapidly changing environment which combines a changing global context, evolving trends, social change and future scenarios.

## IMPACT OF COVID-19

- Fewer opportunities to benchmark against international competition
- Travel limitations impacting training and development
- Increase in athlete and coach wellbeing pressures due to uncertainty
- The wait for a vaccine
- New normal regarding physical distancing preferences

## INDIVIDUAL FACTORS

- Rise in athlete activism and the athlete voice
- Growing focus on sport integrity solutions
- Advances in technology and human enhancement
- Impact of inequality of access to pathway entry

## SOCIAL FACTORS

- Opportunity to prioritise wellbeing to enhance competitive advantage
- Consideration of identity and gender fluidity in selection and competition
- Potential impact of climate change
- New aspirational sports are capturing the nation's attention
- New Zealand's changing demographic

## ECONOMICS OF SPORT

- Financial viability of NSOs
- Competing interests between NSOs and athletes
- Financial constraints may impact public engagement
- Increased competition for funding including commercial sponsorship

## OUR RESPONSE

Three key system shifts that together will deliver the strategic change necessary to achieve repeatable and sustainable success on the world stage and advance our vision of Inspiring Performance Every Day.

# THE 2024 STRATEGY SHIFTS

The 2032 High Performance System Strategy identified three key shifts we believe are fundamental to delivering the transformation required to create a sustainable, enhanced high performance system between now and 2032. Each system shift aligns and contributes to the High Performance Sport Outcomes Framework.

By focusing on these shifts, the 2024 Strategy represents the first four years of a 12-year evolution that will help to deliver a world-leading system, enabling New Zealand to achieve sustainable success on the world stage and continuing to inspire New Zealanders.

## 1. PERFORMANCE PATHWAYS

Greatly enhanced performance pathways for athletes and coaches delivering an accessible national performance network (national performance hubs and regional performance pods) for the development of future talent, while providing our elite athletes and coaches with the support they need to become world class.

*Why? A truly integrated and clear end-to-end performance pathway will deliver improved talent identification and development, enhanced support for elite athletes and coaches and retain more talent in the high performance sport system following retirement from competition.*

## 2. WELLBEING AND ENGAGEMENT

Enriching performance environments that empower and support individuals to reach their potential and enhance their ability to thrive in their sporting and non-sporting lives.

*Why? By prioritising wellbeing and engagement and demonstrating care for the people in the system we will retain and grow our valuable talent and knowledge base, enhancing our competitive advantage and the likelihood of delivering repeatable success.*

## 3. FUNDING AND INVESTMENT

An expanded and more agile funding and investment framework, enabling investment in more sports (including those with culturally distinctive pathways) through an Aspirational Fund, more athletes to be identified earlier and more communities engaged and inspired by New Zealand's success.

*Why? Changing our funding and investment model will enable us to adapt to the changing landscape in sport and the world around us by investing in more sports with the potential to inspire the nation and its communities.*

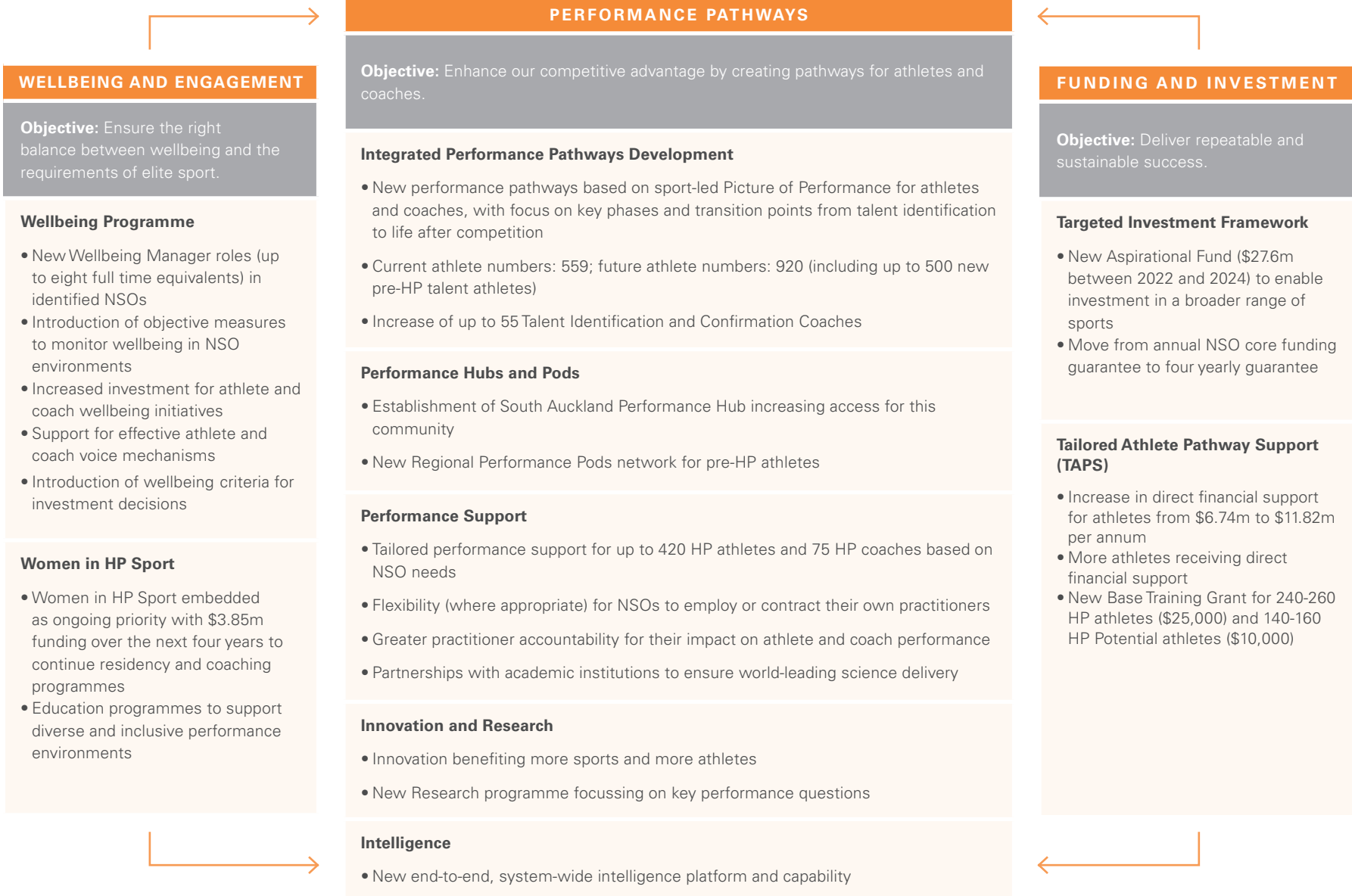


**By leading the high performance sport system in partnership with NSOs, we can continue to achieve ambitious performance targets, instilling national pride, shaping our national identity and supporting the development of outstanding people, not just excellent athletes, who can be role models for generations to come.**

.....  
**- Bill Moran, Chair**



# HIGHLIGHTS



## WELLBEING AND ENGAGEMENT

**Objective:** Ensure the right balance between wellbeing and the requirements of elite sport.

### Wellbeing Programme

- New Wellbeing Manager roles (up to eight full time equivalents) in identified NSOs
- Introduction of objective measures to monitor wellbeing in NSO environments
- Increased investment for athlete and coach wellbeing initiatives
- Support for effective athlete and coach voice mechanisms
- Introduction of wellbeing criteria for investment decisions

### Women in HP Sport

- Women in HP Sport embedded as ongoing priority with \$3.85m funding over the next four years to continue residency and coaching programmes
- Education programmes to support diverse and inclusive performance environments

## PERFORMANCE PATHWAYS

**Objective:** Enhance our competitive advantage by creating pathways for athletes and coaches.

### Integrated Performance Pathways Development

- New performance pathways based on sport-led Picture of Performance for athletes and coaches, with focus on key phases and transition points from talent identification to life after competition
- Current athlete numbers: 559; future athlete numbers: 920 (including up to 500 new pre-HP talent athletes)
- Increase of up to 55 Talent Identification and Confirmation Coaches

### Performance Hubs and Pods

- Establishment of South Auckland Performance Hub increasing access for this community
- New Regional Performance Pods network for pre-HP athletes

### Performance Support

- Tailored performance support for up to 420 HP athletes and 75 HP coaches based on NSO needs
- Flexibility (where appropriate) for NSOs to employ or contract their own practitioners
- Greater practitioner accountability for their impact on athlete and coach performance
- Partnerships with academic institutions to ensure world-leading science delivery

### Innovation and Research

- Innovation benefiting more sports and more athletes
- New Research programme focussing on key performance questions

### Intelligence

- New end-to-end, system-wide intelligence platform and capability

## FUNDING AND INVESTMENT

**Objective:** Deliver repeatable and sustainable success.

### Targeted Investment Framework

- New Aspirational Fund (\$27.6m between 2022 and 2024) to enable investment in a broader range of sports
- Move from annual NSO core funding guarantee to four yearly guarantee

### Tailored Athlete Pathway Support (TAPS)

- Increase in direct financial support for athletes from \$6.74m to \$11.82m per annum
- More athletes receiving direct financial support
- New Base Training Grant for 240-260 HP athletes (\$25,000) and 140-160 HP Potential athletes (\$10,000)









# 1. PERFORMANCE PATHWAYS

Performance pathways are designed to support the identification and development of athletes and coaches who have the potential to win on the world stage, while supporting our elite athletes in their endeavours. Performance Pathways are the anchor point of the 2024 strategy and the mechanism to redefine New Zealand's high performance sport system. We will focus on clear, consistent and connected sport-led pathways, with attention on key phases: development, performance and transitions. New Zealand's current high performance pathways have delivered some outstanding success stories, but we can make them stronger still, to deliver repeatable success in the future.

We will improve New Zealand's performance pathways by:

- Building a longer term focus to develop an enhanced pipeline of talent
- Increasing the number of performance hubs to provide greater accessibility
- Establishing regional performance pods to enable more athletes to train close to support networks
- Aligning athlete and coach pathways to provide tailored support for both
- Targeting support for athletes and coaches designed for their age and stage to meet individual needs
- Focusing more on development so high performance athletes and coaches are properly prepared to deliver great performances

END-TO-END ATHLETE PATHWAY

HPSNZ

Sport NZ

<b>HIGH PERFORMANCE</b>	<b>POST HP</b>	LIFE AFTER COMPETITION	Supporting athletes and coaches to continue to contribute to New Zealand through what they do post their competitive careers.
	<b>HIGH PERFORMANCE</b>	TRANSITION	Retirement from sport to future aspirations in life, career and relationships.
		ELITE PERFORMANCE – PROBABLE	Elite performance athletes that have achieved repeated podia success at Pinnacle event/s (Olympic/Paralympic Games or World Championships) and continue to polish their proven international performances.
		TRANSITION	Ready to perform under pressure, adapt and refine performance to performance, lead themselves and others. Deliver Medals.
		PERFORMANCE – CONVERT	Future performance athletes that have demonstrated realistic medal winning capabilities and are refining performances for podia success at next Pinnacle event/s (Olympic/Paralympic Games or World Championships).
		TRANSITION	Stable platforms, performance routines and skills evolving, learning to perform under pressure. Performance not yet consistent.
		FOUNDATION PERFORMANCE – OPPORTUNITY	Foundation performance athletes confirmed to transition into high performance, they are learning how to operate within a world class environment and meet the demands of Pinnacle event performances, graduating within 4 years.
		TRANSITION	Fundamentals and a learning environment focused on critical personal performance and wellbeing requirements are a priority.
PERFORMANCE POTENTIAL	Athletes that have demonstrated realistic (future) winning capabilities against sport benchmarks, together with the required attributes, attitude and motivation for internal success as confirmed by their National Sporting Organisation as determined by their evidence-based HP pathways.		
<b>PRE-HP</b>	TRANSITION	Planning/life skills to manage multiple commitments, challenge/change and to develop support networks and learning processes for success.	
	TALENT IDENTIFICATION & CONFIRMATION	Athletes that have demonstrated realistic (future) winning capabilities against sport benchmarks developing and confirming the required attributes, attitude and motivation for international success.	
<b>DEVELOPMENT</b>	TALENT DEVELOPMENT	Talent development is developing athletes to realise their potential in sport and in life. These processes ensure that people and organisations are working with the "right attributes" at the "right time".	
	BALANCE IS BETTER	Athletes need balance, development programmes have to be holistic, recognise and cater for all four physical literacy quadrants while developing the person as well as the athlete, encourage them to play, to explore a range of sports, to develop a range of skills, creativity and decision making.	
	PRINCIPLES OF PLAY	Play is the foundation of physical literacy, as a child's earliest physical experiences are through play, and vitally important for a young person's resilience and wellbeing development. It is vital in ensuring young people have the best possible start in life and develop a lifelong love of community sport and being physically active.	

Perform

Develop

Participate

Play





Our traditional approach has served us well, but new challenges facing New Zealand both inside and outside the sporting arena highlight the need for us to evolve our sporting pathways. A focus on performance pathways for athletes and coaches will set us up for repeatable success in the future.

Our priorities (performance hubs and pods, performance support, innovation and research, and intelligence) will support these clearly defined pathways, as will the other system shifts – Wellbeing and Engagement, and Funding and Investment.

OUR PRIORITIES	WHAT WE WILL DELIVER	WHAT WILL BE DIFFERENT
<b>Integrated High Performance Pathway Development</b>	<ul style="list-style-type: none"> <li>Defined, sport-led performance pathways based on Picture of Performance for coaches and athletes</li> <li>Transparent framework to identify, support and develop athletes and coaches</li> </ul>	<ul style="list-style-type: none"> <li>Tailored investment and support at each stage of the pathway</li> <li>NSOs will lead their end-to-end pathways for athletes and coaches</li> <li>Support for coaching pathways in greater depth across more sports from additional regionally based high performance coach advisors</li> </ul>
<b>Performance Hubs and Pods</b>	<ul style="list-style-type: none"> <li>Establish a South Auckland performance hub</li> <li>Regional high performance pods that involve partnering with regional entities / facilities to create bespoke daily training environments</li> <li>Regional-based talent identification, support and coordination for athletes and coaches</li> </ul>	<ul style="list-style-type: none"> <li>More NSOs and emerging sports have access to services</li> <li>More athletes able to train close to their support network</li> <li>NSOs have access to a larger pipeline of athletes and coaches</li> </ul>
<b>Performance Support</b>	<ul style="list-style-type: none"> <li>Targeted eligibility criteria framework</li> <li>Sport-led needs assessment framework</li> <li>Sport oriented multi-discipline support teams</li> <li>Performance, professional and quality assurance standards and guidelines</li> <li>For impact and efficiency, all performance support will be aligned to the NSO's Picture of Performance</li> </ul>	<ul style="list-style-type: none"> <li>Performance support targeted and tailored to athlete and coach needs</li> <li>The impact of interventions will be qualitatively and quantitatively measured and monitored</li> </ul>
<b>Innovation and Research</b>	<ul style="list-style-type: none"> <li>Innovation delivery framework</li> <li>Tailored NSO innovation plans</li> <li>Online research repository</li> <li>Innovation practice development toolkit</li> </ul>	<ul style="list-style-type: none"> <li>A long-term strategic view of a sport's innovation needs will ensure alignment of resources along the pathway</li> <li>More HPSNZ staff access to performance research and information</li> <li>Continuous learning guided by use of the toolkit</li> </ul>
<b>Intelligence</b>	<ul style="list-style-type: none"> <li>Data management framework</li> <li>Embedded specialist intelligence resources within NSOs</li> <li>Shared intelligence platform and capability development</li> </ul>	<ul style="list-style-type: none"> <li>Consistent data management to manage and use information effectively and ethically</li> <li>NSOs better able to use evidence and information to enhance continuous learning and improve performance</li> </ul>



# WHAT IT MEANS FOR ME

## ATHLETES



I know where I am in the high performance pathway, and what I need to do to transition to my next stage.

.....

I have a personalised performance plan and understand what I need to do to achieve my performance goals.

.....

I get the required coaching appropriate to my stage of development and performance.

.....

I have confidence that the support I receive is tailored to enhance my performance progression.

## COACHES



I understand the coaching pathway and know what I need to do to meet my goals and aspirations.

.....

I am better informed of the age and stage appropriateness of my coaching practice.

.....

I know about innovative techniques and approaches that provide cutting edge coaching practice.

.....

I have access to best practice data analysis and understand how to use it to optimise performance.

## SPORTS (NSOs)



We understand what is important to performance in our sport and lead our performance pathway.

.....

We determine what performance support is provided and align it to the needs of our campaigns.

.....

We understand the connections and transition stages throughout the end-to-end pathway for our coaches and athletes.

.....

We have broader access to culturally diverse communities and sports.

## OUR PEOPLE (HPSNZ)



We have a greater understanding of what is important to each campaign and can provide tailored support to meet these needs.

.....

We know when we need to 'dial up or dial down' our support at the various points of the performance cycle and can prioritise our time effectively.

.....

We understand how our work contributes to the achievement of campaign and athlete outcomes.

.....

We collaborate effectively and have clarity on the full campaign team's roles, responsibilities and accountabilities.



## 2. WELLBEING AND ENGAGEMENT

Learnings across the past two years have increased our awareness and understanding of the changes needed to prioritise wellbeing in the high performance environment. Our goal is to ensure there is a common understanding of wellbeing within the high performance context, and a coordinated approach to enhancing the wellbeing of all people within the high performance sport system so that the requirements of high performance sport and wellbeing can co-exist without compromise.

Enriching performance environments will empower and support individuals to optimise their potential and enhance their ability to thrive in their sporting and non-sporting lives. We also remain committed to supporting NSOs in their focus on addressing the issues of athlete voice and gender equity in high performance sport leadership and coaching roles.

OUR PRIORITIES	WHAT WE WILL DELIVER	WHAT WILL BE DIFFERENT
<b>Wellbeing Programme</b>	<ul style="list-style-type: none"> <li>• Support for the establishment of mechanisms for athlete and coach voice and representation</li> <li>• Whole of sport code of conduct and system-wide privacy policy for high performance</li> <li>• 'Know the Line' coaching programme</li> <li>• Mental health initiatives</li> <li>• NSO capability development to maintain and enhance culture and enrich performance environments</li> <li>• New Wellbeing Manager roles (up to eight FTEs) within HPSNZ targeted sports to lead and facilitate all sport-related wellbeing initiatives</li> <li>• Objective measures to monitor wellbeing within NSO high performance environments</li> <li>• Introduction of wellbeing criteria for investment decisions</li> </ul>	<ul style="list-style-type: none"> <li>• All sports have effective athlete voice and representation</li> <li>• Athletes and coaches better able to influence decisions that affect them</li> <li>• All sports we invest in having a code of conduct and privacy standards</li> <li>• High performance coaches more confident to identify and respond to struggling athletes and to meet holistic needs of athletes</li> <li>• More athletes accessing career and professional development support</li> <li>• Greater assurance regarding wellbeing outcomes through new NSO roles and objective measures</li> <li>• Daily training environments are inclusive and collaborative with individuals valued and empowered to unite around a common purpose</li> </ul>
<b>Women in High Performance Sport</b>	<ul style="list-style-type: none"> <li>• Ongoing programme to address the gender imbalance in high performance sport leadership and coaching roles</li> <li>• Gender equitable Human Resources guidelines and processes</li> <li>• Education packages and capability development in diversity and inclusion strategies and approaches</li> </ul>	<ul style="list-style-type: none"> <li>• More women in high performance coaching and leadership positions</li> <li>• Sports have improved awareness of diversity and inclusion standards</li> <li>• More organisations have HR policies and processes that help to create environments that support and benefit from diversity</li> </ul>



# WHAT IT MEANS FOR ME

## ATHLETES



I can contribute to the conversations and decisions that will impact my training and performance.

.....

I know I can raise questions and concerns and am confident they will be acted upon.

.....

People genuinely care about me, my wellbeing and my development and I know who to go to when I need help.

.....

I am informed and empowered to make the decisions that are right for me.

## COACHES



I have a greater connection to the athletes and other coaches throughout the regions.

.....

I understand how to create enriching performance environments.

.....

I appreciate the importance of wellbeing and how it contributes to performance outcomes.

.....

I understand how to identify and respond to athletes who may be struggling.

## SPORTS (NSOs)



We understand the importance of creating environments that are inclusive and diverse, and promote trust, respect and belonging.

.....

We are connected to and are proud of our New Zealand sporting heritage.

.....

We have the capability to ensure that wellbeing is reinforced and integrated into the way we work.

## OUR PEOPLE (HPSNZ)



We know our role and responsibilities in contributing to wellbeing within high performance environments.

.....

We understand the importance of wellbeing as a key performance enabler.

.....

We have a clear understanding of how to engage with NSOs, athletes and coaches if things go wrong.



# 3. FUNDING AND INVESTMENT

Our 2024 strategy creates a sustainable funding framework that enables athletes to excel on the world stage and reflects the value of high performance sport to New Zealanders.

Key features include an Aspirational Fund to broaden our investment, potentially increasing funding to currently supported sports with longer term potential, and enabling investment in other sports for the first time; targeted investment in performance outcomes through performance pathways and supported initiatives; and a new base training grant for athletes to help relieve the financial pressures of high performance sport.

OUR PRIORITIES	WHAT WE WILL DELIVER	WHAT WILL BE DIFFERENT
<b>Tailored Athlete Pathway Support (TAPS)</b>	<ul style="list-style-type: none"> <li>• Base Training Grant of \$25,000 per annum for 240-260 HP athletes and \$10,000 per annum for further 140-160 HP Potential athletes</li> <li>• Excellence Grant top-up payments and payment of health insurance premiums for those athletes while they remain in the pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Improved financial security for athletes</li> <li>• Age and stage appropriate support for athletes and coaches</li> </ul>
<b>Targeted Investment Framework</b>	<ul style="list-style-type: none"> <li>• Revised investment model aligned to the performance pathway</li> <li>• An Aspirational Sport Investment Fund enabling increased investment to broaden the number and types of sports HPSNZ invests in</li> <li>• NSO core funding guaranteed for four years</li> </ul>	<ul style="list-style-type: none"> <li>• HPSNZ and NSOs better prioritise investments</li> <li>• Improved financial security for NSOs</li> <li>• Enhanced development opportunities for pre high performance athletes regionally through Hubs and Pods</li> <li>• More coaches across the high performance system</li> <li>• Picture of Performance (the 'must do' components of a winning performance) will support investment and provision of support decisions</li> </ul>





# WHAT IT MEANS FOR ME

## ATHLETES



I know what financial opportunities are available to me and how to access them.

.....

I have security in the funding I receive and am able to plan my sporting and non-sporting life around this.

.....

I have confidence that the support I receive is tailored to performance progression and my wellbeing.

## COACHES



The resourcing of my coaching progression is tailored to the level of my coaching development.

.....

I know what professional development and resources are available to me and how to access them.

## SPORTS (NSOs)



We own our integrated performance pathway for athletes and coaches.

.....

We determine the Picture of Performance to establish programme and campaign funding requirements.

.....

We understand our conditions of investment and the specific pathway initiatives.

## OUR PEOPLE (HPSNZ)



We understand what our role is, how our work connects with others, and the contribution we make to the achievement of our strategic outcomes.

.....

What my role is, how my work connects with others and the contribution I make to the achievement of our strategic outcomes.







“

THE KEY ELEMENTS OF NEW ZEALAND'S  
COMPETITIVE ADVANTAGE COME  
THROUGH OUR PARTNERSHIPS WITH  
SPORTS, TRUSTING RELATIONSHIPS  
WITHIN THE HIGH PERFORMANCE  
SPORT SYSTEM, THE CARE OF OUR  
PEOPLE AND OUR ABILITY TO BE AGILE  
AND ACT DECISIVELY.

- BILL MORAN, CHAIR

# HOW WE MEASURE SUCCESS

HPSNZ is currently finalising its performance measures. A complete performance measurement framework and specific targets will be included in the Sport NZ Group's 2021 Statement of Performance Expectations and 2021 Statement of Intent.

## Likely measures include:

- Medals and podium results
- Non podium performances including placings and world rankings
- Diversity and inclusion measures
- Wellbeing metrics for high performance environments
- Public engagement and contribution to wellbeing of New Zealanders

# HOW WE WILL LEVERAGE SUCCESS

A key part of the 2024 Strategy is understanding how Aotearoa New Zealand can leverage the success of its athletes on the world stage for social and economic benefit.

HPSNZ will work across four areas to maximise return on investment and leverage success to achieve targeted outcomes:

- Research and insights – To understand key aspects of how high performance sport impacts subjective wellbeing in New Zealand and contributes to cultural identity
- Marketing and communications – to ensure a strategic focus on engaging more New Zealanders in high performance sport, highlighting inspiring stories, instilling pride and developing a sense of belonging and connection to Aotearoa
- Sport Diplomacy – to develop and strengthen international relations and connections through high performance sport to enhance economic growth and social outcomes
- Commercial and Philanthropy – to maximise support for the high performance sport sector from commercial and philanthropic sources



## APPENDIX: HIGH PERFORMANCE OUTCOMES FRAMEWORK

NATURAL CAPITAL				PRODUCED CAPITAL		
SOCIAL CAPITAL				HUMAN CAPITAL		
SUBJECTIVE WELLBEING	SOCIAL CONNECTIONS	HEALTH	TIME USE	JOBS AND EARNINGS	KNOWLEDGE AND SKILLS	CULTURAL IDENTITY / ŪKAIPŌTANGA
Increased proportion of people inspired by the achievement of high performance sport			Increased proportion of people's leisure and recreation time spent engaging with high performance sport			Increased proportion of people who say that high performance sport gives them a sense of belonging and connection to New Zealand
<b>PERFORMANCES THAT CONNECT</b> Increased frequency of winning performances that resonate with all New Zealanders				<b>ENGAGEMENT</b> Increased proportion of people engaging with high performance sport		
<b>CULTURALLY DISTINCTIVE PATHWAYS</b> Increased variety of culturally distinctive pathways in high performance sport for Tangata Whenua and all New Zealanders						
<b>SYSTEM</b> Improved high performance sport system that is capable and diverse, is trusted and acts with integrity, and reflects Te Tiriti o Waitangi and its principles of Partnership, Protection and Participation						
PEOPLE	SUPPORT NETWORK	POLICY AND PRACTICE	INFRASTRUCTURE	CHANNELS AND MESSAGES		
<ul style="list-style-type: none"> <li>Athlete and coaches understand what it takes to win and how to perform</li> <li>Athlete and coaches better able to manage the demands of high performance</li> <li>Enriching performance environments that empower and support individuals</li> </ul>	<ul style="list-style-type: none"> <li>Culturally appropriate, timely, targeted development support that meets the needs of athletes and coaches now and in the future</li> <li>Performance environments that are inclusive and diverse, that promote trust, respect and belonging, and that enable growth</li> </ul>	<ul style="list-style-type: none"> <li>High performance sport system is well governed and managed</li> <li>High performance sport system is trusted</li> <li>HPSNZ and NSOs identify, recruit and transition athletes and coaches through pathways in an appropriate manner</li> </ul>	<ul style="list-style-type: none"> <li>The required facilities and resources are available and accessible in the daily training environment to support the development of athletes</li> </ul>	<ul style="list-style-type: none"> <li>Better promotion of high performance sport (Targeted and Aspirational)</li> <li>Better promotion of 'life achievements' of former athletes</li> </ul>		
Wellbeing and Engagement			Performance Pathways		Funding and Investment	

Current Outcomes

Long-Term Outcomes

Immediate Outcomes

2024 Strategy System Shifts



**HIGH PERFORMANCE  
SPORT NEW ZEALAND**

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