



COMMUNITY SPORT STRATEGY PHASE 1 2010-2015

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SPORT
NEW ZEALAND

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FOREWORD

Sport New Zealand began a review of community sport in September 2008 to improve its understanding of the community sport sector and build a stronger information base for future investment and planning. What Sport NZ found was a delivery system under pressure from social and economic change, and having difficulty adapting to this change as a result of lack of clear purpose, leadership, and poor coordination of limited resources.

Since then Sport NZ has re-focused its sport development goals and investment to place new emphasis on coordination, leadership and tangible outcomes in community sport delivered by schools, clubs and events.

In its Strategic Plan 2009-2015, Sport NZ has identified its priority for community (grassroots) sport as 'great delivery of local sport'. Great delivery of local sport means that sport is delivered in a way that encourages and sustains participation and volunteer support within a robust infrastructure.

The goal for the community sport strategy therefore is to create a high-quality community sport delivery system that supports increased participation and volunteering by all New Zealanders

To this end, Sport NZ is already implementing a number of changes. Sport NZ has:

- Re-focused its work on 'organised' sport and recreation (structured and taking place in schools, clubs and events) - moving away from a broad focus on physical activity.
- Identified National Sport Organisations (NSOs) and Regional Sports Trusts (RSTs) as key channels for developing community sport. Sport NZ is working with both to align their roles, clarify responsibilities and identify mutual goals.
- Recognised that to achieve the desired change for community sport, better targeting of investment is required than has been in place. Sport NZ therefore has identified seven initial sports to work with as a priority in the community space. This means those sports are placing a greater emphasis on their delivery of community sport through implementing 'whole-of-sport' plans.
- Invested in RSTs and NSOs for the same outcomes, so that RSTs can support regional sport providers and clubs to deliver sport in communities.
- Moved to develop better working relationships with the major territorial authorities to strategically support and influence their involvement in sport and recreation.
- Implemented the Kiwisport Regional Partnership Fund that targets school/ community partnerships to get more young people participating in sport.
- Reshaped He Oranga Poutama, Sport NZ's targeted initiative for Maori, to support culturally appropriate outcomes for Maori that also align with the outcomes sought from the Community Sport Strategy.
- Initiated work on the growing 'pay-for-play' and more informal part of sport to provide greater understanding about how it can add value to community sport delivery.

Community sport is extremely important to Sport NZ. It is a foundation for sport for life and for high performance sport but, more importantly, when delivered well it creates immense value for all New Zealanders.

COMMUNITY SPORT IN NEW ZEALAND

Definition

Sport NZ defines 'community sport' as:

The provision of sport in local communities that is generally led, organised and supported or enabled at local/regional level by regional sport providers, clubs, schools, iwi organisations, event providers, territorial authorities, other community groups and private/commercial providers.

Background

Sport NZ recognises that in order to achieve its strategic outcomes, more emphasis must be placed on the delivery of sport within communities.

Sport NZ's review of community sport (completed in 2009) helped Sport NZ to better understand the challenges being faced by community sport providers.

The review findings highlighted, amongst other things, the pressure placed on the delivery of community sport by the:

- complexity of changing participant needs, numbers of providers and funding sources;
- changing social environment and its subsequent effect on demand for how and when community sport is provided;
- competition with other interests and pastimes to get its share of New Zealanders' leisure-time attention – either as participants or volunteers;
- competition for funding; and
- lack of engagement and leadership from national sports organisation in the delivery of their sport within communities.

Supporting improved delivery

In the early days, sports clubs were the focal point for community sport. They provided a social and cultural anchor for a highly mobile population. Despite constraints of isolation and limited population and leisure time, sport provided "a common ground upon which settlers from various points of origin could be integrated into the fabric and values of the emerging community".¹

Since then, changes driven by a number of factors, many of which are outside the scope of influence of sport, have impacted on how clubs operate as primary deliverers of community sport. For example, changed work patterns, health and safety legislation impacting on how clubs are run, increased competition for people's leisure time and technological changes that impact on people's ability to engage in sport and recreation, and how they do this.

As a result of many of these changes, New Zealanders are 'consuming' sport differently. Kiwis are seeking different types of sport opportunities and experiences outside of the traditional way in which sport has previously been accessed and delivered. There is a wider range of sports available and an increasing number of providers of sporting opportunities, including commercial providers, leading to increased competition for participants and resources.

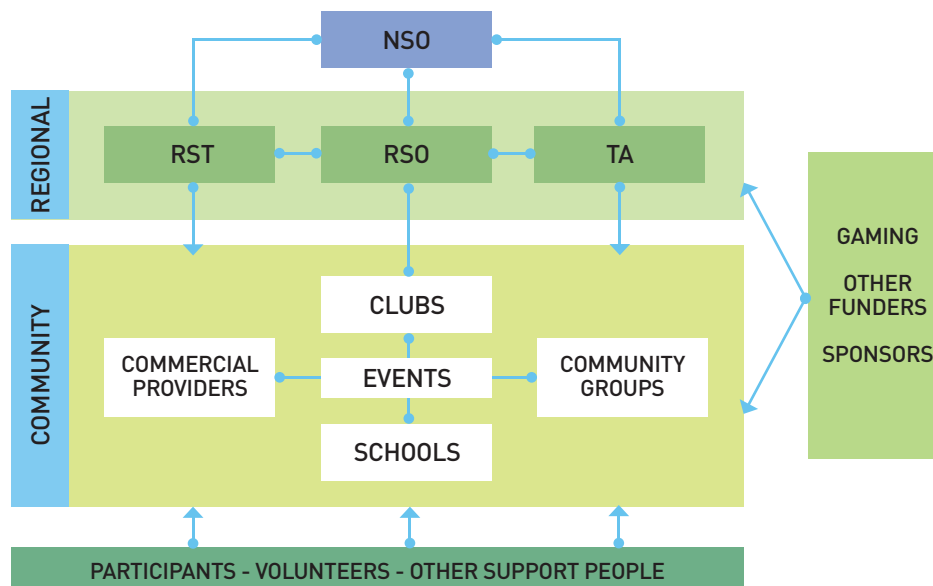
¹ Ryan, Greg (2003). *The Making of New Zealand Cricket 1832–1914*. London: Frank Cass Publishers

This means that traditional providers such as clubs have had to adapt to new and changing demands of participants or risk becoming irrelevant and/or obsolete. While the Active New Zealand Survey (Active NZ 2007/08) results show a relatively stable level of participation and volunteering in sport, when compared with results from earlier surveys (2000/01), clubs especially are finding that change is increasingly difficult to manage in the absence of leadership and support, increasing competition and limited levels of human and financial resources.

The purpose of Sport NZ's strategy is to address these issues by encouraging greater focus on community sport delivery by Sport NZ's key partners – National Sport Organisations, Regional Sports Trusts and Territorial Authorities – in order to meet the changing and varied needs of participants, both existing and potential.

The community sport delivery system

The diagram below² identifies the various components of the current community sport delivery system that are the focus of this strategy. The fundamental purpose of this system is to facilitate participation in sport for all New Zealanders.



The system is dependent on the following in order to deliver sport effectively:

- goodwill from volunteers;
- beneficial partnerships between the various community sport providers and support organisations and funders;
- access to robust information and planning built on the back of good research;
- capable people managing capable organisations;
- delivery networks and systems;
- sound leadership;
- adequate resources – financial, human and facilities;
- quality programmes, competitions and events; and
- individuals and organisations owning the parts of delivery for which they are responsible.

² National Sport Organisation (NSO) Regional Sports Trust (RST) Territorial Authorities (TAs) Regional Sport Organisation (RSO)

THE COMMUNITY SPORT STRATEGY

Goal

In its Strategic Plan 2009-2015, Sport NZ has identified its priority for community (grassroots) sport as 'great delivery of local sport'. Great delivery of local sport means that sport is delivered in a way that encourages and sustains participation and volunteer support within a robust infrastructure.

The goal for the community sport strategy therefore is to create a high-quality community sport delivery system that supports increased participation and volunteering by all New Zealanders.

Strategy scope

During phase one (2010-2015) Sport NZ will focus primarily on the formal and organised aspects of community sport delivery as identified in the diagram on page 5.

The initial priority will be supporting improved delivery of community sport through existing structures such as clubs and schools, in order to get more young people participating in sport, and attract and retain more volunteers, especially coaches.

Other areas of focus, such as facility provision and development (beyond Sport NZ's current support to selected NSOs and partnerships with TAs) and pay-for-play and casual participation options will become priorities at a later stage of implementation.

Creating a high quality delivery system

To create a high quality community sport delivery system, Sport NZ will not only need to address the issues identified through its review of community sport but also consider opportunities for growing participation and support for community sport in order to achieve its strategic outcomes. For example:

Delivery system development

- National and regional bodies lack the capability and capacity to deliver coach development appropriate to community coaching needs.
- There is lack of alignment between national and regional sport organisations, clubs and schools resulting in:
 - variable leadership, guidance and support for community sport;
 - variable communication between the levels of sport delivery; and
 - failure to address the issue of regional diversity in the provision of community sport.
- There is limited collaboration between community sport providers, especially schools and clubs, leading to competition, duplication, and missed opportunities for growing participation and volunteer support.
- Planning is either not carried out or evidence and other information are not used effectively in planning.
- Many providers want better access to tools, resources and guidelines to assist with their planning and delivery of sport in communities.

Children and young people's participation

- Many providers do not take account of, or understand, the needs and interests of young people when planning or delivering programmes.
- Providers often compete for participants as the roles and responsibilities of different groups are not always clear.
- There is mixed awareness of the importance of skill development for children and young people, and knowledge of how to improve this meaning that not all children develop the appropriate skills and confidence to participate in sport.
- There are groups of children and young people who participate less often or not at all, in sport and recreation.

Development of volunteers, especially coaches

- There are variable volunteer management practices, including insufficient resources available to support volunteers, especially coaches.
- The current community sport coaching base does not adequately meet the capacity and capability demands of most sports.
- The role of event volunteering and its impact, and/or the opportunity to enhance seasonal volunteering are not well understood.



PRIORITY FOCUS AREAS

Development of the community sport delivery system

There is anecdotal evidence that suggests that as lifestyles have changed there has been an impact on the delivery of community sport. Adding further to the impact of changing lifestyles has been the inability of some community sport providers to adapt to the changing world. This places the meaning and relevance of community sport at risk.

Sport NZ is advocating for greater leadership and support from national sport organisations for the delivery of sport within communities, along with greater clarity about the role regional sports trusts play in supporting national sport organisations to do this effectively.

Delivery System Snapshot: Key facts

- There are more than 100 NSOs, approximately 1,400 regional sports organisations, around 15,000 clubs and 3,000 primary and secondary schools that form part of the community sport delivery system.
- Eight out of ten NZ adults take part in at least one sport or recreation activity at least once a year (this figure excludes those whose only leisure-time physical activity is walking or gardening). Nine out of ten young people take part in some sport or active leisure.
- Sports club and centre membership by adults has remained relatively stable from 2000/01 to 2007/08, at around 34-35%, with around one-fifth of adults belonging to a sports/physical activity club.
- Territorial authorities are the biggest investors per annum in community sport: in 2009 just over \$900 million (Statistics New Zealand); then gaming and community trusts investing at least \$180 million while Sport NZ invests around \$36 million.

Development of the delivery system in the Community Sport Strategy

OUTCOMES WE ARE SEEKING	<ul style="list-style-type: none"> ▪ Improved capability of Sport NZ's partner sport organisations ▪ Increased numbers of people participating in community sport through clubs and events
TARGETS	<ul style="list-style-type: none"> ▪ Half a million more adults participating at least once a week in sport and recreation.
THE IMPACT WE WANT	<ul style="list-style-type: none"> ▪ Improved alignment within sports and between providers at all levels of sport delivery
WHAT WE NEED TO DO	<ul style="list-style-type: none"> ▪ Foster a national delivery system for sport that is based on some key principles and flexible enough to be adapted per sport and/or region. ▪ Improve the quality of leadership for community sport ▪ Align the community sport outcomes sought from Sport NZ's investment in NSOs /RSTs ▪ Improve access to tools, resources and guidelines for community sport providers ▪ Improve the number and quality of partnerships between community sport providers

About the development of the delivery system

We know that:

- Clubs have an important role to play in making sport available in communities and providing opportunities for people to benefit from participating in sport. Clubs and regional sport providers are seeking increased support and leadership from national sport organisations to assist them to play this role.
- Territorial authorities are important players in the provision of community sport, as not only developers and managers of playing fields and other facilities but also, increasingly, as key partners in planning and supporting community sport. In recent years, over 10% of councils' operational expenditure and over 5% of fixed asset expenditure has been on sport and recreation³. Across council spending as a whole, spending on sport and recreation was the third largest category, after spending on roading and governance.
- 44% of sport-related funding from the five major gaming trusts was distributed at the local level and 29% at the regional level. The highest proportion of sport-related funding from the five major trusts was for salaries, followed by events, sports equipment and maintenance (Sources of Funding 2008)

But:

- Historical ways of operating are well-embedded in the culture of organisations meaning that alignment between organisations is challenging.
- Accountability for different outcomes from Sport NZ's investment has contributed to different approaches and 'ownership' of different aspects of delivery by national sport organisations and regional sports trusts.
- There have been few incentives or interventions that demand a more aligned and collaborative approach.
- Key pressures and challenges on the club structure were identified by participants in the community sport review as:
 - economic pressures – for participants, clubs, RSOs, NSOs, TAs and trust funders;
 - increased expectations of the level and quality of services provided by clubs and RSOs by members, parents and players;
 - greater participation options – increasing competition between codes, clubs, and schools for participants, volunteers, officials and coaches;
 - the professionalism of sport – impacting on the 'culture' of the game at all levels;
 - funding criteria and policy – requirements stretching clubs' and RSOs' capabilities;
 - historical relationships and traditional structures impeding code/clubs' ability to adapt to the new environment; and
 - changing social attitudes, e.g. sport as a commodity/leisure activity in an increasingly diverse market influenced by individualism, low commitment and user pays.

³ Based on net spending, i.e., capital spending on fixed assets less the sums from disposal of assets

What issues will we address?

Sport NZ understands that the key issues we must address are as follows.

- The ability of organisations to work in an aligned and collaborative way to reduce duplication, competition for resources, funding inefficiencies, and confusion about the roles and responsibilities of the many and varied players that is made more difficult by the complex nature of community sport delivery.
- Clubs and regional sport providers wanting more engagement with their national sport organisation around planning, direction and sourcing funds.
- Most community sport providers planning without access to, or using, available information about trends and changes, particularly as expectations of a quality experience from participants and volunteers increases.
- As new funding streams have arisen, traditional fund-raising methods have been lost. In addition, expectations from players about payment, or other reward, and the level of compliance required by funders from mainly volunteer-run organisations have increased.
- Lack of access to tools, guidelines and resources that support community sport delivery.

Encouraging better planning through advocating for and supporting a 'whole-of-sport' approach

In a nationally-led delivery system, national sport organisations take responsibility for the health, wellbeing and capability of their regional sport providers and the delivery of the 'whole sport'.

Sport NZ has introduced the concept of 'whole-of-sport' planning to ensure that national sport organisations plan more effectively for the delivery of their sport within communities (something that has not always been done well previously).

Sport NZ does not intend that all sport delivery will be the same but that the principles of sport development (alignment with the sport and recreation pathway; athlete/participant-centred approaches; and ethical practices- see next section) are applied consistently, while recognising that the way these principles are applied may vary between and within sports.

What is also expected is that this approach will help to clarify the roles of respective players and allow Sport NZ to invest more specifically in outcomes that will have the greatest impact on outcomes in the community.

This approach is also intended to drive greater alignment between different levels of sport delivery and more partnerships between providers to make better use of resources.

Children and young people's participation

Children and young people represent a very diverse group. The diversity is not only in relation to age but also cuts across all facets of their lives, including their choices, interests and expectations of sport. The challenge is for providers to better understand the needs and interests of the young people they seek to attract into their activities and adapt their organisation and delivery accordingly.

Children and young people snapshot: Key facts

- Nine out of ten NZ young people take part in some sport or active leisure.
- Participation in sport declines with age. A 2008/09 survey showed that children and young people aged 10-14 years said they spent an average of 42.3 minutes per day in sport, 15-19 year olds spent an average of 28.8 minutes per day and 20-24 year olds only spent an average of 10 minutes per day in organised sport.
- The survey also identifies that girls of all ages say they spend less time in organised sport than boys (girls average 20.2 minutes per day and boys 37.8 minutes per day).
- The most frequently (53.6%) reported benefit of being physically active among young people was that "you have more energy".

Research also tells us that, from a child or young person's perspective, quality means:

- fun and enjoyment;
- social opportunities and friendships;
- lots of activity;
- appropriate learning and development opportunities;
- feeling good about yourself; and
- feelings of confidence/sense of achievement.

Children and young people in the Community Sport Strategy

OUTCOMES WE ARE SEEKING	<ul style="list-style-type: none"> ▪ Increased participation by children and young people through clubs and events, and primary and secondary schools ▪ Increased numbers of 16-20 year olds participating in sport ▪ Increased levels of fundamental movement and basic sports skills in children under 12 years
TARGETS	<ul style="list-style-type: none"> ▪ 80% of school-aged children participating in organised sport and recreation for at least three hours per week
THE IMPACT WE WANT	<ul style="list-style-type: none"> ▪ More opportunities for children and young people to enjoy quality sport experiences
WHAT WE NEED TO DO	<ul style="list-style-type: none"> ▪ Improve the skill proficiency in children under 12 years ▪ Improve the practices of providers to ensure quality opportunities and experiences for children and young people ▪ Improve the clarity of roles and responsibilities of providers along the player pathway ▪ Improve our targeting of initiatives to low participation groups to achieve participation growth

About children and young people

We know that:

- Sport provides many benefits for children and young people, including improving social connectedness, educational attainment, health and wellbeing, and personal and social development. Children and young people can develop personal and social skills that can be transferred to other aspects of their lives, e.g. leadership, teamwork and goal setting can be learned through sport and applied at school, work, at home or other activities.
- The early sporting experiences of children and young people at schools, clubs and/or events establish the future role of sport in their lives as participants, administrators, coaches, officials and other volunteers.
- There is a strong link between the quality of the participation opportunities and experiences for children and young people and the prospect that they will carry on that involvement into their later lives and realise the many benefits associated with life-long participation and association with sport.

But:

- The way sport is delivered to some children and young people can contribute to drop out, lack of interest and/or burn out.
- 2000-2009⁴ data suggest that participation in representative secondary school sport is declining (from 56% to 51% overall, with the decline in girls' participation greater than boys – 7% and 5%, respectively).
- In addition, these data suggest that secondary school students are making different choices about their participation in sport. These choices are characterised by more participation in individual sports such as cycling and orienteering; event-based activities such as multisport and adventure racing; and less commitment to a lengthy season of play that is usual for traditional, season-based team sports such as rugby and cricket.
- Participants in the community sport review noted that: clubs need to find innovative ways of encouraging young people to become members; concern that schools allocate insufficient time to participation in sport; and that parents' expectations of what a sport or school provides have increased, placing pressure on delivery.

What we mean by quality opportunities and experiences

Quality sport opportunities for children and young people have variously been described as opportunities that:

- are appropriate for the age and stage of development of the participants;
- meet the social and development needs of the participants;
- are built around the needs and interests of children and young people;
- are delivered at a time and for a duration that is appropriate;
- remove as far as is possible any barriers that might prevent participants from being involved; and
- are supported by caring and knowledgeable coaches, parents, organisers and officials.

⁴ Annual census by the New Zealand Secondary Schools Sports Council (NZSSSC)

Consequently, Sport NZ believes that quality can be compromised when:

- the importance of fun and enjoyment are overlooked;
- parents' expectations of and for their child are unrealistic;
- teachers, parents and coaches are not properly equipped to deliver;
- the quality of coaching is poor;
- the social aspects of sport for children and young people are not recognised or provided for;
- children and young people are not given the means to participate, i.e. skill development, multiple experiences, access to opportunities through physical education; and
- barriers to participation are not addressed, such as cost, timing and transport.

What issues must be addressed?

To achieve increased participation in sport and recreation by children and young people, a number of issues must be addressed including:

- how to ensure that all sport and recreation opportunities produce quality sport experiences; and,
- given the critical role of parents, teachers and coaches, how to increase their understanding of the importance of quality sport experiences for children and young people, and how to create these.

Some groups of children and young people participate less than others. To achieve overall growth in participation, Sport NZ must target groups with low participation rates, where the potential for growth may be higher.

Influencing the influencers

The focus of Sport NZ's work for children and young people will be on the key influencers and key settings in which sport is made available to children and young people.

Parents, teachers and coaches are key influencers of children and young people's decisions to start and stay participating in sport. Each can encourage long-term participation or, equally, can turn children and young people off sport for life through their actions and/or inability to create an appropriate social, physical and learning environment.

For young people, the power of peer influence must also be considered.

Just as important as the people are the opportunities that children and young people get to experience sport. Informal play, physical education, social and competitive sport, along with the settings (home, school, community) in which these opportunities occur, are all important aspects of the sport experience.

Development of volunteers, especially coaches

Volunteers, in a variety of roles, are the people who keep community sport alive. Without their collective efforts the many outcomes achieved through sport would be compromised. The delivery of sport in communities will not be able to meet the challenge of social, economic and other societal change if our volunteers are not encouraged to develop or are not sufficiently recognised and valued.

Volunteering snapshot: Key facts

- The number of people volunteering in sport has remained relatively stable over the past ten years
- Around 830,000 New Zealanders volunteer in sport and recreation annually – about a quarter of the adult population
- A similar proportion of men and women volunteer
- Compared with the total population, volunteering levels are higher among Maori and Pacific adults, and lower among adults of Asian and adults of other ethnicities
- Almost 35% of adult volunteers are in the 35-49 age group
- Lack of time is the single biggest reason given by people for not volunteering
- Among the 25.3% of adults who volunteer in sport and recreation, the most common role undertaken is a coach/trainer/teacher/instructor, followed by parent helper
- Over the course of a year, adults volunteer 51.3 million hours

Volunteers in the Community Sport Strategy

OUTCOMES WE ARE SEEKING	<ul style="list-style-type: none"> ▪ Increased number and quality of volunteers supporting community sport, especially coaches
TARGETS	<ul style="list-style-type: none"> ▪ Over one million people volunteering in sport and recreation
THE IMPACT WE WANT	<ul style="list-style-type: none"> ▪ Better management of volunteers by community sport organisations
WHAT WE NEED TO DO	<ul style="list-style-type: none"> ▪ Increase the confidence and expertise of all volunteers ▪ Improve the quality of current sport experiences of volunteers ▪ Improve the quality of volunteer management and support ▪ Improve how events are used to activate volunteering in sport ▪ Elevate the priority accorded to the development of coaches and coaching at all levels of sport delivery

The development of volunteers

We know that:

- Trends over the last ten years show us the level of volunteering in sport is relatively stable with about 25% of the adult population volunteering for a sport or recreation activity every year.
- The delivery of community sport is reliant on volunteers and others who fulfil the many different roles required to run sport in schools, clubs and other settings.
- The quality of the service provided is one factor that influences the recruiting and retaining of participants in sport. While many sports are moving towards an increasingly professional setup, some with paid employees in administration and in coaching, there continues to be an important role for volunteers to play to support delivery.
- How volunteers are managed and supported is vitally important to successful volunteer recruitment, development and retention.
- Young people are a largely untapped pool of potential volunteers.

But:

- Some research⁵ indicates that people are volunteering less or not at all because they don't have enough time; sometimes the tasks are harder to do than they thought (so no clear understanding of what the role entailed); there is an absence of, or little, support provided; they don't feel valued; and there is too much to do for one person and more volunteers are needed to share the load.
- From the community sport review, we know that sports are struggling with recruiting and maintaining skilled and committed volunteers, and that this is an ongoing stress for their club, school or regional delivery agent.
- Sports also identified that there are not enough coaches to meet demand and, given the volunteer status of the majority of coaches, their motivations for taking part and the pressures on their time, coaches are not always encouraged to undertake development in any formalised way.
- Participants in the community sport review noted that coach development has generally focused on representative-level coaches, rather than coaches at club and school levels. Coaches at this level are often parents of players rather than experienced coaches or ex-players. Participants advised that the focus needs to move away from the elite, and more and better coaches are needed at the community level.
- The community sport review findings support the importance of coaches who coach children (within schools and clubs) being trained to deliver age-appropriate coaching. The skills required to deliver to this age group are quite specific and have a significant impact on a child's experiences of sport.
- The NZSSSC census trend data shows that fewer teachers are involved in sport leadership (coaching and managing). Teachers involved in managing sport dropped from 46% in 2000 to 36% in 2009. Teachers involved in coaching dropped from 27% to 22% over the same time period.

⁵ *Volunteers the Heart of Sport (2008) Research New Zealand for Sport NZ*

The importance of coaching

While volunteers take on a variety of roles, coaching is considered to be one of the key roles. "Excellence in sport requires excellence in coaching. Quality coaches have a huge impact on their communities. They spend time with New Zealanders, young and old, and have a positive influence on the life and values of those they come into contact with. If our children are to be truly enriched by their experience in sport, or if New Zealand's elite athletes are to stay in contention for world glory, they must participate and compete with the support of a world-class coaching environment". *NZ Coaching Strategy*.

Coaches, along with parents and teachers, are influential in creating the types of sporting opportunities and experiences that encourage ongoing participation in sport. Poor quality coaching or the absence of any coaching will discourage participation and may lead to drop out and/or poor quality sport experiences.

What issues will we address?

The availability of enough capable people, especially coaches, to support the delivery of community sport has been recognised by Sport NZ as a critical issue. While the Active New Zealand Survey shows that the number of volunteers has remained constant, less time is committed by volunteers than previously.

At the same time, recognition of the different motivations and expectations that people have of their volunteering experience, whether as coaches, officials, administrators or other helpers, and the need for meaningful work and a sense of structure and organisation should not go unheeded.

Community sport organisations need more volunteers, especially coaches, but will need to ensure that the following issues are addressed.

- the importance of fun and enjoyment for volunteers;
- having adequate information and/or capability to develop and maintain quality volunteer management practices;
- having a competitive edge around volunteer management as increases in the range of available sporting opportunities creates a more competitive environment between sports for volunteers;
- the importance of coaching is recognised by many sports but not always seen as a priority for action;
- fewer teachers coaching sport;
- event volunteering (one-off) replacing sport volunteering (seasonal);
- health and safety concerns for some volunteers; and
- expectations from participants for higher quality services such as coaching, officiating and administration that place pressure on volunteers.

Young people as volunteers

Young people are interested in volunteering and, as such, represent a largely untapped pool of potential support for community sport providers. Voluntary roles can often be seen as onerous, boring, full of responsibilities, providing little reward and not delivering on the social pleasure and interaction they crave, i.e. uncool.

To appeal to young people, sports will need to position volunteering as being as much about fun and good times as about helping others out. Sport organisations need to provide experiences that allow young people to test out activities and practices without creating a role that is onerous or involves a great deal of responsibility. Providing role counselling prior to taking up commitments is important because young volunteers can better understand the commitment that is required for the role and what skills they need to have.

The roles they are typically looking for are junior or assistant roles as these carry less risk and offer more opportunity for mentoring, and skill and confidence development. Satisfied younger volunteers will be those whose roles have the right balance of 'safety' and the sociability they seek⁶.

Better volunteer management

One of the best and simplest ways to address issues associated with not having enough volunteers is to prioritise the way in which a club, school or group manages their existing and potential volunteers. Implementing a quality volunteer management process suggests that an organisation has carefully considered and valued the contribution that volunteers make.

The key elements of a good volunteer management process include: volunteer planning; recruitment; selection and screening; orientation/induction; training and development; supervision; recognition; retention; appropriate reward; and succession planning.

⁶ *Developing Sport Volunteering in New Zealand, 2006, a qualitative research report prepared for Sport NZ by Gravitas Research and Strategy Ltd*



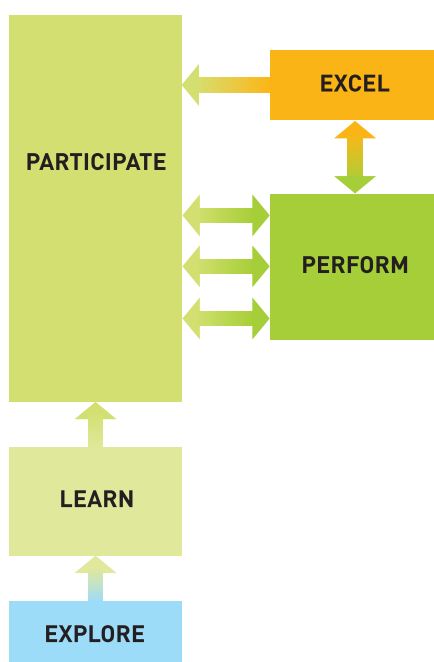
OUR APPROACH

Despite differences in the way sport is delivered, Sport NZ is seeking consistency in the way that the principles of sport development are applied to the provision of community sport opportunities. These principles are as follows:

1. Alignment with the sport and recreation pathway

At Sport NZ, we consider that there are several stages of participation in community sport: early development of movement skills (the 'Explore' stage); development of basic sports skills ('Learn'); and participation in community sport at all ages ('Participation').

These stages are identified in the pathway diagram



The 'Perform' stage is the start of the talented athlete pathway and provides a link in the development of the athlete from the community sport system into the high performance system. Talent identification and development are vital activities within the Perform stage as they provide the main linkage between participation and high performance.

Through the whole-of-sport planning approach both the people development processes and delivery system capability development can be aligned to the stages of the pathway.

2. Participant/athlete-centred

A participant/athlete-centred approach puts the learning, development needs, and interests of the participant or athlete at the heart of planning and provision of sport in order to ensure quality sport experiences. Quality sport experiences increase the likelihood of long-term participation and with it, the realisation of the many benefits that participating in sport brings to individuals, communities and the nation.

3. Ethical practices

In order to realise the value of sport, providers must act ethically and within the bounds of what is considered to be 'good' sport. Where this does not occur, it places the value gained from participating in sport at risk and may potentially endanger athletes, and the standing of sport in our communities.

Roles and responsibilities

Sport NZ seeks to encourage the development of a delivery system for community sport that is characterised by strong leadership and support from national sport organisations; delivery support within regions from regional sports trusts for national sport organisations, and their regional sport organisations and clubs; and effective delivery to participants and volunteers from regional sport providers, clubs and schools.

Other key players in this system are:

- territorial authorities;
- other community groups such as iwi groups, church groups and youth groups;
- commercial providers; and
- funders such as gaming and charitable trusts.

Sport NZ's approach

Sport NZ achieves most of its outcomes by working in partnership with national sport organisations, regional sports trusts, territorial authorities and other sector groups as required. It is the ability of Sport NZ to encourage and support these partners to focus on regional sport organisations, clubs, schools and event/commercial providers that is critical to the successful implementation of the strategy.

In its strategic plan, Sport NZ has identified the role it plays within the sector as leading, enabling and investing. To achieve its community sport outcomes Sport NZ will:

LEAD

- By helping the sector find common ground for collaboration.
- By contributing to public debate and understanding key issues in sport.
- By advocating for community sport across government and with gaming societies, community trusts and territorial authorities.
- By promoting the value and benefits of sport.

ENABLE

- By providing targeted advisory/consultancy support to organisations.
- By disseminating research findings.
- By sharing good practice, resources and tools.

INVEST

- By investing in targeted community sport outcomes with national sport organisations and regional sports trusts.

Given the previous, Sport NZ considers the following as appropriate roles and responsibilities for different groups and organisations.

National sport organisations

In a nationally-led delivery system, national sport organisations take responsibility for the health, wellbeing and capability of their regional sport providers and the 'whole sport'.

Sport NZ anticipates that national sport organisations will take responsibility for:

- developing whole-of-sport plans that include strategies for improving the delivery of sport at the community level;
- advocating for the importance and value of community sport to funders and others;
- establishing partnerships with key providers to benefit community sport;
- providing expertise and other support to regional sport providers and clubs;
- developing programmes and/or disseminating appropriate support resources, tools and guidelines; and
- encouraging best practice delivery of community sport at local and regional levels.

Regional sports trusts

Regional sports trusts are centres of influence within their sporting communities and can align and maximise regional resources to support the provision of sport in clubs, schools and community events.

Sport NZ anticipates that regional sports trusts will take responsibility for:

- supporting national delivery of community sport;
- driving greater alignment and coordination between national, regional and community sport providers;
- establishing partnerships with key providers such as territorial authorities to benefit community sport;
- advocating for and promoting sport in their communities;
- providing expertise and other support to respond to the needs of their regional sport organisations, clubs and schools;
- developing and disseminating appropriate support resources, tools and guidelines; and
- encouraging and sharing best practice delivery of community sport.

Territorial authorities

Territorial authorities are the single biggest investor in community sport and are critical players particularly in terms of facility provision (although increasingly not only confined to this role).

Sport NZ anticipates that territorial authorities will take responsibility for:

- prioritising the ongoing provision of fields and facilities for community sport (including improvements to existing facilities);
- working with RSTs and RSOs to improve the delivery of community sport;
- providing support for effective community sport delivery;
- continuing to use sport as a tool for community development;
- facilitating public/private partnerships for facility development;
- exploring shared facility opportunities with schools; and
- continuing to manage and invest in community sporting events.

Regional sport providers

There are different models of regional delivery in place across sport. In general, regional sport providers such as regional sports organisations or local sports associations have direct relationships with clubs and schools and are responsible for providing leadership and support to schools, clubs and events.

Sport NZ anticipates that regional sport providers will take responsibility for:

- regional planning to contribute to the achievement of national outcomes for a sport;
- working in partnership with regional sports trusts and territorial authorities;
- providing effective support to schools and clubs to improve the provision of their sport;
- communicating regularly and facilitating linkages between schools and clubs and their national sport organisation;
- establishing beneficial partnerships with other key providers such as tertiary organisations, funders; and
- advocating for their sport within the community.

Clubs and schools

Clubs, along with schools, are the 'shop-front' for sport within a community. They create opportunities for participation and deliver key sporting services such as coaching and access to competition directly to participants.

Sport NZ anticipates that clubs will take responsibility for:

- providing high-quality sporting experiences for participants;
- working in partnership with schools to create seamless participation and development pathways;
- recruiting and retaining volunteers, especially coaches; and
- ensuring that they align with national and regional programmes for sport.

Sport NZ anticipates that schools will take responsibility for:

- providing high-quality sporting experiences for participants;
- working in partnership with clubs to create seamless participation and development pathways;
- recruiting and retaining volunteers, especially coaches; and
- providing high-quality health and physical education programmes that feature sport as a context for learning.

GLOSSARY

Listed below is what Sport NZ means by these terms as they are used in this strategy.

TERM	MEANING AS USED IN THE COMMUNITY SPORT STRATEGY
National sport organisation (NSO)	The peak body for a sport in New Zealand.
Regional sport provider	An organisation or individual tasked with regional coordination and delivery of a sport.
Regional sport organisation (RSO)	One type of regional sport provider, often a provincial sport association that is closely aligned to its national sport organisation and whose members are local sports clubs.
Commercial/event provider	A provider who creates and/or facilitates sport participation opportunities for financial gain.
Whole-of-sport approach	The way in which a sport articulates its athlete/participant development process covering end-to-end planning (from recruitment and growth through to high performance) and builds its delivery system around this.
Community sport plan	A specific plan that outlines how a sport will provide opportunities for participation and development at the community level, via clubs, schools and events.
Sport and recreation pathway	A five-stage representation of athlete/participant development in sport and recreation that emphasises the participant/athlete-centred philosophy as the central theme within sport and recreation.
Pay-for-play	The term given to the trend of sport participants paying a one-off amount for coaching/use of facilities/participation in a competition instead of, or as well as, paying a regular subscription to a sporting body.
Formal delivery system	Where sport services are provided via organised structures and schedules through clubs and schools, for example. This is 'organisation-led' participation.
Informal delivery system	Where people can participate in social or recreational sport without the need to abide by a schedule of competition or activity, and at a time or place of their choosing. This is 'participant-led'.
Participant/athlete-centred	An approach to sport delivery that is determined or influenced by the needs, interests and abilities of the participants or athletes involved.

STRATEGY OVERVIEW

The following provides an overview of the Community Sport Strategy and the three priority areas that have been identified.

GOAL	To create a high-quality community sport delivery system that supports increased participation and volunteering in sport by all New Zealanders.		
PRIORITIES	Delivery system development	Children and young people's participation	Development of volunteers, coaches and others
OUTCOMES WE ARE SEEKING	Improved capability of Sport NZ's partner sport organisations Increased numbers of people participating in community sport through clubs and events	Increased participation by children and young people through clubs and events, and primary and secondary schools Increased numbers of 16-20 year olds participating in sport Increased levels of fundamental movement and basic sports skills in children under 12 years	Increased number and quality of volunteers supporting community sport <ul style="list-style-type: none"> ▪ Coaches ▪ Officials ▪ Administrators ▪ Other helpers
TARGETS	Half a million more adults participating at least once a week in sport and recreation	80% of school-aged children participating in organised sport and recreation for at least three hours per week	Over one million people volunteering in sport and recreation
THE IMPACT WE WANT	Improved alignment within sports and between providers at all levels of sport delivery	More and better opportunities for children and young people to enjoy quality sport experiences	Better recruitment and management of volunteers by community sport organisations

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<p>WHAT WE NEED TO DO</p>	<p>Develop a single national delivery system for sport</p> <p>Improve the quality of leadership for community sport</p> <p>Align the community sport outcomes sought from Sport NZ's investment in NSOs and RSTs</p> <p>Improve access to tools, resources and guidelines for community sport providers</p> <p>Improve the number and quality of partnerships between community sport providers</p>	<p>Improve the skill proficiency of children under 12 years</p> <p>Improve the practices of providers to ensure quality opportunities and experiences for children and young people</p> <p>Improve the clarity of roles and responsibilities of providers along the player pathway</p> <p>Improve our targeting of initiatives to groups with low participation rates to achieve participation growth</p>	<p>Increase the confidence and expertise of volunteers in all roles</p> <p>Improve the quality of current sport experiences of volunteers</p> <p>Improve the quality of volunteer management and support</p> <p>Improve how events are used to activate volunteering in sport</p> <p>Elevate the priority of the development of coaches and coaching at all levels of sport delivery</p>
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