

NEW ZEALAND SPORTS FOUNDATION



The Pursuit of Excellence

**Presentation to the International
Forum on Elite Sport**

Sydney, 27 September 1999



MISSION STATEMENT

“To assist athletes to succeed at international level and by so doing bring credit to themselves, their sport and New Zealand”

AGENDA



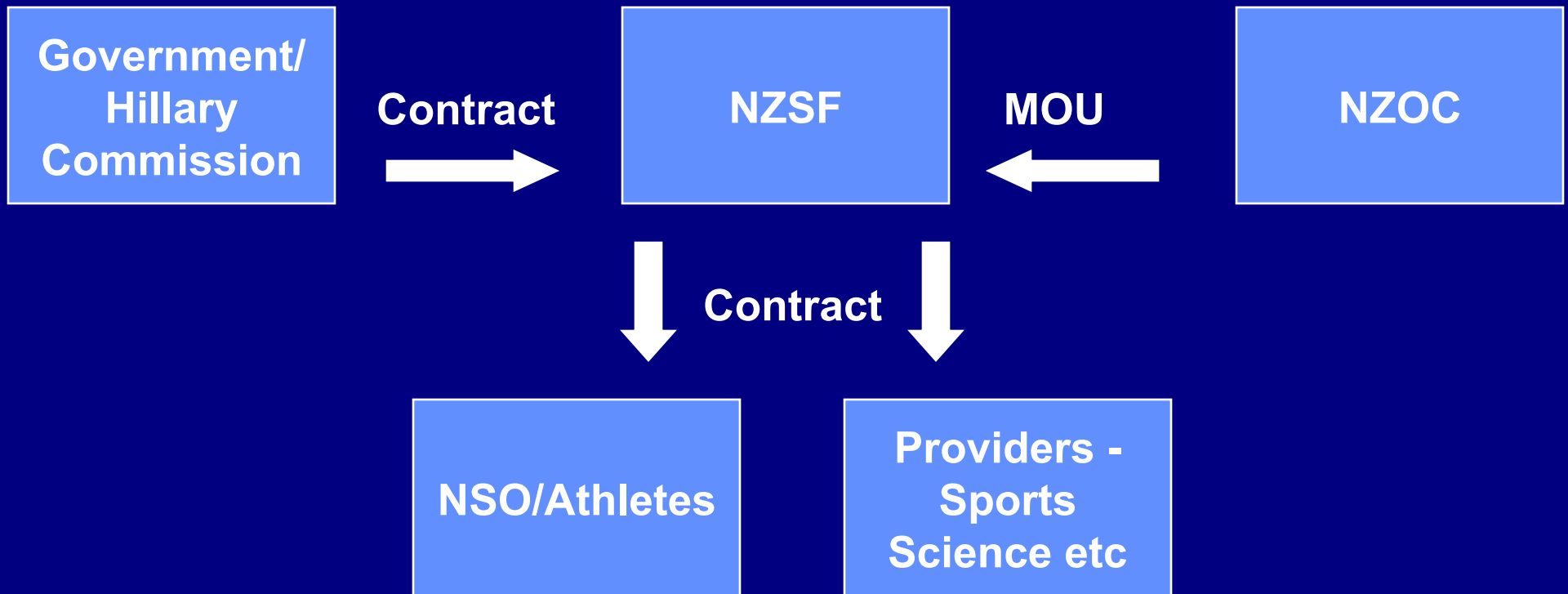
- 1. The NZ Sports Foundation**
- 2. Issues affecting NZ elite sporting performance**
- 3. Evaluating Performance**
- 4. Conclusion**

THE NZ SPORTS FOUNDATION



- **Independent Organisation established 21 years ago**
- **Principal funder/servicer of elite sport in New Zealand**
- **Philosophy: “The Pursuit of Excellence”**
- **Objective: Winning!**
- **Funded: Public and Private Sectors**
- **Budget: \$15 million - grants \$14 million - overheads \$1 million**

Funding and Servicing of Elite Sport in NZ





ISSUES

- small population base
 - geographically isolated
 - limited resources
- = unique set of challenges
- = affects way resources allocated/
performances evaluated.

EVALUATING PERFORMANCE



Two Levels:

1. As a nation (macro)
2. Specific sport/programme (micro)



1. As a Nation:

Key objectives (Foundation's Five Year Plan):

- lift overall performance/consistently succeed in world class competition
- NZ represented at Sydney 2000 Olympics by best prepared and most successful team
- by 2000
 - rugby and netball #1; cricket (ODI) top 3
 - other sports top 3 respective key events
- generating funds to achieve the above



Framework:

- **identify NZ's international sporting objectives**
- **establish performance indicators**
- **maximise resources**
- **apply best practice principles/leading edge technology**
- **invest in the future**
- **flexible and holistic approach**
- **monitor progress/evaluate performance**



2. Specific Sport/Programme

- **performance targets (quantative/qualitative) established for each sport/ programme**
- **measurable critical success factors**
 - **athletes, coaches**
 - **talent ID/development**
 - **sports science/medicine/technology**
 - **international competition**
 - **personal development**
 - **leadership, plans, people**
 - **environment & culture ***



Case Study: Academy review

- **1993 - Sport 2000 Fund established**
- **1994 - Bulk funded 17 sport specific academies (Olympic and non Olympic)**
 - **4 year contracts**
- **1998 - contracts up for renewal**  **review of academy programmes**



- **Terms of reference included evaluation of:**
 - **structures and plans (current/future)**
 - **results achieved to date/potential**
 - **effect of increased funding**
 - **issues**
 - **best structure for the future**



4 STAGES

1. **Self review (sport)**
 2. **Meetings (sport & Foundation)**
 3. **Findings/Recommendations to:**
 - **Sports**
 - **Foundation Board**
 4. **Implement changes**
- Timeframe = 2 years**



RESULT

- **Comparison of performance 1994 v 1998:**
 - 5 sports improved
 - 10 maintained
 - 2 declined
- **Raised issues about current structure**

GENERIC ISSUES



- **Strategic planning was generally absent**
- **Funds were often misdirected**
- **Management was under resourced**
- **Governance**
- **Emphasis on short v's long term planning/
results**
- **Quality of leadership**



GENERIC ISSUES Cont.

- **Lack of cohesive vision**
 - **Under utilisation of resources**
 - **Duplication of costs**
- = evaluate options**



OPTIONS

- 1. Retain status quo**
- 2. Reduce/increase numbers of academy sports**
- 3. Develop another structure**



KEY OBJECTIVES

- **(more) sports accessing a greater range and better quality of services for a greater number of athletes and coaches based on clearly defined pathways.**
- **sustained international sporting success**



DECISION

Option 3 - another structure

- **develop a regionalised structure**
 - **3 national training centres**
 - **2-3 satellites**
- **implement early 2000**

END RESULT !



Rob Waddell World Single Sculls Rowing Champion