

STATEMENT OF INTENT

1 JULY 2014 – 30 JUNE 2020



TABLE OF CONTENTS

FOREWORD	2
STATEMENT OF RESPONSIBILITY	3
WHO WE ARE	4
WHAT WE DO	5
WHAT WE ARE TRYING TO ACHIEVE	6
OUR WORLD-LEADING SPORTS SYSTEM ACHIEVEMENTS	7
OUR KEY PRIORITY AREAS TO 2020	9
TRANSFORMATIONAL CHANGE	14
TRACKING OUR PROGRESS	16
ORGANISATIONAL HEALTH AND CAPABILITY	23
APPENDIX 1: OUR OPERATING ENVIRONMENT	26
APPENDIX 2: OUR OPERATING INTENTIONS	29
APPENDIX 3: KEY PARTNER ORGANISATIONS	30
APPENDIX 4: FUNCTIONS OF HPSNZ	31
APPENDIX 5: SPORT NZ GROUP GOVERNANCE	32



FOREWORD

New Zealand has a world-leading sports system at all levels, which is the envy of many countries.

Our high performance system is arguably one of the most efficient and effective in the world in terms of return-on-investment.

We won 13 medals at the 2012 London Olympics (against a target of 10 medals), to rank fourth on medals per capita, and our 2013 results give us confidence that our target of 14+ medals in Rio in 2016 is achievable. In Paralympics, we topped the table with 17 medals.

At the grass roots, participation rates for adults and children continue to be among the best in the world. The 'sporty' childhood enjoyed by Kiwi kids ensures a strong pipeline of talent through our system, and pathways are clear and strong to elite performance and lifelong participation. Across the system, our partners, including athletes and coaches, tell us satisfaction is high with the leadership and support they receive.

Put simply, sport enriches the lives of New Zealanders every day. It brings communities together, in teams, on the sidelines and as spectators. Sport has helped shape this nation and many of our greatest heroes have been sportspeople. When they win, all New Zealanders share their joy and feel their greatness.

The Sport New Zealand Group – Sport NZ and High Performance Sport NZ (HPSNZ) – is proud to be the guardian of, and advocate for, our world-leading sport system, from grassroots through to elite sport.

We are pleased to present the 2014-20 Statement of Intent (SOI) for the Sport NZ Group, which outlines the priorities that will drive our work over the next six years, and beyond.

These include:

- A world-leading sport system – leading, enabling, investing and delivering to maintain New Zealand's world-leading sport system, and in particular building capability and improving the alignment of our partner organisations in the sport and recreation sector; also forming partnerships with non-government funders, and the commercial and philanthropic sectors to increase investment overall in the sector
- Community Sport – enabling our partner organisations to get more young people and adults involved in sport and active recreation, including volunteers who make sport happen
- High Performance Sport – further developing the country's high performance system by investing in targeted sports and athletes, as well as specialist providers to support our athletes, and delivering a network of world-class facilities
- The key enablers of our sport system – providing leadership for National Sports Organisations (NSOs), National Recreation Organisations (NROs), Territorial Authorities (TAs), Regional Sports Trusts (RSTs), funders and other key partners in the key areas of facilities, events, people development, school sport and coaching, through developing national approaches for both

- Major Events – building Sport NZ’s major events capability and supporting the successful hosting of the 2015 Cricket World Cup, the 2015 U-20 FIFA World Cup and other events
- Talent Development – implementing a national talent development programme – Pathway to Podium – and a talent development strategy to ensure there is a seamless pathway to the top for our most talented young athletes
- Integrity – leading the government’s work around protecting the integrity of New Zealand sport and its athletes, in particular in relation to the global threats of match fixing and doping
- Driving efficiency and effectiveness – working to ensure that both the sector and the Sport NZ Group operate as efficiently and effectively as possible, and are sustainable into the future.

Statement of responsibility

This Statement of Intent has been prepared to meet the requirements of the Crown Entities Act 2004. It outlines for Parliament, Ministers and interested stakeholders the Sport NZ Group’s high-level operating intentions and performance expectations from 1 July 2014 – 30 June 2020.



Paul Collins
Chairperson
Sport NZ and HPSNZ



Bill Birnie
Deputy Chairperson
Sport NZ



WHO WE ARE

Sport and Recreation New Zealand (known as SPARC) was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002 (the Act) to “*promote, encourage and support physical recreation and sport in New Zealand*”. Its functions are set out in Section 8 of the Act.

SPARC changed its name to Sport New Zealand on 1 February 2012. In August 2011, SPARC established High Performance Sport New Zealand (HPSNZ) as a wholly-owned subsidiary, to create a one-stop shop for elite athletes, enabling them to get all the performance support they need from one organisation.

The Board of Sport NZ retains full ownership and accountability for the performance of HPSNZ. HPSNZ has its own dedicated Board that recommends decisions to the Board of Sport NZ. The HPSNZ Board is accountable for the support it gives to high performance athletes, coaches and support staff. HPSNZ’s functions are set out in its constitution and are listed in Appendix Four.

For purposes of combined financial and performance reporting, including in this document, the two organisations are referred to as the Sport New Zealand Group (and in this document as Sport NZ).

Sport NZ is funded by appropriations voted by Parliament and by a percentage of profits from the New Zealand Lottery Grants Board. Sport NZ receives funding each year to invest in the sport and recreation sector, and leads the country’s sport system in working towards achieving the following strategic outcomes:

- More young people engaging in more sport and recreation.
- More New Zealanders engaging in more sport and recreation.
- More winners on the world stage.

In the 2014/15 year Sport NZ will develop a new Strategic Plan for the period 2015-2020 incorporating the current High Performance Sport New Zealand Strategy, a new Community Sport Strategy, the newly developed New Zealand Sporting Events Strategy and a New Zealand Sporting Facilities Strategy all covering the period to 2020. Publication of the new Strategic Plan at the end of 2014/15 provides us with an opportunity to refresh this Statement of Intent to ensure alignment at that time.

WHAT WE DO

Our aspirations are for our sports system to achieve these strategic outcomes so that all New Zealanders' lives are enriched through participation in sport and recreation. We are working with our partners in the sector to create a world-leading sports system at all levels to encourage more Kiwis to participate in, and benefit from a lifelong involvement in sport.

Sport NZ is responsible for setting strategic direction for Government's intervention into the sport and recreation sector. We do this through our Strategic Plan and by providing investment and resources to partner organisations who deliver sport in their communities – that includes NSOs, RSTs and local councils. Our partner organisations play a critical role in contributing to the strategic outcomes we would like to see the sport and recreation sector achieve.

Sport NZ's role is to lead, invest, enable and deliver in the sector to achieve our outcomes and priorities. We fulfil our role by:

Leading

Providing a clear sense of direction, challenging the sector to keep lifting its performance, recognising and sharing best practice, celebrating success, bringing the sector together and providing evidence and advocacy to point the way forward.

Enabling

Building the capability of our partners in areas such as governance and management systems, information technology services, event management, facilities, commercialisation, human resources, research and monitoring, and good practice.

Investing

Investing to produce results, monitoring the performance of the sector and reporting back on the use of taxpayer money.

Delivering

Delivering world-leading support services directly to high performance athletes and coaches, including performance and technique analysis, nutrition, physiology, psychology, medical, physiotherapy and massage, and strength and conditioning services.

In support of this role we provide specific services to the sector. These services are:

- Sector Investment and Management
- Technical Advice and Resources
- World Cups Office
- Athlete Services
- Knowledge and Information
- Policy Advice.

WHAT WE ARE TRYING TO ACHIEVE

The diagram below represents Sport NZ's outcomes framework.

Strategic Outcomes	1. More young people engaging in more sport and recreation	2. More New Zealanders engaging in more sport and recreation	3. More winners on the world stage
In the long term we want to see:	<p>By 2020: 90% of school-aged children take part in 3+ hours of organised and/or informal sport a week, comprising not less than:</p> <ul style="list-style-type: none"> 60% doing 3+ hours of organised sport; and 70% doing 3+ hours of informal sport 	<p>By 2015:</p> <ul style="list-style-type: none"> Half a million more adult New Zealanders participating at least once a week in sport and recreation More than one million people volunteering in sport and recreation 	<p>By 2020: More winners on the world stage at Olympic/ Paralympic Games and World Championships in targeted sports</p>
Annually we want to see:	More young people participating in sport and recreation through initiatives supported by our partner organisations	More adults participating in sport and recreation through initiatives supported by our partner organisations	Consistent numbers of New Zealand athletes placed in the top 3, top 5, top 8 in the world in Olympic disciplines; top 3 and top 5 in Paralympic disciplines, as evidence of tracking to Olympic targets
The difference we want to make:	<p>Achieve improved capability of our partner organisations so they can deliver both high performance and community sport results</p> <p>Achieve a world-leading system with sustainable success</p>		
Our priorities:	<ul style="list-style-type: none"> A world-leading sport system High performance sport Community sport Partnering and partner capability Driving efficiency and effectiveness Major Events Talent Development Sporting Facilities Protecting the integrity of sport 		
Services we provide:	<ul style="list-style-type: none"> Sector Investment and Management Technical Advice and Resources World Cups Office Athlete Services Knowledge and Information Policy Advice 		
Our role:	<p>LEAD, ENABLE, INVEST, DELIVER</p> <p>A performance-driven organisation that is participant (Kiwi) and athlete focused</p>		
Our funding sources:	<ul style="list-style-type: none"> Sport and Recreation Programmes¹ High Performance Sport Investment¹ Prime Minister's Sport Scholarships¹ Lottery Grants Board Philanthropic 		

¹Vote Appropriations

OUR WORLD-LEADING SPORTS SYSTEM ACHIEVEMENTS

Over the last five years Sport NZ has made significant gains, and we now believe we are creating a world-leading sports system, as reflected by:

High performance sport

- 2012 – London Olympics – 13 medals (6 gold) and 4th on medals per capita table
- 2013 – 9 world champions
- 2013 – 12 Gold medals at the IPC Swimming World Championships
- 2014 – New Zealand achieved its greatest Winter Olympic Games result since 1992 with 4 top 8 finishes (8 top 16) and 1 silver medal in the Winter Paralympic Games
- 2014 – Two medals in Olympic disciplines in UCI Track World Championships (1st Men's Team Sprint, 3rd Men's Team Pursuit), plus 3 medals in non-Olympic disciplines
- 2014 – 9 medals won at the UCI Para-cycling Track World Championships which include 1 Gold medal and a world record in the Women's 3 km Pursuit
- 2014 – 2 Top 3 finishes in Athletics Indoor World Championships
- 2014 – 3 Top 3 finishes in Bike non-Olympic disciplines
- 2014 – World Champions in Men's and Women's Rugby 7's, Softball, Surf Life Saving (and Lydia Ko's success in Golf)
- 2014 – 5 gold medals in the second World Rowing Cup, 4 in Olympic disciplines and 1 bronze with 7 crews featuring in the A finals
- A national network of world-class facilities (over \$40m committed, leveraged to over \$100m)
- Athlete satisfaction based on 2013 survey results is at an all-time high level (93%)
- Arguably one of the most efficient and effective systems in the world for return on investment.

Community sport

- New Zealand ranks first (equal) on a 2014 global scorecard of children's physical activity levels
- Young People – 90% of kids spend at least three hours a week taking part in sport
- Secondary School students – 52% of students play for their school
- Adults – over 50% of adults participate in sport at least once a month
- Adult volunteers – around 750,000 Kiwi adults volunteer in sport and recreation
- Some of our biggest participation sports (Rugby, Cricket, Football, Netball) continue to grow
- NSO and RST confidence in Sport NZ Group at an all-time high (Sport NZ 93% from 91% in 2013 and HPSNZ 91% from 72% in 2013)
- Improved governance and leadership capability across the sector
- Increasingly sought out by our international peers who are interested in learning from and replicating our capability and partnering models
- New Zealand Sporting Facilities Strategy, and New Zealand Sporting Events Strategy completed
- New Zealand Coaching Strategy implemented
- World Cups Office created
- Value of Sport – sport makes up 2.8% (\$5.2b) of New Zealand's GDP.



OUR KEY PRIORITY AREAS TO 2020

Creating our world-leading sport system

Sport NZ will continue to lead the sport and recreation sector, and enable and invest in our partners to create New Zealand's world-leading sport system at all levels. We will continue to focus on building the capability of key partners, so they are better able to deliver on our strategic goals and remain sustainable into the future. Also, we will continue to form partnerships with non-government funders and the commercial sector, to enhance the ongoing sustainability of the sector and to ensure an integrated investment approach.

High performance sport

In the wake of the 2012 London Olympics and Paralympics, our top athletes have continued to excel on the world stage, demonstrating the growing sustainability of the high performance system in New Zealand. HPSNZ has led this change by allocating resources to targeted sports and athletes, delivering world-leading support to impact NSOs' coach and athlete performance, and striving to outperform international benchmarks.

HPSNZ is heading into the third year of its 2013-20 strategy, which maps the next two Olympic cycles. Inherent in the strategy is the implementation of a sustainable high performance sport system that provides fully integrated support services direct to National Sport Organisations, coaches and athletes. HPSNZ strives to be world leading in all aspects. We recognise that New Zealand's competitive sporting advantage comes from a unified approach and knowledge sharing, something that most nations with fragmented, decentralised sport systems are unable to replicate. Our analysis of investment per medal shows that we are highly efficient in delivering resources and results against two of our key competitors, the United Kingdom and Australia. The United Kingdom's investment per medal is 34% greater than New Zealand's, while Australia's investment per medal is 72% greater than New Zealand's.

Our focus on building fit-for-purpose high performance facilities will continue, working in partnership with the private sector where possible. These types of facilities and performance hubs are vital in providing our athletes with the best possible training environment here at home to ensure they arrive at the start line as well prepared as they can possibly be.

HPSNZ's innovation programme, including *Goldmine*, will continue to provide the athletes, coaches and staff of our targeted sports with cutting edge, clever, and in many cases world's best and/or world's first, performance solutions for both the daily training and competition environment.

HPSNZ will continue to deliver to its Strategic Plan by ensuring:

People

Retain, develop and attract people who can provide sustained world-leading support to enhance NSO, coach and athlete performance, and excellence in governance and leadership.

High performance environment

Promote a culture of high performance excellence through our people, resources and facilities.

Planning and monitoring

Use world-leading needs analysis, planning, monitoring and assessment practices to enhance performance.

Immersion

Allocate time in sports to understand the best way to deliver what it takes to achieve performance goals.

Innovation

Proactively develop and apply world-leading innovations aligned with strategic priorities to enhance our competitive advantage.

Intelligence

Capture, share and leverage knowledge and world-leading best practice across the high performance system.

Community sport

We are heading into the final year of our current Community Sport Strategy (2009-15), which has focused on 'organised sport' – working with targeted NSOs to develop plans based on collaboration and regional alignment, particularly with RSTs. As well as delivering on the final year of the plan, 2014/15 will focus on evaluating and measuring our interventions, as well as seeking feedback from the sector, as we finalise a revised Community Sport Strategy to 2020.

Beyond 2015 we expect to maintain a strong focus on 'organised sport' as well as a direct line of sight to what we consider to be some of the key enablers of community sport. In the last year we have developed national approaches around facilities, events, workforce and coaching as key drivers of participation, and over the next four to six years we will roll out our own plans to support the efforts of the sector in these key areas. Other key enablers on which our revised Community Sport Strategy will include physical literacy, school sport, clubs and communities.

The results of the latest *Active New Zealand Survey* will be released in early 2014/15. As well as enabling us to report back against our key strategic indicator around adult participation, this will provide rich information on the way Kiwis participate in sport and recreation, and most importantly the way it is changing. This information will inform our next strategy and will be shared with the sector to inform their planning as well.

Partner capability

We will continue to have a strong interest in ensuring our partners are capable, as we invest in them to achieve our outcomes.

We will invest in and provide advisory services to improve governance, leadership, planning, people management, commercialisation, financial sustainability, information systems, and facility and event capability – areas in which we believe our partners need to be capable if they are to deliver success. This will bring heightened emphasis to professional consultancy, but will continue to include development programmes, and best practice resources.

We will evolve our approach to meet the ongoing capability challenges of partners, the main one of which is delivering a value proposition to the expectations of members/ participants within a sustainable financial model. This is multi-faceted and includes managing different business activities, having sufficient planning and resources to implement strategy, staying relevant to changing member needs, managing information and demonstrating impact, attracting and retaining capable people and having a sustainable financial platform.

We will also be mindful of responding to macro trends such as declining gaming revenue, and changes in how people are consuming sport.

Our approach will focus on prioritising partners to work with, assessing their capability, deploying support to address identified capability gaps, monitoring progress, and reassessing to determine impact and to identify areas for further capability support.

We will enhance our assessment tools, benchmarking them against world best practice, to assess governance and leadership capability, business systems and processes, sport delivery systems, and stakeholder engagement. We will use them in conjunction with our internal knowledge of our partners, and our partners' own assessment of their needs, to build a comprehensive view of capability need.

We will focus on accelerating the progress of partners toward a sustainable status through taking a more targeted approach to specific actions that create stability, manage risk and improve adaptability. This will include greater focus on business modelling and financial sustainability.

We will also undertake a greater number of cost reduction and efficiency projects across the sector based on clear return on investment and risk criteria. This will include multi-partner cost reduction projects such as sports hubs, and greater focus on multi-partner capability improvements such as workforce planning and implementation.

Working in partnership will remain our preferred approach, as it fosters an open identification of issues and opportunities that enables effective deployment of resource. But we will also be interventionist when required, particularly relating to crisis issues, leadership appointments and improving organisational effectiveness and efficiency.

Major Events

Sport NZ will continue to have a strong focus on major sporting events, both to achieve our own outcomes and to ensure New Zealand hosts the events which are best able to return wider benefits to the country, especially the economy.

The 2015 World Cups Office, established within Sport NZ in 2013, will support the successful delivery of both the 2015 Cricket World Cup (which New Zealand is co-hosting with Australia) and the 2015 FIFA Under 20 World Cup. The Office is establishing strong partnerships, both inside and outside of government, to ensure these events are delivered to a world-class standard and leave a lasting legacy for New Zealand.

In addition to these tournaments we have developed a New Zealand Sporting Events Strategy and are working across Government and the sector to scope and plan for major sporting events over the next 10-year period. To ensure these sporting events are excellent and deliver more of the outcomes we seek, Sport NZ is pursuing this strategy to create a world-leading sporting events system: the New Zealand Sporting Events System.

Sporting events bring us together, give us joy and make us proud to be Kiwis. Events also help define New Zealand internationally. Sport and sporting events are integral to our brand and make a significant contribution to the prosperity of New Zealanders. Events are a platform from which to enhance:

- The prosperity of Kiwis by creating economic benefits;
- NZ's reputation as a world-class events destination and place to visit
- Social cohesion, national pride and liveability for Kiwis.

Talent Development

The talent development programme, Pathway to Podium, was launched in late 2013 and will be fully operational by 2015, with 14 regional support centres established around the country, to fill a gap in our current athlete development pathway. NSOs and a network of regional support centres will play a key role in ensuring the best young athletes are identified. Athletes will be supported in the region in which they live and will be given the opportunity to go on to realise their full potential in future Olympics and other world-class events.

New Zealand Sporting Facilities Strategy

From our involvement in communities across New Zealand, we've come to understand that having the right facilities in the right places is essential to our goal of encouraging, and increasing, participation. The Sporting Facilities Framework is part of our strategy. It is a tool for all to use to support better planning and design of sports facilities around New Zealand. We intend providing leadership in this area. We are encouraging sports organisations to improve their facilities planning, and to share resources and facilities where that will achieve better outcomes. We are engaging more broadly, to achieve alignment and collaboration between all those with an interest in sports facilities (including local government and education organisations).

We are developing our capability as a one-stop shop for sporting facility knowledge and expertise. We have a role to play in coordinating the planning of sporting facilities of national or regional significance.

Protecting the integrity of sport

Globally, sport is under threat from corruption, in particular relating to match fixing and doping. The International Centre for Sport Security has estimated that over \$140 billion is laundered worldwide every year through sport betting. This illustrates the extent to which organised crime is seeking to exploit the sport sector. Sport NZ leads a government inter-agency group charged with sharing intelligence and identifying integrity threats. Sport NZ has also developed the New Zealand Policy on Sports Match Fixing and Related Corruption, and the focus for the next year will be on rolling this out to our partners in the sports sector.

Driving efficiency and effectiveness

Another important stream of work is the continuing drive for greater efficiency and effectiveness across the Sport NZ Group and the sector as a whole – lowering the cost of back office administration to ensure money goes to the front line. A significant part of this will be our work to strengthen our own contract and investment processes and related systems, which will achieve efficiencies for both groups.

Both the Community Sport and High Performance investment strategies and related delivery and support mechanisms are targeted to ensure greatest impact on delivering outcomes.

Consistent with our Partner Capability work, we will also undertake a greater number of cost reduction and efficiency projects across the sector based on clear return on investment and risk criteria. This will include multi-partner cost reduction projects such as sports hubs, and greater focus on multi-partner capability improvements such as workforce planning and implementation.

We have also begun a joint partnership with the New Zealand Olympic Committee to seek philanthropic funding for and on behalf of the sport sector.

TRANSFORMATIONAL CHANGE

Sport NZ Group has been through a period of rapid growth in the last five years. The change has been driven by two major forces – a broader mandate, and strategic need:

- Increase in High Performance (HP) investment – HP investment increases to \$62m per annum (from \$42m), with additional one-off funding of \$10m to complete high performance facility builds
- High Performance one-stop shop for athletes - HPSNZ created via merger with the North and South Island Academies of Sport. This includes new expertise added in the areas of innovation, coach development, capability and planning
- New HPSNZ Strategic Plan 2013-20 – a new tiered investment approach introduced
- Group Shared Services developed to provide back office services across the Sport NZ Group as efficiently as possible
- Facilities – \$40m invested in a network of world-class facilities, leveraged to over \$100m of value
- Young people – *KiwiSport* programme introduced – \$8.7m invested
- Major Events – increased mandate and the Major Events Investment Panel established
- Mega Events – World Cups Office established to lead government’s approach to ‘mega’ events
- Public Private Partnerships – Joint philanthropic initiative (*BlackGold*) established with the New Zealand Olympic Committee
- Sport Integrity issues – Government lead on cross-government coordination and intelligence
- Partner Capability broadened – capability support across commercialisation, governance, leadership and IT is now a core offering to our partners
- Transformational change – support for constitutional interventions including: NZ Rugby League, Swimming NZ, Auckland Sport, and Water Safety NZ.

Further change is required

We are creating a world-leading sport system at all levels, based on results. We have much to be proud of. In the last five years we have been through major transformational growth, some as a result of a widening mandate, some due to strategic need. Managing this growth has been challenging, as the business has had to go through (and is still going through) significant change. This change has been, and is being, carefully managed.

However, to realise the goal of a “world-leading sport system at all levels” further change is still required to lock in the gains made in High Performance, and to now take Community Sport to the next level.

To reach our goal of creating a world-leading sports system we must continually seek opportunities for improvement, both internally and across the sector. Over the next four to six years we will maintain our successful momentum in High Performance. While we have very high aspirations in High Performance, we are confident that in the last five years we have made a material and sustainable step change, and we are on the right track to achieving our 2016 and 2020 outcomes.

Our focus and energy now turn to Community Sport and the need to take Community Sport on a similar journey to that of High Performance, for Community Sport to make a 'material and sustainable step change'.

Today the Community Sport and Recreation Team operates primarily by funding partners to achieve outcomes and build their capability. These partnerships are critical to the achievement of Community Sport outcomes. In the 2015-20 Community Sport Strategy planning we will seek to add more value to those partnerships and become more influential in the work undertaken.

Further to the need for more diverse and higher order competencies, the mandate and scope for Community Sport has become broader, with emphasis on emerging and new strategic priorities. We will add greater value to key partnerships and become more influential in the work undertaken.



TRACKING OUR PROGRESS

Our success in achieving strategic outcomes depends on the support of our partners in the sector, particularly national sport and recreation organisations and regional sports trusts. These organisations work with other regional and community-based organisations to deliver sport to every corner of the country.

We have developed measures and performance standards to assess achievement against strategic outcomes. Our partner reporting system tracks progress through annual information provided by our partner organisations. Data collection and monitoring in the sport and recreation environment is complex due to the variety of operating models our partner organisations deploy. For example, competition structures, participant classifications, membership categories and event delivery models vary significantly across the sector. We have developed methods to mitigate these complexities by analysing information in the context of the engagement² participants have with a sport or activity through the uptake of participation opportunities.

We will make use of quantitative and qualitative information submitted by partner organisations, and we will use our internal monitoring mechanisms to describe performance. Where collation of quantitative data is unwise due to disparate data sources, we will utilise other methods of reporting, for example, short case studies and impact assessments to tell the performance story. This information will provide context to the achievement of our goals, which are often quantitative in nature. In particular these methods will be utilised for regional partner reporting and where a number of organisations collaborate (e.g. combined school, club, territorial authority projects) to deliver sport within their targeted communities.

Specific impact measures pertaining to our role leading, enabling and investing within Community Sport will be developed as part of our revised 2015-20 Community Sport Strategy.

²Engagement is determined by categorising participation opportunities based on the amount of participation involved using length (i.e. weeks), duration (i.e. hours), and specific training (i.e. in preparation for an event) – irrespective of their NSO membership status. For example in football:

- Fun Football Junior Festivals: One-off 180-min session
- Football in Schools: Six 50-min sessions over six weeks
- Junior Futsal: Nine-week competition with 100 min (60 min training, 40 min game) of participation per week
- Traditional club Football: 18-21 week season and involves multiple sessions per week.

OUTCOME 1: MORE YOUNG PEOPLE ENGAGING IN MORE SPORT AND RECREATION

Baseline standards were established in 2012 through the first national survey of young people's participation in sport and recreation.

In the long term we want to see:

More young people engaging in more sport and recreation

Measure	Baseline	Goals
Percentage of school-aged children (5-18 years) who participated in sport or recreation (including physical education) for at least three hours per week.	Results from the 2011 <i>Young People's Survey</i> show: <ul style="list-style-type: none"> 56% of school-aged children took part in 3+ hours of organised sport a week 66% of school-aged children took part in 3+ hours of informal sport a week. 	By 30 June 2020: 90% of school-aged children take part in 3+ hours of organised and/or informal sport a week, comprising not less than: <ul style="list-style-type: none"> 60% doing 3+ hours of organised sport 70% doing 3+ hours of informal sport.

Annually we want to see:

Lead more young people into memberships by providing participation opportunities³ for them to take up and experience sport and/or improve their sports skills

Measure	Most Recent Results 2012-13	Goals ⁴
Uptake of opportunities to participate through targeted sports.	Ten targeted NSOs (7 Group 1 and 3 Group 2) ⁵ reported that young people (under 19) took up 1,240,000 ⁶ opportunities to participate.	For Group 1 and 2 targeted sports: More uptake of opportunities
The number of memberships registered.	The same sports registered 444,600 memberships in this age category.	More registered memberships.

³Participation opportunities are determined by recording participation uptake in activities such as competitive leagues, social leagues, and programmes aimed at introducing a sport or to teach basic skills – irrespective of whether a membership has been taken up. If an individual participates in four opportunities, it is counted as four participation opportunities.

⁴We expect the levels of opportunities taken up to vary annually due to tactical decisions made by national sport organisations to ensure relevancy of their products (specific markets, population segments, communities, etc). We do however expect that continued uptake of opportunities may lead to increased registered membership uptake.

⁵Targeted Group 1 sports are Football, Rugby, Cricket, Netball, Hockey, Gymsports and Rugby League. Group 2 sports included are Bowls, Tennis and Golf.

⁶This is a count of total participation across all opportunities.

OUTCOME 2: MORE NEW ZEALANDERS ENGAGING IN MORE SPORT AND RECREATION

Baseline standards were established in 2007/08 through the *Active New Zealand Survey*. Results for the 2013-14 Survey are due for release by December 2014.

In the long term we want to see:

More adults engaging in more sport and recreation

Measure	Baseline	Goals
Number of adults (16 years and over) participating in at least one sport or recreation activity during any one week.	2,388,195 adults (73% of the population) participated in at least one sport or recreation activity during any one week in 2007/08.	By 30 June 2015: Half a million more adult New Zealanders participating at least once a week in sport and recreation.
Number of adults (16 years and over) who volunteer (e.g. unpaid club administrators or coaches etc) in sport and recreation at least once a year.	829,735 adults (25% of the population) volunteered in sport and recreation at least once a year in 2007/08.	More than one million New Zealanders volunteering in sport and recreation.

Annually we want to see:

Lead more adults into memberships by providing participation opportunities⁷ for them to experience sport and/or to improve their sports skills

Measure	Most Recent Results 2012-13	Goals ⁸
Uptake of opportunities to participate through targeted sports; and	Ten Targeted NSOs (7 Group 1 and 3 Group 2) ⁹ reported that adults (over 18 years) took up 399,100 ¹⁰ opportunities to participate.	For Group 1 and 2 Targeted Sports: More uptake of opportunities
The number of memberships registered.	The same sports registered 281,900 memberships in this age category.	More registered memberships.

⁷'Participation opportunities' are determined by recording participation uptake in activities such as competitive leagues, social leagues, and programmes aimed at introducing a sport or to teach basic skills – irrespective of whether a membership has been taken up. If an individual participates in four opportunities, it is counted as four participation opportunities.

⁸We expect the levels of opportunity uptake to vary annually due to tactical decisions made by national sport organisations to ensure relevancy of their products (specific markets, population segments, communities, etc). We do however expect that continued uptake of opportunities will lead to increased registered membership uptake.

⁹Targeted Group 1 sports are Football, Rugby, Cricket, Netball, Hockey, Gymsports and Rugby League. Group 2 sports included are Bowls, Tennis and Golf.

¹⁰This is a count of total participation across all opportunities.

OUTCOME 3: MORE WINNERS ON THE WORLD STAGE

Performance against this outcome will be assessed using the international results systems of sports in which athletes and teams compete. The performance measures are set out in the 2013–20 HPSNZ Strategic Plan.

In the long term we want to see:

More winners on the world stage at Olympic/Paralympic Games and World Championships in targeted sports

Measure	Most Recent Olympic and Paralympic Results	Goals
Number of medals at Olympic Summer Games	2012: 13 medals	14+ in 2016; 16+ in 2020
Number of medals at Olympic Winter Games	2014: 0 medals	2+ in 2018
Number of gold medals at Paralympic Summer Games	2012: 6 medals	8+ in 2016 8+ in 2020
Number of gold medals at Paralympic Winter Games	2014: 0 medals	2+ in 2018

Annually we want to see:

Consistent numbers of New Zealand athletes placed in the top 3, top 5, and top 8 in the world in Olympic disciplines; top 3 and top 5 in Paralympic disciplines, as evidence of tracking to Olympic targets

Measure	Most Recent Results 2012-13	Goals
Number of New Zealand athletes or teams placed in the top 3, top 5, and top 8 in the world in Olympic disciplines.	The annual results for the comparative year in the previous Olympic cycle i.e. 2009 as compared to 2013 being 3 years out from Olympic Games.	Consistent numbers of New Zealand athletes placed in the top 3, top 5, top 8 in the world in Olympic disciplines; top 3 and top 5 in Paralympic disciplines, as evidence of tracking to Olympic targets.
Number of athletes or teams who win at World Championship ¹¹ events in targeted non-Olympic sports.	2012: 2 athletes or teams.	At least 1 non-Olympic World Championship event winning athlete or team annually.

¹¹Or agreed pinnacle event.

The difference we want to make (our direct Impact)

The Sport NZ Group has identified two key areas in which we want to make a significant difference. Ongoing monitoring of these areas will provide valuable information about how well our partner organisations are enabled to deliver results.

Key Area 1:

Achieve improved capability of our partner organisations so they can deliver both High Performance and Community Sport results.

Underpinning the achievement of the three strategic goals is a capable sport and recreation sector – from the grassroots to the high performance level. Without partner organisations that have the capability to deliver results, the sector will not be able to achieve the three strategic goals. To ensure improved capability we will:

- Develop people by providing and supporting leadership initiatives for NSOs and RSTs, workforce planning, and helping sector organisations strengthen their governance and management arrangements
- Provide tools and resources to help our partners manage their business, attract and retain volunteers, and manage their legal and financial obligations
- Support our partners to strengthen their financial position and become more self-sustaining by providing advice on commercial capability and opportunities
- Improve technical expertise in the sector by providing high-quality technical advice in specialised areas including IT, performance measurement, and business analysis
- Provide specialist advice on planning and coordination of investment for sports facilities, and on attracting and managing sports events
- Encourage greater collaboration between and across Sport NZ's sector partners through our Relationship Management approach
- Document sector engagement strategies that articulate clear, coordinated and purposeful engagement across the sport and recreation sector.

How will we know when we have achieved this?

Measure	Current Performance	Our Goals
Capability of key partner organisations ¹² .	As at end May 2014: 92% of our key partner organisations ¹³ have satisfactory or high capability. *see 2013/14 Annual Report for more details and context related to capability performance.	More than 80% of our key partner organisations have satisfactory capability level or higher.

¹²As demonstrated by our capability assessment tools on a monthly basis.

¹³Key partner organisations include 21 National Sport Organisations and 4 Regional Sports Trusts.

Key Area 2:**Achieve a world leading system with sustainable success.**

HPSNZ is responsible for ensuring the highest level of support being efficiently delivered to elite athletes and coaches. We want New Zealand's most talented athletes to be identified and developed, and to win on the world sporting stage. We will invest in those sports that are capable of producing results on the world stage.

We will:

- Lead a highly effective high performance system that ensures resources are targeted and prioritised to deliver performance outcomes
- Assist NSOs to build world-leading coaching and high performance programme leadership
- Enhance the daily training and competition environments (meeting targeted sports' high performance facility needs)
- Deliver world-leading performance support for our athletes and coaches
- Work in partnership to increase the high performance capability of NSOs
- Strengthen high performance athlete development (including talent identification and development)
- Lead an integrated and robust innovation, research and technology programme to drive increased performance.

How will we know when we have achieved this?

Measure	Current Performance	Our Goals
High Performance programme goals achieved by targeted sports.	86% of programme goals achieved ¹⁴ .	More than 80% of HP programme goals are achieved by targeted sports.

Community Sport is responsible for developing a world-leading community sport delivery system that supports increased participation and volunteering by all New Zealanders. To achieve this will require sophisticated understanding of the participant and creating relevant and quality opportunities and pathways to develop a life long love of sport.

We will:

- Identify and build relationships with partners who share our vision for a participant-centred approach to building participation
- Enhance our partner capability through the provision of world-leading expertise in key priority areas of sport development. These include Planning, Coaching, Facilities, Events, Talent Development, Knowledge Sharing, People Development, Club and School Sport
- Lead the development and implementation of a Physical Literacy Framework that provides for a comprehensive and coherent approach to equipping young people with the skills and motivation required to participate in and enjoy sport for life.

¹⁴Figure currently represents 11 targeted sports.

How will we know we have achieved this?

During 2014/15 we are working to finalise the 2015-20 Community Sport Strategy in support of these intentions and to develop relevant performance metrics that will measure our progress over time. Our intention is to publish a revised Statement of Intent in 2015 so that performance measures are properly reflected in our accountability documents.

The related priorities during 2014/15 include:

- Develop and launch the 2015-20 Community Sport Strategy
- Implement an aligned Community Sport structure
- Design and implement the 2015-20 Community Sport Investment Plan.



ORGANISATIONAL HEALTH AND CAPABILITY¹⁵

A coordinated approach

The organisational capability components of Sport NZ and HPSNZ are being actively managed through a coordinated approach under the banner of the Sport NZ Group. In particular:

- Shared Services Agreement – Sport NZ provides finance, organisational development, IT, procurement, stakeholder management and governance, marketing and communications, and corporate accountability services to HPSNZ. This includes operating a single IT network, FMIS and payroll system. A service catalogue describes both the services and associated service levels of all shared service functions
- Corporate policies, procedures and internal controls – corporate policies, procedures and internal controls are consistent across both Sport NZ and HPSNZ;
- Governance committees – the Audit, Finance and Risk Committee and the Remuneration Committee have dual Board member representation and have oversight over both Sport NZ and HPSNZ activities. A new sub-committee, Black Gold, has representation from both Sport NZ and HPSNZ Boards and the New Zealand Olympic Committee for the purpose of attracting philanthropic funding into the sport sector
- Senior Leadership Teams (SLT) – the Chief Executives of Sport NZ and HPSNZ attend each other's SLT meetings on a regular basis and joint SLT meetings are held quarterly
- Relationship management – Sport NZ has a dedicated team of Relationship Managers who operate across our investment partners on behalf of both Sport NZ and HPSNZ
- Contract and investment management – Sport NZ and HPSNZ operate a single contract and investment management system.

The Sport NZ Group actively manages people, processes and technology in order to deliver high-quality sport and recreation outcomes to New Zealanders.

Managing our people and being a good employer

In accordance with section 118 of the Crown Entities Act 2004, the Sport NZ Group seeks to meet good employer obligations by providing for:

- good and safe working conditions
- an equal employment opportunities (EEO) programme
- the impartial selection of suitably qualified people for appointment
- opportunities for individual employees to enhance their abilities.

Both Sport NZ and HPSNZ's structures are aligned with the strategic direction outlined in the 2012-15 Strategic Plan.

Sport NZ and HPSNZ monitor performance as a good employer through regularly monitoring staff engagement levels.

¹⁵Organisational Health and Capability performance measures are reported in the Sport New Zealand Statement of Performance Expectations.

Effectiveness and efficiency

We will continue to drive for efficiency and effectiveness in everything we do, while ensuring we dedicate as much resource as possible to 'front-line' support for the sport and recreation sector. We continue to reduce administration costs over time and aim to deliver better public services more efficiently.

Both the Community Sport and High Performance investment strategies and related delivery and support mechanisms are targeted to ensure greatest impact on delivering outcomes. Consistent with our Sector Capability work, we will also undertake a greater number of cost reduction and efficiency projects across the sector based on clear return on investment and risk criteria. This will include multi-partner cost reduction projects such as sports hubs, and greater focus on multi-partner capability improvements such as workforce planning and implementation.

We have also begun a joint partnership with the New Zealand Olympic Committee to seek philanthropic funding for and on behalf of the sport sector.

Managing our technology

Physical technology assets such as servers, desktop computers and laptops are leased.

Sport NZ's three-year Information Services Systems Plan (ISSP) is under development and will align with the Sport NZ 2012-15 Strategic Plan and this SOI.

In 2014/15 we will improve our technology platform and systems to better support our business processes.

Managing Risk

Risk Management Framework

The Sport NZ Group operates a risk management framework that includes oversight by the Audit, Finance and Risk Committee. This includes a three-year rolling internal audit programme, managed through external audit providers.

Contract and investment management

Each year Sport NZ manages over \$90 million of contracts and investments with sport and recreation organisations and third-party service delivery agencies. Sport NZ manages these contracts and investments through a Partner Relationship Management System that provides us with a single view of all our contracts and investment arrangements, including a single picture of all future financial commitments. All investment by Sport NZ is subject to quality assurance processes and all contracts are managed in accordance with internal guidelines.

Relationship Management

Sport NZ has a dedicated team of Relationship Managers who monitor risks and opportunities in the sport and recreation sector. The Partner Relationship Management System is used to organise and process information about our relationships with partner organisations. This allows us to engage with stakeholders consistently, efficiently and in a timely manner.

Reporting to the Minister

The Board of Sport New Zealand will provide the Minister for Sport and Recreation with annual and six-monthly reports on the Sport NZ Group consolidated operations and its progress towards meeting agreed performance targets.

Sport NZ will comply with the reporting requirements set out in the Crown Entities Act 2004, including giving notice to the Minister prior to acquiring subsidiaries or shares.



APPENDIX 1: OUR OPERATING ENVIRONMENT

Sport and recreation in the lives of New Zealanders

We are working with our partners to create a world-leading sports system to encourage Kiwis of all ages to participate and reap the benefits of a lifelong involvement in sport and recreation.

Our study into the *value of sport*¹⁶ confirms sport and recreation is highly valued in New Zealand, and makes a significant contribution to many aspects of our lives:

- Nine out of 10 young people and 8 out of 10 adults take part in one or more sport and recreation activities
- We have more than 15,000 sport and recreation clubs, supported by 750,000 volunteers
- Sport contributes \$5.2 billion (or 2.8% of GDP) to our economy.

Our world-leading sports system relies on many organisations and individuals playing their part. Sport and recreation needs strong leadership from national bodies, and capable regional bodies and clubs to ensure the delivery of sport into communities is high quality. It also relies on hundreds of thousands of volunteers – coaches, officials, administrators and others – without whom sport simply wouldn't happen.

High performance sport needs a group of dedicated and driven athletes, inspired by the feats of previous champions and willing to put in the hard work required to be the best that they can be. Critically it needs a high performance system that supports athletes with both investment and world-leading coaching and sports science.

Because Kiwi kids have a sporting childhood we produce a large pool of talent. We need to ensure that our system provides a clear pathway from community sport through to high performance, so the best athletes can be identified and nurtured along the way.

The key to achieving all of this is to understand how sport and recreation fits into the lives of New Zealanders and what we can do to help more young people and adults engage in sport and recreation, and to produce more winners. This puts New Zealanders, our customers, centre stage. Much of this understanding comes from our national surveys.

Our 2011 *Young People's Survey*¹⁷ gave over 17,000 young people the opportunity to tell us about their sporting lives. The results tell us that sport and recreation is important to them:

- 50% of girls and 60% of boys belong to a sports club
- 50% of young people belong to a school sports team
- 70% of young people had received coaching or instruction.

Most young people say they like sport and participate in one or more activities regularly. We also know that our well-established and team sports, like football, netball and rugby, are still central to young New Zealanders' sporting lives and are high up the list of sports that young people want to try or do more of – and most young people want to do more of the same or some new activities. We've also learned that informal sport and playful activities are significant contributors to young people's sporting lives.

¹⁶Value of Sport and Recreation – resources and information.

¹⁷Sport and recreation in the lives of young New Zealanders.

In 2013/14, the *Active New Zealand Survey* asked over 6,000 adults about their participation in sport and active recreation. The Survey will provide us with a more contemporary view of adults' sporting lives and explore both organised and informal participation in more detail. Survey results will be available from early 2015.

The *Young People's Survey* provided our first insights into the importance of sporting events, such as triathlons and fun runs, for young people, with 3 out of 10 taking part in one or more events. The 2013/14 *Active New Zealand Survey* will tell us more about adults' participation in events.

These survey results, and other intelligence we collect while working with our partner organisations, provide valuable pointers to ways we can achieve our goals, and will help inform our future strategic direction.

Strategic Issues

We operate in a complex, changing and often challenging environment. Often, small changes in society, the economy or regulation can have far-reaching effects in the sport and recreation sector. Some strategic issues facing sport and recreation in New Zealand are as follows.

Technological change

Digital technologies (especially social media) are providing traditional sports far wider access to both current and new membership and other commercialisation opportunities with free or low-cost technology that is easy to use. With increased information being available on the internet (and through internet-based technologies such as cloud computing), the sport and recreation sector will need to be mindful of privacy issues and protecting private information.

The completion of digital infrastructure under the ultra-fast broadband plan is likely to result in huge changes for sports, particularly in low-cost online broadcasting. This will help create a potentially global reach for sports. New Zealand sports organisations could be generating media content rather than the media outlets or more formal channels.

Population change

By the late 2020s it is anticipated that there will be more than 1 million people aged 65 years and older, compared with just over half a million in 2009. An ageing population will demand more sport and recreation activities and facilities suitable for older New Zealanders, while major population growth in areas such as Auckland will place a strain on organisations and their facilities.

The make-up of New Zealand's population is projected to change¹⁸ with Europeans decreasing from 68% of the total population in 2011 to around 63% in 2021, Māori increasing from 14.3% to 14.9%, Pacific Islanders increasing from 7.1% to 8.2% and the Asian population increasing from 10.2% to 13.2%¹⁹. This change in cultural diversity may lead to demand for more globally popular sports and/or currently minor or marginal sports. Today's mainstream sports (e.g. rugby, cricket, netball) will have to understand how their communities are changing to remain relevant and attract new members.

The next generation of retirees will have a different skillset having come from largely professional occupations. This could change the nature of volunteerism in the future.

¹⁸Information represents data from the 2009 census. This section will be updated as the 2013 census data becomes available.

¹⁹stats.govt.nz/browse_for_stats/population/estimates_and_projections/NationalEthnicPopulationProjections_HOTP01-21.aspx

Sustainability and capability of organisations

Sport and recreation organisations often have a narrow income base and struggle for sustainable funding and resources. Growth in casual or informal sport may cause a gradual decline in club membership and volunteer numbers, making the traditional club less viable. On top of this, changes in the regulatory environment (e.g. tax or accident compensation changes and safety requirements) and potential restrictions on alcohol sponsorship may create challenges for the sector.

Ethics and integrity

Global risks are emerging that may threaten the integrity of New Zealand's sport sector and highlight the need for us to support and ensure strong integrity/ethics in the sector. Evidence is increasing of criminal involvement in sport internationally in areas like match-fixing and distributing prohibited performance enhancing drugs. The increasing globalisation of sport exposes our athletes to these risks and increasing pressures to succeed heighten risks. Should this activity take hold in our sport sector, the damage would be significant.

Broader ethical and integrity issues such as sports' connection with alcohol, strengthening child protection measures or supporting athletes in areas outside merely their sporting performance are also coming more into focus and need consideration.

Environmental issues

There are an increasing number of environmental issues that are likely to have an impact (both positive and negative) on the sport and recreation sector

- Rising fuel costs may lead to an increase in 'green transport' options as people opt to walk or cycle
- Growing environmental consciousness may drive more demand for environmentally responsible events
- Competing demands for use of natural resources (both land and water) may lead to a balancing act between outdoor recreation activities and conservation efforts
- Urban design (particularly in Auckland and Christchurch) could be used to co-locate sports facilities to encourage and increase use or ensure access to green spaces and/or water in new subdivisions.

Christchurch

Canterbury is still recovering from the devastating 2010 and 2011 earthquakes. The balance between short-term needs and long-term planning for sport and recreation remains a constant challenge. Codes are still grappling with the enormity of the re-build, across many sectors, not just sport and recreation.

Auckland

Both Sport NZ and the sport and recreation sector are continuing to consider and adapt to the significant changes to both the local government structure and the demographics of the population in our largest city. We need to ensure we have an efficient delivery model for sport and recreation across the super city.

APPENDIX 2: OUR OPERATING INTENTIONS

This section provides detail about how we will contribute to the strategic goals to 2015 and 2020.

Investment approach

We will continue to target our investment to organisations that are the most capable and ready to deliver on the sport and recreation outcomes. We will also consolidate our investment streams to simplify and streamline the investment process for sport and recreation organisations. Where possible we will give organisations certainty about their income over a two- or three-year period to help them with their long-term planning.

Capability building

By supporting our partner organisations to improve their business processes and their management and governance prowess, we can have greater confidence in our investment and the achievement of outcomes that we seek from our partners. A key factor in building the capability and effectiveness of the sector is ensuring that the leadership of sector organisations is strong. In particular, the quality of leadership provided by chief executives and their boards is vital to building a capable sector.

We will provide practical advice and assistance to our partners in the following areas of capability building and support:

- Leadership of senior management and boards
- Governance
- Commercial acumen
- Financial management and sustainability.

Performance measurement

We are continuing to develop our performance measurement systems in order to track progress against strategic goals and improve our performance as a leader, investor and enabler of New Zealand's sport and recreation system.

Effectiveness and efficiency

We will continue to drive for efficiency and effectiveness in everything we do. We will ensure as much resource as possible is dedicated to 'front-line' support for the sport and recreation sector. We will work to reduce our administration costs over time, and deliver better public services more efficiently.

Both the Community Sport and High Performance investment strategies and related delivery and support mechanisms are targeted to ensure greatest impact on delivering outcomes. Consistent with our Sector Capability work, we will also undertake a greater number of cost reduction and efficiency projects across the sector based on clear return on investment and risk criteria. This will include multi-partner cost reduction projects such as sports hubs, and greater focus on multi-partner capability improvements such as workforce planning and implementation.

We have also begun a joint partnership with the New Zealand Olympic Committee to seek philanthropic funding for and on behalf of the sport sector.

APPENDIX 3: KEY PARTNER ORGANISATIONS

Sport NZ Group's key partners are:

National:

National Sport and Recreation Organisations (NSOs/NROs)
New Zealand Lotteries Commission
New Zealand Olympic Committee (NZOC)

Regional and local:

Regional Sports Trusts (RSTs)
Schools
Territorial Authorities (TAs)

Key funders:

Community Trusts
Gaming Trusts
New Zealand Lottery Grants Board/ New Zealand Lotteries Commission

APPENDIX 4: FUNCTIONS OF HPSNZ

HPSNZ is responsible for carrying out functions relating to high performance sport including:

- developing an overarching new strategic plan for high performance;
- providing leadership to the high performance sport system in New Zealand working in partnership with key stakeholders;
- allocating high performance resources (financial and people) to targeted podium potential sports and athletes through a transparent process based on critical analysis;
- working with NSOs to evaluate their high performance programmes and identify opportunities to impact performance;
- providing consulting and expert technical support to targeted high performance sports; and
- delivering quality support to impact coaches and athlete performance.

As HPSNZ is wholly owned by Sport NZ, Sport NZ retains ultimate accountability for the oversight and delivery of HPSNZ's high performance programme. It is subject to its Constitution, the Crown Entities Act 2004 and the Sport and Recreation New Zealand Act 2002.

APPENDIX 5: SPORT NZ GROUP GOVERNANCE

Governance of Sport NZ

Sport NZ is governed by a Board whose members and Chairperson are appointed by the Minister for Sport and Recreation. The Board is responsible for setting Sport NZ's strategic direction and for providing governance and leadership for the agency.

Board of Sport New Zealand

Board member	Appointed	Term ends
Paul Collins (Chair)	7 May 2009	31 December 2016
Joanna Perry	22 August 2011	30 June 2017
Murray Gutry	22 August 2011	30 June 2017
Bill Birnie	7 May 2009	31 December 2016
Darrin Sykes	1 August 2013	30 June 2016
Jackie Barron	13 May 2013	30 April 2016
Paul Allison	31 August 2007	31 May 2015
Katie Sadleir	1 July 2009	31 May 2015

Governance of HPSNZ

The directors of HPSNZ are appointed under the Constitution of HPSNZ.

Board of High Performance Sport New Zealand

Director	Appointed
Paul Collins (Chairperson)	July 2011
Bill Birnie	July 2011
Katie Sadleir	July 2011
Mike Stanley	July 2011
Peter Cox	July 2011
Simon Wickham	July 2011
Peter Miskimmin* (Chief Executive of Sport NZ)	July 2011

Terms have rolled over.

**ex Officio member*



**SPORT
NEW ZEALAND**

Ground Floor, 86 Customhouse Quay,
Wellington 6011, New Zealand
PO Box 2251, Wellington 6140
Phone: +64 4 472 8058 Fax: +64 4 471 0813