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**Sport Development - Plan, Programme and Practice:
A case study of the planned intervention by
New Zealand Cricket into cricket in New Zealand**

A thesis presented in partial fulfilment of the
requirements for the degree of
Doctor of Philosophy

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ABSTRACT

Sport development is a highly contested, multifaceted concept that means different things to different people depending upon their perspective, involvement, objectives and outcomes. These differences in meaning of sport development are considered and a continuum of interpretations of the concept proposed. One of the interpretations identified, the 'development of sport', provides the conceptual framework for this research. The 'development of sport' refers to the efforts of sporting organisations to remain contemporary and ensure their future sustainability by creating and maintaining a range of appealing, relevant, accessible and affordable sporting opportunities and experiences that attract and retain participants.

The 'development of sport' has usually been an organic, small-scale, 'bottom-up' process driven by proactive regions, clubs or schools. In the last two decades in New Zealand (NZ), however, many traditional sports have come under pressure from a variety of social, economic and political sources that have impacted on their participation levels. This has prompted large scale, 'top-down', planned interventions by a number of National Sport Organisations (NSOs), which have had the leadership, vision, capability, capacity and financial resources, to grow and sustain their participation by influencing the range and quality of programmes being provided at a community level in clubs and schools.

Such interventions reflect the adoption of a more holistic approach by NSOs to their sports, and with it a change in emphasis away from just high performance to increasingly recognise the importance of community sport foundations. This has occurred not just to identify and select more individuals with the potential to progress to an elite level, but also to encourage the lifelong involvement in, and consumption of, their sport by the majority of participants. It has required NSOs to affect a major change management process down through their sporting organisations. This process has necessarily involved the design of coordinated sport development plans and programmes, that provide a value proposition for community stakeholders, and their implementation by regional networks of sport-specific Sport Development Officers (SDOs) and volunteers in clubs and schools.

This qualitative research considers when and why sport development emerged in NZ and how it has changed over time. It provides a historical context for the researcher as a practitioner-manager, using his personal experience, understanding and insights, to construct as an insider-researcher an in-depth, longitudinal case study of the planned intervention undertaken by New Zealand Cricket (NZC) to revitalise and grow cricket in NZ at a community level. It

concentrates on the first decade of the intervention between 1998 and 2008, is informed by mixed data collection methods and multiple sources of evidence and draws on relevant scholarship from sport development, sport history and change management to examine the key features of NZC's national sport development plan and programme, the translation of these, by a regional delivery network of SDOs, into practice, and their impact on cricket in the community.

The NZC case study is used as an exemplar to illustrate how and why a 'top-down', 'development of sport' process needs to be planned and coordinated, if it is to be effective in ensuring the long-term sustainability of a sport at a community level. This process, which involved a sequence of essential steps of innovation and change, represents one approach to the creation and maintenance of new sporting opportunities and experiences, as well as the provision of associated improvements in the infrastructure and services within clubs and schools to support their effective delivery. For these benefits to be long-term and sustainable, development and delivery must be interconnected as one integrated system.

The lessons learned from NZC's planned intervention experience about the 'development of sport' process, and the sequence of steps - from understanding the need to influence change within its community game, through to designing a comprehensive sport development plan and programme, then leading and managing its implementation, are articulated and their applicability discussed for other NSOs in NZ seeking to initiate similar change in their sports at a community level. In addition, to the practical application of these lessons, the theoretical and historical insights into sport development also provide a source of reference for those looking to further explore the concept.

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Cricket is in my blood. As a sport it is addictive. It was encouraged by my parents, the late Arch and Jean Astle, shared with my brother Graeme, and reinforced through the enjoyment of the game with my wife Jill and our children Jaimee, Ryan and Todd Astle. I started playing the game in the backyard in the 1950s, this evolved into a lifetime of wonderful opportunities and experiences of playing, coaching and administering the game at school, club and representative levels, and then in the late 1990s, a career with NZC to lead its 'development of sport' intervention to revitalise community cricket. The latter provided an opportunity for me to use my accumulated knowledge and experience to give back to the game, which had afforded me so many exciting challenges and chances to interact with a host of fellow players, coaches and personalities both in New Zealand and overseas.

This thesis was a chance to describe and explain the plan and programme I designed and implemented for NZC, and their impact on the sustainable growth of the game in clubs and schools in New Zealand; and for me personally to complete some unfinished academic business, namely to undertake a PhD. Although the latter was first intended following the completion of my MA (Hons) in 1975, for varying reasons it never eventuated, so this allowed me to address this nearly 40 years later.

While the research and writing of this thesis has taken five years, and its focus is on the decade 1998-2008, many have contributed to my thinking and understanding of the game. In particular, I want to thank my friends and colleagues at Palmerston North Boys' High School, especially Stuart Leighton, Phil Gosling, Paul Gibbs and all the cricket staff, where we built a sustainable cricket system to be proud of, and which made the game special for so many boys.

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LIST OF ABBREVIATIONS

ACB	Australian Cricket Board
AFLNZ	Australian Football League New Zealand
AGM	Annual General Meeting
ARL	Australian Rugby League
BNZ	Bowls New Zealand
CJCA	Christchurch Junior Cricket Association
CA	Cricket Australia
CANZ	Coaching Association of New Zealand
CCC	Community Cricket Coordinator
CDM	Cricket Development Manager
CDO	Cricket Development Officer
CEO	Chief Executive Officer
CNZ	Coaching New Zealand
DA	District Association
DMSP	Development Model of Sport Participation
EAP	East Asia Pacific
ECB	England and Wales Cricket Board
FIFA	Fédération Internationale de Football Association
FDM	Football Development Manager
FDO	Football Development Officer
FNZ	Football New Zealand
GDP	Gross Domestic Product
GNP	Gross National Product
HNZ	Hockey New Zealand
HP	High Performance
ICC	International Cricket Council
IOC	International Olympic Committee
LTAD	Long Term Athlete Development
MA	Major Association
MCA	Manawatu Cricket Association
MCC	Marylebone Cricket Club
MDGs	Millennium Development Goals
MIB	Mates in Bowls

MSS	MILO Summer Squad
NDM	National Development Manager
NGB	National Governing Body
NGO	Non-Governmental Organisation
ND	National Development
NSO	National Sport Organisation
NZ	New Zealand
NZC	New Zealand Cricket
NZCC	New Zealand Cricket Council
NZCF	New Zealand Cricket Foundation
NZRU	New Zealand Rugby Union
NZRFU	New Zealand Rugby Football Union
NZSSSC	New Zealand Secondary School Sports' Council
ODT	Organisational Development Tool
PNBHS	Palmerston North Boys' High School
RDO	Rugby Development Officer
RSO	Regional Sport Organisation
RST	Regional Sports Trust
SCC	School Cricket Coordinator
SD	Sport Development
SDO	Sport Development Officer
SLA	Service Level Agreement
SNZ	Softball New Zealand
SPARC	Sport and Recreation New Zealand
Sport NZ	Sport New Zealand
TA	Territorial Authority
TNZ	Tennis New Zealand
TIC	Teacher-in-Charge of Cricket
UCBSA	United Cricket Board of South Africa
UK	United Kingdom
UN	United Nations