



**HIGH PERFORMANCE
SPORT NEW ZEALAND**

**High Performance Campaign Investment
Application Process for 2018 Investment**

Version July 2017

1. Introduction

1.1 This document outlines High Performance Sport New Zealand's (HPSNZ) process for sports to apply for High Performance Campaign Investment.

1.2 Information contained in this document includes:

- What HPSNZ HP Campaign Investment is
- The application process and timelines
- What is required of the sports
- Roles, relationships and personnel
- The application template to be completed by sports

2. HPSNZ Vision, Mandate, Goals, Principles And Priorities¹

2.1 HPSNZ Vision and Mission

<p style="text-align: center;">Vision</p> <p style="text-align: center;">Inspiring the nation through more New Zealanders winning on the world stage <i>At Olympic/Paralympic Games and World Championships with a focus on targeted sports</i></p> <p style="text-align: center;">Mission</p> <p style="text-align: center;">Creating a world-leading, sustainable high performance sport system</p>

2.2 Mandate

<p style="text-align: center;">HPSNZ 's Mandate</p> <p>To lead the high performance sport system in New Zealand, working in partnership with NSOs and key stakeholders by:</p> <ul style="list-style-type: none">• Allocating resources to targeted sports and athletes• Delivering world leading support to impact NSO, coach and athlete performance• Constantly striving to outperform international benchmarks

2.3 Goals for 2017-2024

HPSNZ's goals for high performance sport in New Zealand are to achieve podium performance results as measured by:

- Medals at 2020 Tokyo Olympic Summer Games: 16+ with greater focus on gold medal conversion
- Winning at World Championships in invested non-Olympic sports
- Medals at Olympic Winter Games: 1 in 2018
- Gold medals at Paralympic Summer Games: 10-14 in 2020
- Gold Medals at Paralympic Winter Games: 1 in 2022

¹ This section contains extracts from the HPSNZ Strategic Plan and may be amended from time to time.

2.4 HPSNZ Overall Investment Principles

- a. Performance-based system which focusses on HP processes and is accountable for outcomes
- b. Targeted and top down that prioritises resources to NSOs and Campaigns with the greatest probability of success
- c. Tailored based on need and impact
- d. Balances the aggregated NSO needs with system leadership responsibilities
- e. Maintains a rigour on priorities and resourcefulness
- f. Enables alignment and an integrated system approach
- g. Sports and campaigns 'earn the right' to investment

2.5 HPSNZ Overall Investment and Support Priorities

The overall Investment and Support Priorities for HPSNZ are:

- a. Sports and athletes that are likely to medal at the Olympic Games (Summer and Winter)
- b. Sports and athletes that are likely to achieve gold medals at the Paralympic Games (Summer and Winter)
- c. Non-Olympic Targeted Sports that are likely to win at World Championships.

2.6 Categories of Investment

The categories of investment and resources that may be allocated by HPSNZ are as follows:

- a. Core Investment in NSO's, sports and athlete campaigns:
 - i. Targeted Sports – Olympic Sports (including Summer & Winter) - Tier 1, 2 and 3
 - ii. Targeted Sports – Non Olympic Team Sport - Tier 2
 - iii. Targeted Paralympic Sports (including Summer & Winter)
 - iv. Campaign Sports – Olympic sports, team or athlete (including Summer & Winter)
 - v. Campaign Sports – Non- Olympic sports or team
- b. NZOC and Paralympics NZ preparation and games-time investment: Investment for NZOC and Paralympics NZ for the specific purposes of Games-time preparation and delivery support for New Zealand teams at Olympic, Paralympic and Commonwealth Games.
- c. Direct Athlete Investment (through NSOs):
 - i. Performance Enhancement Grants (PEGs) to eligible sports and athletes;
 - ii. Prime Minister's Scholarships providing holistic development opportunities to targeted athletes;

2.7 This document sets out the process and basis for allocating investment in:

- a. **Campaign Sports – Olympic sports, team or athlete** (including Summer & Winter)
- b. **Campaign Sports – Non- Olympic sports or team**

- 2.8 The documentation setting out the basis and process for allocating investment and resources in the other categories of investment and support listed in 2.6 “Categories of Investment”, is available from HPSNZ.

3. What is HPSNZ HP Campaign Investment?

- 3.1 HP Campaign Investment is the amount allocated by HPSNZ to a sport or individual athlete campaign for a period up to 1 year (or up to 2 years in special circumstances) leading up to its next pinnacle event to achieve its agreed performance outcomes.

Sports or athletes are required to use their HP investment solely for the purposes of achieving the agreed HP outcomes.

3.2 Broad Criteria for Consideration for HP Campaign Investment

HPSNZ will take into consideration the following:

1. Likely impact towards achieving outcomes aligned to the HPSNZ strategic plan
2. Past performance, future potential, quality of the HP programme and campaigns and the individual sport context.
3. The likely cost to successfully achieve the project outcomes
4. The demonstrated ability and availability of athletes, coaches, support personnel, and other resources to implement the project
5. The gap to podium, improvements required and resource requirements to achieve the performance outcome

3.3 Key Notes

1. Although some sports/athletes may meet all relevant criteria for investment consideration, there is no guarantee that they will be supported.
2. Likewise it is acknowledged that some sports/athletes that HPSNZ decided to invest in may not meet every criteria outlined, this is because the criteria are guidelines only.
3. Further to the assessment of sports/athletes against the Investment Framework and Campaign Investment criteria, the following factors will also be considered:
 - Demonstrated need of the sport/athlete,
 - Available HPSNZ funds.
4. HPSNZ reserves the right to amend the Investment Framework and the Campaign Investment criteria as required.
5. Investment decisions are at the full discretion of the HPSNZ Board.
6. As HPSNZ is a wholly owned subsidiary of Sport New Zealand, the Sport New Zealand Board is required to make the final decision on all investment decisions, under recommendation from the HPSNZ Board.

4. Specific Criteria for Consideration for HP Campaign Investment

4.1 CAMPAIGN SPORTS AND ATHLETES – OLYMPIC SPORTS

Campaign	Evidence
Individual sport likely to achieve podium success	<ul style="list-style-type: none"> Strong evidence of campaign/s tracking towards a top 8 Olympic finish with some evidence for a single medal at the next Olympic Games: e.g. Summer Games 2020, or Winter Games 2022 Recent history of a top 8 result in an Olympic Event at the Olympics or World Championships.
Individual athlete likely to achieve podium success	<ul style="list-style-type: none"> Strong evidence of the athlete tracking towards a top 8 Olympic finish with some evidence for a single medal at the next Olympic Games: e.g. Summer Games 2020, or Winter Games 2022 Recent history of a top 8 result in an Olympic Event at the Olympics or World Championships.
Team Sport likely to achieve podium success	<ul style="list-style-type: none"> Strong evidence of tracking towards top 6 finish at the next Olympic Games e.g. 2020 with some evidence of tracking towards a medal at those Olympic Games.

*Teams of nine or fewer athletes will be treated as an individual sport e.g. cycling team pursuit, swimming relay, rowing eight.

4.2 CAMPAIGN SPORTS AND ATHLETES - NON-OLYMPIC

Campaign	Evidence
Individual Sport likely to achieve gold medal success	<ul style="list-style-type: none"> Non-Olympic sport of importance to the New Zealand HP system for World Championship success Minimum 40 countries competing in World Championships (or via qualifying rounds for World Championships) Strong evidence of tracking towards a gold medal/s at the next World Championship Evidence of individual athlete/s with recent history of a World Championship gold medal/s Some minor consideration may be given to the likelihood of achieving Commonwealth Games gold medal/s
Team Sport highly likely to achieve gold medal success	<ul style="list-style-type: none"> Non-Olympic team sport of importance to the New Zealand HP system for World Championship success. Minimum 40 countries competing in World Championships (or via qualifying rounds for World Championships) Strong evidence of tracking towards a gold medal in the next World Championships Recent history of a World Championships gold medal Some minor consideration may be given to the likelihood of achieving a Commonwealth Games gold medal/s

*Teams of nine or fewer athletes will be treated as an individual sport e.g. bowls, croquet, squash.

5. Overview of Process And Timings for HP Campaign Investment Applications

5.1 Timeline

Process phases	Timeframe
Closing date for submission of applications	31 October 2017
Possible meetings with sports (to be determined)	6 – 14 November 2017
Recommendations made to HPSNZ Board for consideration	6 December 2017
Communication of investment decisions to sports/athletes	Prior to 15 December 2017
New investment begins	From 11 January 2018

5.2 Application Form

Sports wishing to apply for HP Campaign Investment will provide HPSNZ with a completed application form detailing the project, an assessment of the project's likelihood of success and a project budget.

Sports should use the templates supplied, in Attachment 1, and type all responses into the template in Microsoft Word. Alternately the application form will be available at <http://www.hpsnz.org.nz>. Applicants will be asked to submit a detailed summary of their project. Please provide any HP Plans or other documentation that explains how this project fits within the overall HP objectives of the sport.

If a sport has received Contestable Investment in the past, it will need to ensure all reporting requirements of the investments have been met, including indicating investment continuity, i.e. whether they have previously received project investment, whether they were successful or not, and reasons why.

Sports should contact their Sport New Zealand National Partnership Manager (if they have one) alternatively the Manager – HP Investment and Support Programs at HPSNZ with questions about this process.

5.3 Submitting Application Forms

Completed applications should be sent electronically to the GM – Performance & Strategic Investment (email: erik-jan.koers@hpsnz.org.nz) and including your sport's Sport New Zealand National Partnership Manager. Sports will receive an acknowledgement receipt of their application within 48 hours of submission. If this acknowledgement is not received, sports should contact their Sport New Zealand National Partnership Manager to ensure that their application has been received.

Face to face meetings may be scheduled for some sports or athletes that are deemed to have met the eligibility criteria to seek further information or clarification. Sports or athletes will be notified in advance but any possible meetings will occur between 6 - 14 November 2017.

5.4 Decision Making

HPSNZ will confirm the level of investment (if any) for a sport for the following year. HPSNZ may also determine conditions that may be applied to the HPSNZ investment. In reaching its decisions, HPSNZ will consider the relative impact of identified resource gaps and decide the level of support, if any, it will provide for the next year. HPSNZ will make its investment decisions prior to 15 December 2017, in time for payments to begin in January 2017.

5.5 Likelihood of Success

Once all HP Campaign Investment applications have been received, all sports will be weighed up in relation to each other and their ability to deliver outcomes aligned to HPSNZ's HP strategy. An ability to meet the above criteria does not guarantee investment, with final decisions at the discretion of the HPSNZ Board.

5.6 Communication of Decisions

HPSNZ will send written notification to each sport that has applied of the following:

- Whether the sport has been successful or not in gaining any HP Campaign Investment
- If successful:
 - The investment allocation for the sport for the next year. This will include further investment conditions, if applicable
 - The investment schedule details for the next year, including the agreed performance outcomes

5.7 Roles, Relationships and Personnel

The following tables show the HPSNZ and Sport NZ personnel who will be involved in the HP Campaign Investment process.

HPSNZ Team		Review Responsibility
Peter Pfitzinger	Acting Chief Executive	Investment decision maker
Eric-Jan Koers	GM - Performance & Strategic Investment	Investment process manager and decision maker

Sport NZ Relationship Team	On-going Responsibility
Sport NZ National Partnership Manager	<ul style="list-style-type: none">• Lead point of contact for the potential HP Campaign Investment Sports• Direct relationship with CEO/GM• Overall relationship

6. TERMS AND CONDITIONS

6.1 Responsibilities of HP Campaign Investment sports

Each sport that chooses to participate in this process should:

- a. Provide accurate and complete information in the application template by the closing date
- b. If invited, prepare for and attend a meeting

6.2 HPSNZ Responsibilities

HPSNZ will:

- a. Adhere to the process timetable
- b. Respond promptly to process-related questions from sports
- c. Make transparent, evidence-based decisions aligned to the investment priorities and principles
- d. Confirm investment levels for each sport

6.3 Transparency

HPSNZ and the sports will treat information revealed during this process in a transparent manner. Information noted by the sport as being commercially sensitive or personal will be treated as confidential by HPSNZ. All other information will be regarded as being in the public domain and may be treated by the sport and HPSNZ as being publicly available.

HPSNZ is subject to information requests under the Official Information Act 1982 and the Public Records Act 2005. HPSNZ may refuse any request from a third party under these Acts for information relating to a sport's investment application where it considers this is justified under that Act, including where it considers that the release of such information would be commercially prejudicial. HPSNZ cannot however guarantee that any decision not to release such information will not be challenged.

HPSNZ will make public its investment commitments to sports once the HP investment processes (for both Targeted Sports and HP Campaign Investment sports) are complete.

ATTACHMENT 1 - HIGH PERFORMANCE CAMPAIGN INVESTMENT APPLICATION FORM

Contact Details	
National Sport Organisation	
Discipline	
Event and date (if applicable)	
Contact Person Name	
Position	
Phone and/or mobile	
Email	

Project Summary (no more than 3 pages maximum)
What HP outcome(s) will be achieved if the project is successful?
Describe the project, providing details of the key aspects of the project.
What are the key project milestones, and what measures will be used to track progress to outcome(s) achievement?
What is the sport's recent performance history in pinnacle events?
What is the current gap to the podium and what improvements are required to achieve the performance outcome?
What are the critical success factors of the project, i.e. factors without which the project is unlikely to succeed?
What are the potential risks to the success of the project and how will the risks be managed? These may include but are not limited to financial, organisational or personnel.

Term	
Commencement Date	
Completion Date	

Itemised Budget		
Itemise the key budget expense items by year, for which the investment will be used. Please enter all costs exclusive of GST.		
2018	Item 1	\$xxx
	Item 2	\$xxx
	Item 3	\$xxx
	Item 4	\$xxx
	Item 5	\$xxx
	Item 6	\$xxx
	Item 7	\$xxx
	Item 8	\$xxx
	Item 9	\$xxx

Budget Summary	
2018	\$xxx plus GST
xxx	\$xxx plus GST

Outcome(s)	Strategies to achieve outcome(s)	Measures / KPI's