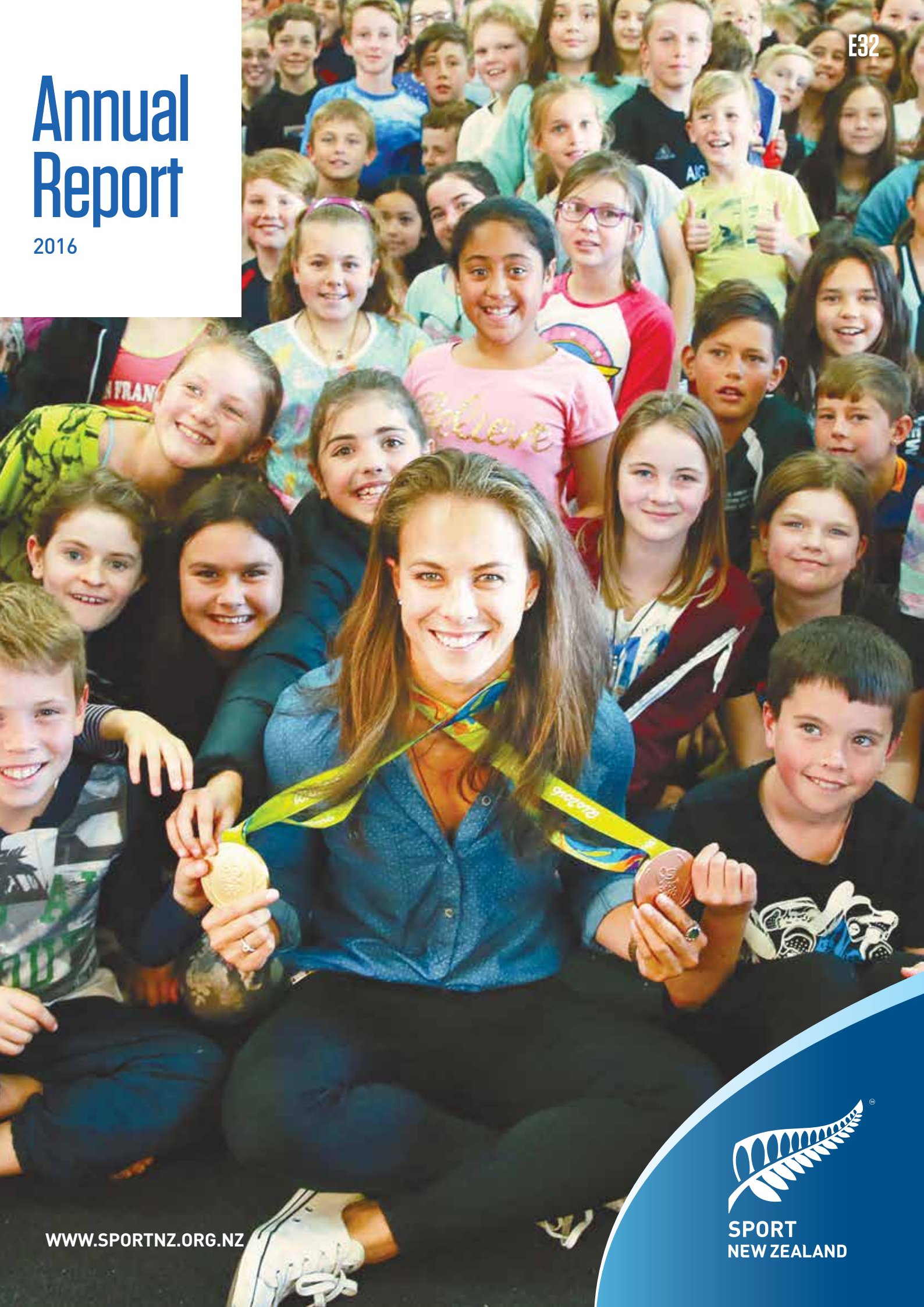


Annual Report

2016





Cover Image: Photo of Lisa Carrington with Te Rapa Primary School kindly supplied by Mark Taylor

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OUR HIGHLIGHTS



This year brought the culmination of the four-year Rio cycle; and the dedication and expertise of our staff at High Performance Sport NZ helped deliver New Zealand's best ever Olympic Games and saw our Paralympic team retain top spot on the per capita medal table from London 2012.

At the community level, the nature of participation in sport and active recreation is changing but, in the first full year of our new Community Sport Strategy, we have taken important steps to drive greater participation, sharing our thinking with sector partners and introducing new tools and programmes.



Vila Olímpica

Olympic Village



18 Olympic medals

Target 14+

4 Gold
9 Silver
5 Bronze

Rated 4th per capita
on total medals

Rio

the culmination of four years hard work



Medals across 9 sports

Previous best 6 at London 2012



21 Paralympic medals, including 9 Gold

Achieving 3 world records
and 11 Paralympic records

Retaining 1st place

on per capita medal table
from London 2012

Other Highlights



New thinking for the sector

Our Community Sport Strategy challenges conventional thinking on how sport and active recreation are delivered by focusing on what participants want, not what has traditionally been provided. To bring this strategy to life, this year we published a number of guidance documents to add to our sector partners' thinking about the possibilities and the role they can play. These included our Physical Literacy Approach (which you can learn about on p 24), Young People Plan (p 24) and Talent Plan (p 26).



A new approach to the school setting

Young People (aged 5 to 18) are our key target group for Community Sport, so it was a privilege to have the Minister for Sport and Recreation join us in March for an event to launch Play.sport – a programme designed to improve both physical education (PE) and other primary school sport. Learn more on p 24.



Better understanding of participants

Our Community Sport Insights programme continues to advance understanding (within Sport NZ and among our partners) of what participants need and want (see p 26). We have developed a new, continuous version of our Active NZ survey, designed to give us greater flexibility over how and when we measure participation and to help us understand what drives people to be active and what factors lead to inactivity.



Coaching the coaches

Developing our coaches is a critical part of strengthening competitive sport. Last December we delivered the hugely successful Connecting Coaches convention. Attended by 600 coaches, with guest speakers such as Steve Hansen, Wade Gilbert, Stephen Kearney and Baroness Sue Campbell, this provided a chance for coaches to learn from each other and network with international experts in health and high performance.



Big Change Starts Small

Olympian Valerie Adams, former Silver Fern captain Casey Kopua, All Black Israel Dagg, former Blackcap captain Brendon McCullum and Warriors star Shaun Johnson were the faces of a public awareness campaign encouraging people to start making small changes to ensure long-term and positive impacts on their children's health and wellbeing. Run in November, with Sport NZ working together with the Ministry of Health, *Big Change Starts Small* was one of 22 initiatives that formed the Government's Childhood Obesity Plan.



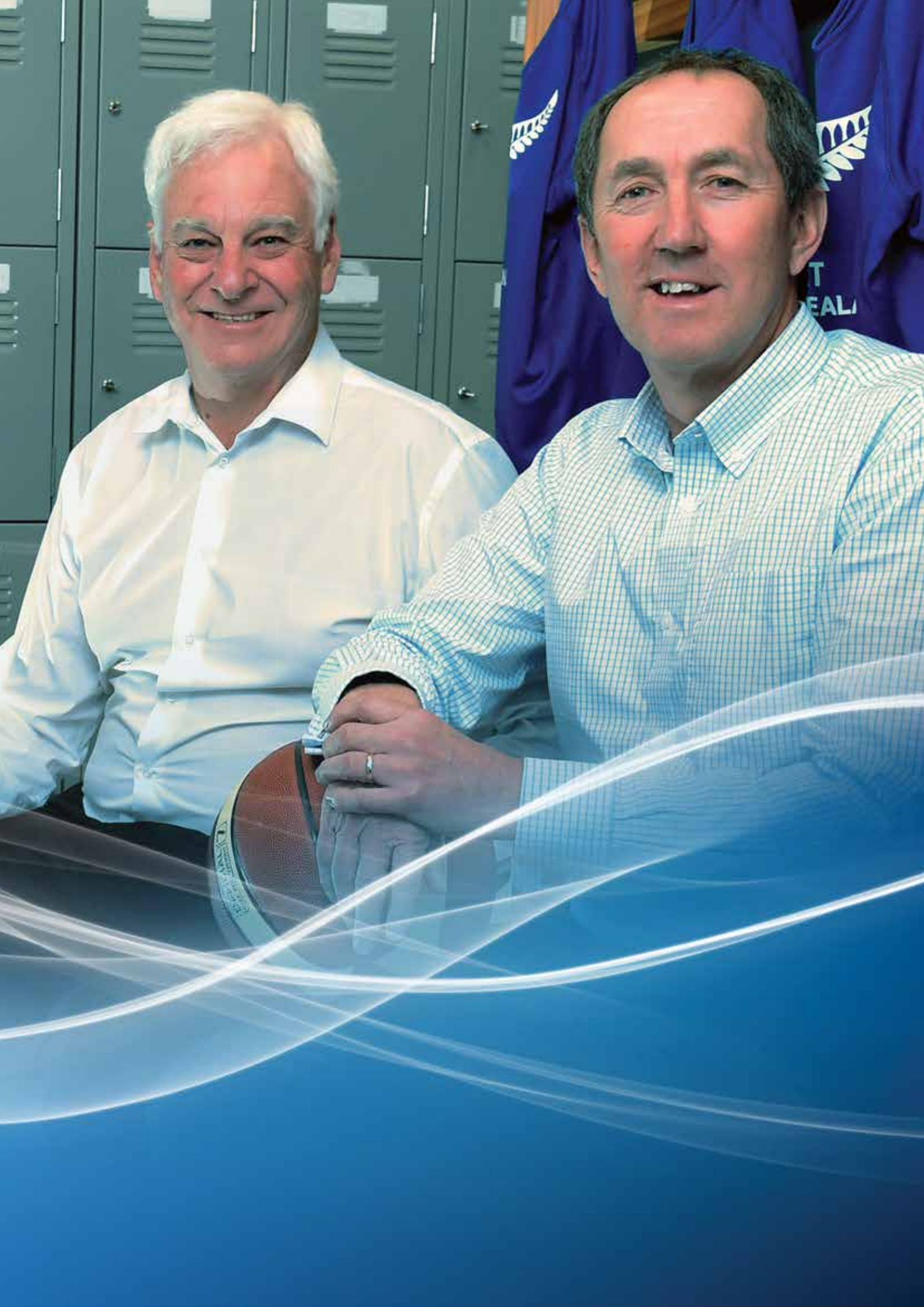
Protecting sport's integrity

In May we launched a Sport Integrity Framework to support all those involved in sport and active recreation in working towards a consistent and robust approach to issues that can compromise the integrity of sport, such as doping, match-fixing and racism. Read more about this on p 50.



CHAIR & CEO MESSAGE





FROM THE CHAIRMAN AND CHIEF EXECUTIVE

The Rio Olympic and Paralympic Games were undoubtedly a highlight of 2016 – not just the outstanding performance of our athletes, but also the way they inspired and united New Zealand.

The sense of pride we have as New Zealanders is a fantastic aspect of these events. Around the country, friends, families and communities came together to cheer on our Olympians and Paralympians. These were moments that captured our attention and brought Kiwis together.

Rio was our best Olympics ever. The team returned an incredible 18 medals – five more than our previous best in London (2012) and Seoul (1988). We witnessed the continued success of established Olympic stars, such as Lisa Carrington, Mahe Drysdale, Hamish Bond, Eric Murray, Peter Burling and Blair Tuke, Polly Powrie and Jo Aleh, Valerie Adams and Nick Willis. It was also immensely pleasing to see the emergence of new sporting heroes, such as Natalie Rooney, Luuka Jones, Tom Walsh and Eliza McCartney.

Rio was also our most diverse display of Olympic sporting success, with medals won across nine different sports. In London our medals came from just six sports. The growth achieved in this area shows the success of the work of High Performance Sport NZ (HPSNZ) over the past year and across the four-year Rio cycle.

Our Paralympians also shone brightly. The 31-strong team brought home 21 medals and retained New Zealand's first place in medals per capita from London 2012. They fell short of their aspirational target of 12 Gold medals but a total of nine equalled the record set in Atlanta 20 years ago.

The team set three world records and 11 Paralympic records, and 52 percent of events contested by Kiwi Paralympians saw members of the team set personal best times. And, like their Olympic colleagues, among the medalists were a mix of established heroes, led by now 12-time Paralympic medallist Sophie Pasoce, and new stars such as Anna Grimaldi and Liam Malone.

Nowhere will the excitement around any Kiwi sporting success be as intense as in the communities the athletes come from. Behind each winner is a community of people who have nurtured and supported them on their sporting pathway – mostly as volunteers – from parents, brothers, sisters and neighbours through to coaches, team mates, teachers, club stalwarts and trainers.

Sadly, the doping controversy leading up to this year's Olympics was also a stark reminder of the global threats that can undermine that value. New Zealand was one of the first countries to sign up to the World Anti-Doping Code and we continue to be a strong voice in the fight to keep sport clean. Sport New Zealand (Sport NZ) leads a cross-government sport integrity group, and this year we launched a Sport Integrity Framework to provide guidance and resources in a wide range of integrity areas, including match-fixing, good governance, diversity and inclusion, and sideline behaviour.

Our changing world presents many more challenges and opportunities for our sport system. New Zealand is increasingly more ethnically diverse, our communities are more urbanised (particularly in Auckland), there is a global trend towards inactivity, we have rising obesity rates, and there are constantly new developments in social communication and technology.

During this first full year of our new Community Sport Strategy we have come to better understand our role in this changing world and share with our partners across the sector how we believe the challenges can best be met.

In December we confirmed investment of \$25.4 million per annum in Regional Sports Trusts (RSTs) and National Sport Organisations (NSOs) over the next four years to grow and sustain the Community Sport System. This signalled a significant change in the way we invest in the sector by placing the focus on meeting the wants and needs of today's participants.

When it comes to participants our strongest focus is on New Zealand's young people and the way their lives have changed. For generations most have enjoyed a playful upbringing with supportive parents, teachers, quality coaches, good early experiences and a clear pathway in front of them. We need to work hard to preserve this, because it has produced a wide pipeline of talent through to high performance, and an active, happy and productive population. It has also produced well-rounded, resilient young people.

The school setting is critical, which is why this year we launched our Play.sport initiative to support the delivery of quality sport and physical education in schools. It's also why we've rolled out a Physical Literacy Approach to ensure young people's involvement in sport considers their physical, social and emotional, cognitive and spiritual needs, and how these change as they grow and age.

Last December we hosted our Connecting Coaches convention in Auckland. Attended by 600 delegates, this was a chance for coaches to learn and share, and for us an opportunity to reinforce that coaches play a vital role and are key enablers of participation and sporting success.

In April we hosted our Connections 2016 conference in Wellington, bringing together more than 160 sport and recreation leaders from around the country. During the conference we celebrated the 2016 Sport and Recreation Awards, at which Sport Northland chief executive Brent Eastwood was presented with the prestigious CK Doig Leadership Award, while Kerry Clarke, Steve McKean, and Katie Sadleir received Lifetime Achievement Awards, and the 2016 Lotto Sport Maker of the Year award went to Waka Ama coach Patrick Rimene.

These awards recognise the outstanding contribution of these individuals to providing world class sport and recreation opportunities for New Zealanders, and are an opportunity to share best practice and inspire excellence.

We also continue to look inwards for areas of improvement. The efficiency and effectiveness of our own organisation is always a priority, and stood us in good stead this year when we were faced with fiscal challenges in part owing to decreased Lotto funding. We have continued to work closely with our partners Lotto NZ, that enables us to enable others. We also continued to work closely with the New Zealand Olympic Committee to ensure our athletes had the best possible performance environment in Rio.

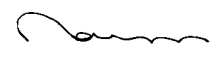
We would like to thank all of our partners for the roles they have played in the success of New Zealand sport this year. We also thank the Minister for Sport and Recreation and our Board members for their efforts and ongoing support.

Finally, we thank our Rio Paralympians and Olympians for inspiring and uniting the nation. We thank all those who participate in sport and recreation, all of the staff across the Sport NZ Group and the one million volunteers who make sport happen in communities up and down the country every week.

Together, we are sport.



PETER MISKIMMIN
CHIEF EXECUTIVE



SIR PAUL COLLINS
CHAIRMAN



ABOUT SPORT NEW ZEALAND



ABOUT THE SPORT NZ GROUP

We are the Crown agency responsible for oversight and leadership of the sport and recreation sector, increasing participation and ensuring there are more New Zealanders winning on the world stage.

The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand (Sport NZ), and its wholly owned subsidiary High Performance Sport NZ Limited (HPSNZ).

SPORT NZ

Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002. Our purpose is to “*promote, encourage and support physical recreation and sport in New Zealand*” and our functions are set out in Section 8 of the Act, detailed in Appendix 2: Functions of Sport NZ Group.

Sport NZ is comprised of two main functions: Community Sport (responsible for participation) and Group Strategic Support (building sector capability and supporting the Community Sport and High Performance strategies).

HIGH PERFORMANCE SPORT NZ

HPSNZ was established as a Crown entity subsidiary by the Board of Sport NZ in August 2011, with a mandate to lead the high performance system. Its key objective is “*making New Zealand the most successful sporting nation in the world by developing high performance sport*”. Other objectives are set out in its constitution, detailed in Appendix 2.

Based at the AUT Millennium Institute of Sport and Health in Auckland, HPSNZ leads the high performance sport system in New Zealand, working in partnership with national sport organisations and others so that more New Zealanders can win on the world stage at Olympic and Paralympic Games, and at world championships in targeted sports.

GOVERNANCE OF SPORT NZ AND HPSNZ

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

The Board members, who bear responsibility for this annual report, are:

- Sir Paul Collins (Chair)
- Bill Birnie
- Joanna Perry
- Murray Gutry
- Jackie Barron
- Darrin Sykes
- Paul Cameron
- Dr Brendan O’Neill
- Bill Moran (from 1 September 2016).

HPSNZ is governed by its own board of directors, appointed by the Minister for Sport and Recreation as per its constitution. The directors as at 30 June 2016 were:

- Sir Paul Collins (Chair)
- Bill Birnie
- Mike Stanley
- Simon Wickham
- Murray Gutry
- Alison Shanks
- Ian Hunt
- Peter Miskimmin, Sport NZ Chief Executive (ex officio).

Note: The Ministry for Culture and Heritage monitors the performance of the Sport NZ Group, as agent for the Minister for Sport and Recreation.



*Left to right top: Dr Brendan O'Neill, Jackie Barron, Paul Cameron, Murray Gutry and Darrin Sykes.
Bottom: Peter Miskimmin, Joanna Perry, Bill Birnie and Sir Paul Collins.*

MINISTERIAL DIRECTIONS

The Sport NZ Group did not receive any directions from the Minister for Sport and Recreation during 2015/16.

ACTS IN BREACH OF STATUTE

No natural person acts have been enforced against the Sport NZ Group under section 20(3) of the Crown Entities Act 2004 during 2015/16.

PERMISSION TO ACT

Section 68(6) of the Crown Entities Act 2004 requires disclosure of a permission (by the chair or deputy chair) to act despite a Board member's interest in a matter. No permissions were sought in 2015/16.



OUR PERFORMANCE

2015/16 was the first full year of our Group Strategic Plan 2015-20 and saw us take important steps towards achieving our four Strategic Outcomes.



OUR GROUP STRATEGIC PLAN 2015-20

Sport New Zealand's (Sport NZ's) current Group Strategic Plan was launched in March 2015 and outlines a vision for *New Zealand to be the world's most successful sporting nation as measured by more kids and adults in sport and active recreation, and more New Zealand winners on the world stage.*

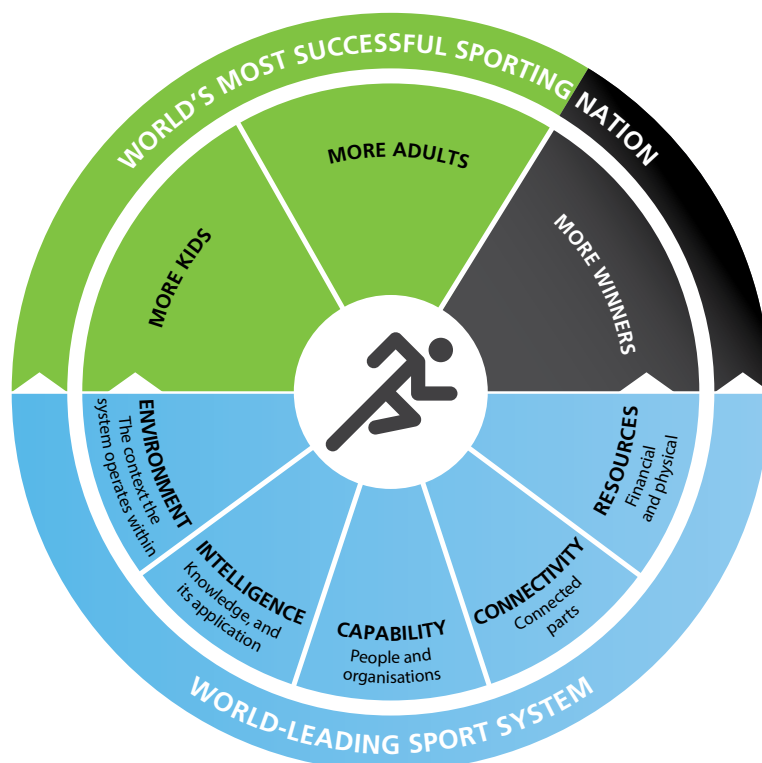
To achieve this, we have this year continued our work with the sector to build a world-leading sport system by focusing on five key system attributes:

- Environment – the context the system operates within
- Intelligence – knowledge and its application
- Capability – people and organisations

- Connectivity – sharing and collaboration across the system
- Resources – financial and physical inputs.

Participants and athletes are at the heart of our Strategic Plan. We believe that if New Zealanders are to continue to participate and win at sport, the starting point is for young people to be given the chance to develop a love of sport, and the skills and confidence needed for lifelong involvement.

We must have a system that is adaptable and accessible, and that reduces the barriers to participation. Within this we still need strong clubs – and strong development pathways through competitive sport and into the elite world. We need a world class high performance system to develop and support our top sporting stars, and we need these stars to continue to win on the world stage so that future generations are inspired to get active in the system and, for some, follow in the footsteps.



READ THE FULL STRATEGIC PLAN AT
WWW.SPORTNZ.ORG.NZ/STRATEGIES

MEASURING OUR PROGRESS

Our Group Strategic Plan outlines four Strategic Outcomes to be achieved by 2020:

Strategic Outcome 1: More kids in sport and recreation

Strategic Outcome 2: More New Zealanders involved in sport and recreation

Strategic Outcome 3: More New Zealand winners on the world stage

Strategic Outcome 4: Progress in all areas of a world-leading sport system

Our performance towards Strategic Outcomes 1 and 2 is outlined on pages 28 and 32 with Outcomes 3 and 4 on pages 44 and 45.

We are also accountable for our performance against our *Statement of Intent 2015-2020* and *Statement of Performance Expectations 2015-16*, which provide more information on how we will work towards these outcomes, and how success will be measured.

It should be noted that our success in achieving these outcomes depends heavily on the support of our sector partners, particularly regional sports trusts, national sport organisations and national recreation organisations, together with iwi, local authorities and other government agencies.

STRATEGIC OUTCOME 1

More kids in sport and recreation



STRATEGIC OUTCOME 2

More New Zealanders involved in sport and recreation



STRATEGIC OUTCOME 3

More New Zealand winners on the world stage



STRATEGIC OUTCOME 4

Progress in all areas of a world-leading sport system



OVERVIEW OF OUR EXPECTED PROGRESS TO 2020

To achieve progress across our five-year strategic period, specific planned activities and intended impacts include:

| YEAR 1: 2015/16 (COMPLETE) | YEAR 2: 2016/17 | YEARS 3-5: 2017-2020 |
|--|---|--|
| <p>COMMUNITY SPORT</p> <p>System improvement frameworks will be developed (life stage model, physical literacy, talent development strategy) as cornerstones for our work across the sector ✓</p> <p>Baselines will be developed across priority projects to measure both participation and system-based improvement impacts; (in progress)</p> <p>Programmes supporting system improvements (eg, Community Sport Insights) will commence ✓</p> <p>Community Sport and Capability investment decisions will be aligned to the new strategy ✓</p> <p>Return on Investment metrics supporting the 2016 Community Sport investment decisions will be developed ✓</p> | <p>System improvement frameworks will be implemented and adopted</p> <p>Evaluation across priority projects to measure shifts will be in place</p> <p>Initial findings from Insights programme and others will be provided to the sector and used to guide ongoing improvement actions</p> <p>Initial return on investment (ROI) metrics across Community Sport investments will be available, providing evidence of system improvement shifts for priority partners</p> <p>Best practice tools, resources and advice are available to support partner decision-making and delivery</p> | <p>Our medium-term impacts, the changes that we want to see and will make or influence through system improvements, include:</p> <p>FOR SCHOOL-AGED CHILDREN</p> <p>Across targeted school communities:</p> <ul style="list-style-type: none"> Improved Physical Literacy in children Increased understanding of the value of physical activity and increased confidence to deliver Local delivery projects are matched to local sport and physical activity needs Sector alignment and collaboration in local delivery provision <p>Across partners and targeted participant groups:</p> <ul style="list-style-type: none"> Increased awareness and improved delivery of age-appropriate coaching Increased time allocated to sports coordinator roles <p>FOR ADULTS</p> <ul style="list-style-type: none"> Local delivery projects are matched to local sport and physical activity needs Sector alignment and collaboration in local delivery provision Clear talent pathways More (fit-for-purpose) training available for coaches |
| <p>HIGH PERFORMANCE SPORT NZ</p> <p>A concentrated focus on ensuring our athletes are as well prepared as possible for the Rio 2016 Olympics and Paralympics and World Championships ✓✓</p> <p>Early preparations for Tokyo 2020 ✓</p> | <p>Debrief Rio performance alongside planning and preparation for Tokyo 2020 Olympics and Paralympics, incl. re-setting investment levels</p> <p>Development of NSO capability towards greater levels of self-reliance</p> | <p>FOR WINNERS ON THE WORLD STAGE</p> <ul style="list-style-type: none"> Continued success of our high performance athletes across their pinnacle events, in particular, Tokyo 2020 Olympics & Paralympics, 2018 Winter Olympics, 2018 Commonwealth Games and World Championships of targeted non-Olympic sports |
| <p>GROUP STRATEGIC SUPPORT</p> <p>Establishing strong partnerships with local communities and government agencies like Health, Education, ACC and Te Puni Kōkiri to deliver wider government goals; in particular to seek to embed physical activity and enable access to sport for young people (in progress)</p> <p>Commence a campaign to increase the public's understanding of the value of sport; (on hold whilst further evidence is gathered)</p> <p>Establish system-building programmes; workforce development and 'fuel' for the system</p> | <p>National Measurement Tool is fully implemented with access to National and Regional trend information to support decision-making</p> <p>'Value of Sport' is understood, can be well articulated for multiple audiences, evidence-based and used to promote/protect participation</p> | <p>FOR PROGRESS IN ALL AREAS OF A WORLD-LEADING SPORT SYSTEM</p> <p>Supportive cross-government and regulatory environment</p> <ul style="list-style-type: none"> Participants demonstrate an understanding of the value of sport A well-informed, participant-focused sporting system at all levels Partners are utilising Insights knowledge to design quality sports services and products, leading to quality sports experiences for participants Partners are capable, stable and sustainable The sector takes a coordinated approach to address workforce challenges in its planning, recruitment and role support and development Across the sector, staff and volunteers feel valued in their role/s workplace/s More, (and increasingly) collective efforts are being applied to key issues and opportunities across the system to achieve better results (than lone working or lesser collaboration could achieve) Successful events that provide leverage to meet Sport NZ and wider government goals A dynamic major/mega event 'prospecting plan' supported by key event stakeholders (providing NZ ten years of events to host and leverage) Funds are directed to where they are most needed to have the greatest impact on the sport system, participants and athletes Maintain or increase funding to the sector There are more fit-for-purpose places that meet participant needs |





OUR PERFORMANCE

Community Sport

The background of the slide is a blurred image of a sports field, likely a soccer or football pitch, with a goal visible in the distance. Overlaid on this background are several white, wavy, glowing lines that sweep across the lower half of the image, creating a sense of motion and energy. The text is positioned in the upper left quadrant of the slide, set against a white rectangular background.

This year we took important early steps in the implementation of our new Community Sport Strategy, starting conversations with the sector about how we can best meet changing participant needs – now and in the future.

OUR COMMUNITY SPORT STRATEGY

The Community Sport Strategy 2015-2020 aims to lead the New Zealand community sport sector in taking the next step in the evolution of community sport by responding to New Zealanders' needs now and in the future.

Within this we have a key focus on:

- **Young People** – providing the skills and opportunities to develop a lifelong love of participating in sport and active recreation
- **Competitive Sport** – the backbone of the system and talent pathway to high performance
- **Local Delivery** – building capability among local stakeholders so they can respond to their community's needs, particularly in low participant communities.

KEY ACHIEVEMENTS IN 2015/16

Over the past year – the first full year of our new strategy – we have developed a number of key plans and accompanying resources to add to the sector's thinking and inform ongoing discussion. These and other key workstreams included:

PHYSICAL LITERACY APPROACH

Physical literacy considers the physical, social and emotional, cognitive and spiritual needs of the participant and how they change through life. This year we published a document to share this concept with the sector and hosted 11 workshops attended by more than 400 stakeholders. The Physical Literacy Approach also informed the development of two key plans – the Young People Plan (released in July 2016) and our Active Older People discussion document (to be released in 2016/17).

YOUNG PEOPLE PLAN

We have been listening to what young people want from sport and physical activity through feedback from various activities and forums. And what do they want most of all? Fun! As a result, we developed the Young People Plan and companion document *Let's Get Fun* to provide leadership and direction for all those working with young people in community sport.

Our work in implementing has to date been focused on:

- ensuring a consistent approach to how young people access and experience quality community sport
- advocating and influencing across government and partner organisations for positive outcomes that enable young people to be more active
- ensuring the needs, wants and aspirations of young people are heard and understood, and young people are empowered to be part of finding the solution and involved in the decision-making.

PLAY.SPORT

A key part of both our Young People Plan and the Government's Childhood Obesity Plan, Play.sport is a new approach to the provision of physical education (PE) and sport. It represents a significant change in the way teachers are supported to deliver PE and how coaches are encouraged to deliver quality sport and physical activity. This includes professional development, workforce support, community alliances and the sharing of facilities.

Play.sport is being piloted in 44 primary schools across Upper Hutt and Waitakere, and within these two communities. The initiative is led by Sport NZ and supported by the Ministry of Education and ACC.



We're working with the sector to effect a major change in the delivery of sport and active recreation so we can collectively adapt for changing participation and changing participant needs. This year we took important early steps in our Community Sport Strategy, developing key plans and resources to start the conversation to challenge prevailing ideas and support new initiatives.

GEOFF BARRY
GM Community Sport



SPORT IN EDUCATION

This curriculum-based programme was introduced in 2013 to explore the contribution that the context and concepts of sport can make to teaching and learning within secondary schools. The long-term goal is to assist with improving academic, social and sporting outcomes. From an initial pilot of eight schools in 2013, 18 new schools have been added in the past year.

FOSTERING OUR TALENT

In June 2016 we published our Talent Plan and companion document *Balance is Better*. This plan focuses on ways to encourage more young people and adults to remain active in competitive sporting pathways, strengthening local, regional and national competitions. It also looks at growing the capability of the competitive sporting system to better prepare athletes for high performance athlete pathways through quality sporting experiences in the development phase.

PATHWAY TO PODIUM

This was the second year of our nationwide talent development programme for emerging athletes – Pathway to Podium – with almost 300 athletes and 195 coaches taking part. This joint initiative between Community Sport and High Performance Sport NZ (HPSNZ) is designed to prepare athletes for the demands of the high performance sports environment. This year 58 graduates became carded athletes within HPSNZ's athlete development programme.

COACHING THE COACHES

Community coach development is a critical part of system building in competitive sport. We need people with the right skills and philosophies to help participants along the range of sport and physical activity pathways. One of our highlights in this area during 2015/16 was our national coaching convention (Connecting Coaches), which brought together 600 coaches from around the country to share global best practice. Guest speakers included Steve Hansen, Stephen Kearney and Baroness Sue Campbell.

FRESH INSIGHTS

In June we launched an interactive online information tool (Insights Tool) so partners could analyse relevant demographics, demographic trends and the behaviours of participants. This is available on the Sport NZ website. We also rolled out a Voice-of-the-Participant programme, which involves qualitative

and quantitative surveying to provide a deeper understanding of the needs and wants of participants and stakeholders across the sporting system. We also surveyed four large national sport organisations to track and understand the experience inside sports clubs.

PARTNER INVESTMENT

Investment in our sector partners underpins our strategic approach and in December 2015 the Sport NZ Board approved more than \$43 million for national and regional partners. These investment decisions now take into consideration where best to invest for the strongest growth in participation within our priority areas, so, for the first time, we implemented a contestable process.

RETURN ON INVESTMENT METHODOLOGY

It is important that we measure our return on investment (ROI) and this year we began the development of an ROI methodology.

Across our priority partners we have established starting points to assess progress in building partner capability through a subjective assessment by our Community Sport team. The assessment has used a combination of our own experts' knowledge and the information provided through partner investment applications. Over time, we expect to reduce the level of subjectivity through collecting a range of evidence to support our assessments.

Expected and desirable progress may differ from partner to partner but, in general, we would expect to see a one or two-step progression over the strategic period to 2020. The assessment scale is called the Competency Matrix. The Competency Matrix includes four levels: Not established (score 0-1), Emerging (score 2-4), Established (score 5-7) and Embedded (score 8-10).

The consolidated baselines across priority partners are shown in the table over. The baseline scores confirm urgent priorities in workforce planning and recruitment, a lack of capability to develop and apply insights to sports products and services and further room for improvement in facility development. Our work in coaching (guiding the people who train coaches) is relatively mature and this is also reflected in the baseline scores.

CONSOLIDATED BASELINES ACROSS PRIORITY PARTNERS

The results of our initial (baseline) assessment are outlined below.

| | Partner | No. Partners Assessed | Average Assessment (out of 10 points) |
|----------------|--|-----------------------|---------------------------------------|
| PEOPLE | Coaching | 31 | 5.87 |
| | Workforce | 4 | 2.25 |
| INSIGHTS | Customer Insight (behaviours, attitudes and needs) | 13 | 3.77 |
| | Demographics and demographic trends | 8 | 3.38 |
| SPACE & PLACES | Facility Development | 5 | 2.80 |
| | Collaboration & Partnerships | 9 | 3.67 |
| PATHWAYS | Competition Structure | 17 | 4.88 |
| | Physical Literacy | 14 | 4.14 |
| PROVIDERS | Partnering | 12 | 6.00 |
| | Provider Network | 17 | 6.00 |
| | Baseline | 31 | 4.90 |

NB: The number of partners assessed in each attribute area varies, depending on the emphasis of our investment and the other information we have currently about partners.



READ OUR COMMUNITY SPORT STRATEGY
AND SUPPORTING PLANS AT
WWW.SPORTNZ.ORG.NZ

STRATEGIC OUTCOME 1

MORE KIDS IN SPORT AND RECREATION

| BY 2020 WE EXPECT | PAST PERFORMANCE |
|--|------------------|
| 90% of young people** doing at least 3 hours of organised and/or informal sport each week | 89%* |
| Not less than 60% of young people doing 3+ hours of organised sport each week | 56%* |
| Not less than 70% of young people doing 3+ hours of informal sport each week | 66%* |

**Source: Sport NZ's Young People's Survey 2011 (the most recent data available)*

*** Young people = 5-18 years*

We expect to have a revised baseline for Strategic Outcome 1 by the end of 2016, using our new survey of national participation – Active NZ 2016-2021. This has been designed to provide a more accurate and continuous picture of participants and participation from five years of age based on an annual sample of 20,000 adults (18 years and over) and 5,500 young people (5 to 18 years).

The new Active NZ survey will enable us to gain important insights into people's needs, barriers and enablers to their participation, and their motivations and attitudes. We will also explore and measure the links between participation and our strategic intent to enrich lives and inspire the nation. We expect this information to enable better informed decision-making not only in the Group but across the sector.

OUR STRATEGIC FOCUS AREAS AND INTENDED IMPACTS

Within Community Sport our focus areas are young people (aged 5 – 18), local delivery (low participation communities) and competitive sport. The table below outlines our progress towards growing participation within these target segments.

1. YOUNG PEOPLE (5–18 YEARS)

| | | | | | |
|--|---|--|---------------------------------|---------------------------------|-----------------------------|
| STRATEGIC FOCUS AREAS | School aged young people (5-18 yrs) | | | | |
| | More young people participate in physical activity and sport | | | | |
| EXPECTED PROGRESS | An increase in children taking part in 3 hours or more of organised and/or informal sport a week in schools by 2020 | | | | |
| OUR IMPACT | <p>Play.sport impacts:</p> <ul style="list-style-type: none"> • Young people in targeted schools participate in quality physical activity (PA), physical education (PE), and sport • Targeted school communities provide quality PA, PE, and sport • Providers working together to deliver quality physical activity and sport | | | | |
| HOW IMPACT WILL BE MEASURED | An evaluation of Play.sport that involves a mixed method approach (qualitative and quantitative measures) to monitor the progress of implementation, to assess the achievement of the outcomes/impact and to answer specific evaluation questions. This approach could include evaluation of young people's motivation to participate or teachers' confidence to deliver PE across funded projects. | | | | |
| IMPACT MEASURES (PLUS INITIAL START POINTS/BASELINES)¹ | Quality of learning opportunities 57% | Being physically active in sports and clubs 32% | Enjoyment and confidence 53% | Engagement and belonging 56% | Health and wellbeing 32% |

PROGRESS

Project design, including evaluation arrangements, was completed in early 2016. Play.sport commenced in 2016, with engagement with the majority of 44 schools.

In 2015/16: 7/11 NSO partners demonstrated an average 6.2% increase in young people participation, based on membership numbers (Output Class 1 interim ROI measure refers).

¹ This is a summary of student survey data collected from 3,185 students at 29 schools (76% response rate); across two communities (Upper Hutt and Waitakere) that are part of Play.sport. These measures were developed by summarising survey data from questions that relate to that indicator. Student responses to the cluster of questions in each indicator were grouped and allocated an overall score of High, Medium or Low group (or band). The measures include the overall percentage of responses for the High group for each of the indicators. Initial start point information will be enriched by additional information produced throughout the life of the project.

2. LOCAL DELIVERY

| | | |
|--|--|---|
| STRATEGIC FOCUS AREAS | Local Delivery More kids participating through local delivery projects | |
| EXPECTED PROGRESS | A 3% increase in participation in supported projects by 2020 | |
| OUR IMPACT | Local delivery projects are matched to local need (of the participants) There is sector alignment/collaboration in local delivery provision | Within targeted local communities we expect to see the following changes: <ul style="list-style-type: none"> • Local leaders are developed to drive the change • The community determines its own needs and solutions • More opportunities are provided to participate • Partners work together to provide long-term solutions • Regular reflection increases learning for all parties involved, feeding into delivery improvements and increased self-reliance on own information by partners |
| HOW IMPACT WILL BE MEASURED | Evaluation and participant surveys across funded projects Examples of sector collaboration across funded projects | With support from Sport NZ, targeted local communities will annually: <ul style="list-style-type: none"> • Measure participant numbers (including male/female, adult/youth and ethnicity) • Measure participant retention • Survey the participants to gather their views • Catalogue their story of change |
| IMPACT MEASURES (PLUS INITIAL START POINTS/BASELINES) | As initial start points only, we estimate broad participation levels, including walking ² for target participant groups are: <ul style="list-style-type: none"> • 46.7% – Young people (5-18 yrs old) in low socio-economic areas • 40.6% – Girls (10-18 yrs old) | |

PROGRESS

Successful engagement with local communities and their leaders commenced in Auckland, Gisborne and Northland, resulting in self-determined community needs and, in some cases, co-design of programmes for participation. These programmes are due to be implemented in 2016/17.

² Source: National Health Survey. This information will be replaced as new national participation data becomes available in 2016/17.

3. COMPETITIVE SPORT

| | |
|--|--|
| STRATEGIC FOCUS AREAS | Competitive Sport More kids participating through formal competitive structures |
| EXPECTED PROGRESS | An increase in high engagement participation reported from partners by 2020 |
| OUR IMPACT | We will apply resources to increase the delivery capability of priority partners in the following ways: <ul style="list-style-type: none"> • Application of the Physical Literacy Approach in delivery • Increased awareness and improved delivery of age appropriate coaching |
| HOW IMPACT WILL BE MEASURED | Across partners and school communities: <ul style="list-style-type: none"> • School surveys through coach and participant surveys³ |
| IMPACT MEASURES (PLUS INITIAL START POINTS/BASELINES) | Evaluation arrangements to be confirmed |

PROGRESS

Investment of over \$18m per annum has been made to increase delivery capability, including \$3.5m for strengthening competition structure.

³ The reference to time allocated to sports coordinator roles is no longer relevant and has been removed. The need for separate surveys will be reviewed as new national participation measurement may fulfil this information need.

STRATEGIC OUTCOME 2

MORE NEW ZEALANDERS INVOLVED IN SPORT AND RECREATION

BY 2020 WE EXPECT

An increase in adult participation

An increase in volunteering

PAST PERFORMANCE

74% of adults took part in sport and recreation in any given week*

28.6% volunteered in sport*

*Source: Active NZ Survey 2013/14

We expect to have a revised baseline for Strategic Outcome 2 by the end of 2016 through our new Active NZ 2016-2021 survey. The survey will provide a more accurate and continuous picture of participants and non-participants, using a sample size of around 20,000 people. We will gain information about people's needs, barriers and enablers to participation, motivations and attitudes. We will also explore and measure the links between participation and our strategic intent to enrich lives and inspire the nation. We expect this information to enable better informed decision-making not only in the Group but across the sector. In the meantime, we can report against the 2015/16 Vote measure:

| Assessment of performance | 2014/15 results | 2015/16 results | Increase |
|--|---------------------------------------|---------------------------------------|---------------------------|
| Increase the number of young people and adults participating in Community Sport and memberships registered across Group 1 and 2 targeted NSOs ⁴ | Uptake of opportunities: 2,196,987 | Uptake of opportunities: 2,306,947 | Opportunities: 109,960 |
| | Memberships: 789,921 | Memberships: 880,894 | Memberships: 90,973 |

⁴ Targeted Group 1 sports were football, rugby, cricket, netball, hockey, gym sports and rugby league. Group 2 were cycling, basketball, athletics, triathlon, bowls, tennis and golf. Source: Sport NZ Group Annual Report 2014/15.

OUR STRATEGIC FOCUS AREAS AND INTENDED IMPACTS

The table below shows our progress towards growing participation in the two focus areas that impact adult participation: local delivery and competitive sport.

1. LOCAL DELIVERY

| | | |
|--|--|--|
| STRATEGIC FOCUS AREAS | Local Delivery More adults participating through local delivery projects | |
| EXPECTED PROGRESS | A 3% increase in participation in supported projects by 2020 | |
| OUR IMPACT | Local delivery projects are matched to local needs (of the participants) There is sector alignment and collaboration in local delivery | Within targeted local communities we expect to see the following changes: <ul style="list-style-type: none"> Local leaders are developed to drive the change The community determines its own needs and solutions More opportunities are provided to participate Partners work together to provide long-term solutions Regular reflection increases learning for all parties involved, feeding into delivery improvements |
| HOW IMPACT WILL BE MEASURED | Evaluation and participant surveys across funded projects Examples of sector collaboration across funded projects | With support from Sport NZ, targeted local communities will annually: <ul style="list-style-type: none"> Measure participant numbers (including male/female, adult/youth and ethnicity) Measure participant retention Survey the participants to gather their views Catalogue their story of change |
| IMPACT MEASURES (PLUS INITIAL START POINTS/BASELINES) | As initial start points only, we estimate broad participation levels, including walking ⁵ for target participant groups are: Chinese 68.1% Indian 68.1% Samoan 72.4% | |

PROGRESS

Successful engagement with local communities and their leaders commenced in Auckland, Gisborne and Northland, resulting in self-determined community needs and, in some cases, co-design of programmes for participation. These programmes are due to be implemented in 2016/17.

⁵ Source: national levels from Active NZ Survey 2013/14. This information will be replaced as new national participation data becomes available in 2016/17.

2. COMPETITIVE SPORT

| | |
|--|--|
| STRATEGIC FOCUS AREAS | Competitive Sport More adults participating through formal competitive structures |
| EXPECTED PROGRESS | An increase in high engagement participation reported from targeted sports by 2020 |
| OUR IMPACT | Across target participant groups and focus areas: <ul style="list-style-type: none"> • Increased awareness and improved delivery of age-appropriate coaching • Improved participant/athlete development frameworks, including clear talent pathways • Increased coaches receiving fit-for-purpose training |
| HOW IMPACT WILL BE MEASURED | Across targeted sports: <ul style="list-style-type: none"> • Annual performance assessment against related key performance indicators (KPIs) • Coach and participant surveys across specific projects |
| IMPACT MEASURES (PLUS INITIAL START POINTS/BASELINES) | Developed initial ROI methodology and baselines for 2016/17 investments Developed new guidance and advice to support change, including Physical Literacy Approach, Young People Plan, Talent Plan, Insights Tool and others Physical Literacy Approach is being implemented through workshops and contains broad guidance on age and stage-appropriate development |

PROGRESS

In 2015/16: 4/11 NSO partners demonstrated an average 1.06% increase in adult participation, based on membership numbers (Output Class 1 interim ROI measure refers).



**CONNECTING
COACHES**

Coaching the New Zealand

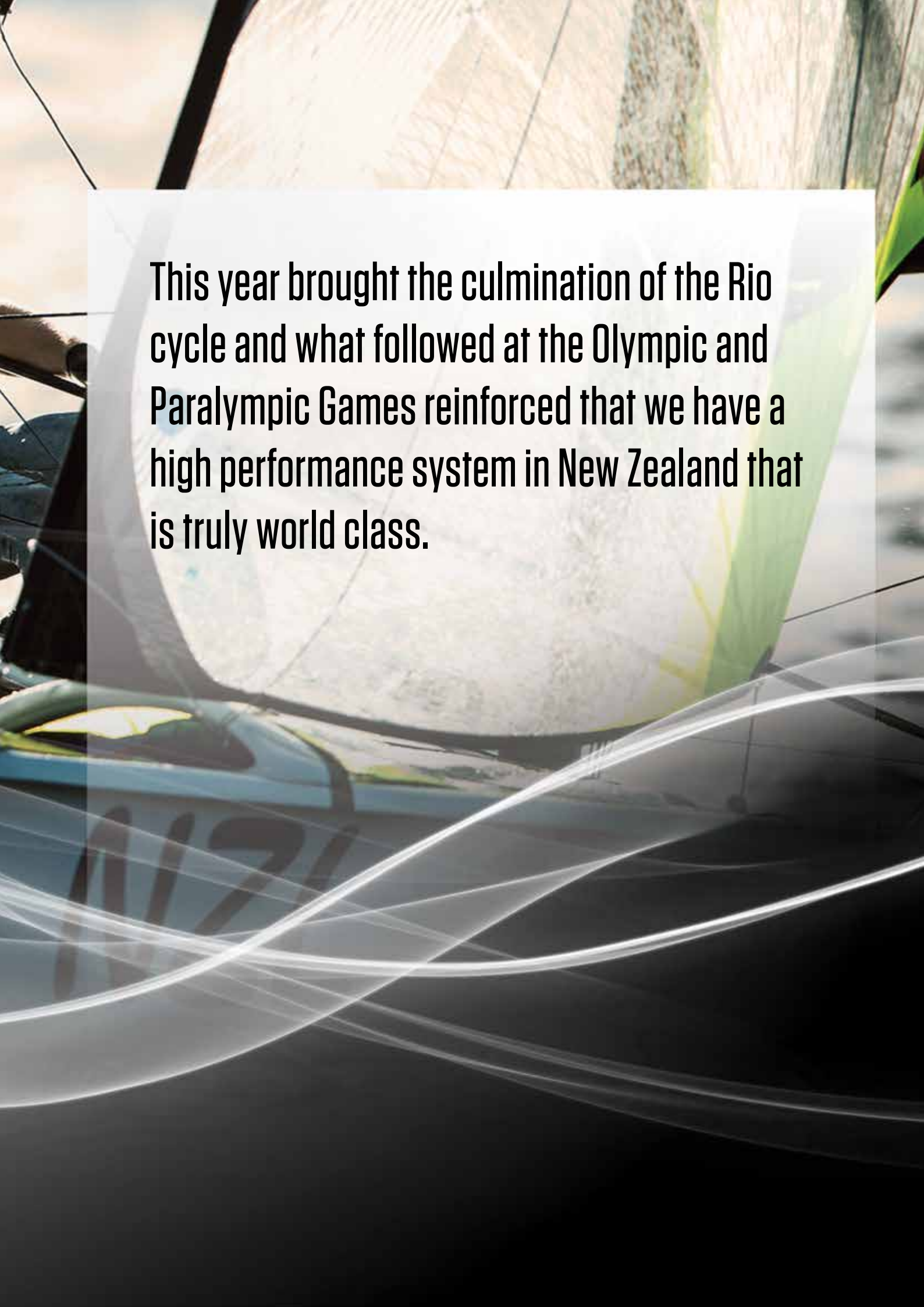


SPORT
NEW ZEALAND



OUR PERFORMANCE

High Performance Sport New Zealand



This year brought the culmination of the Rio cycle and what followed at the Olympic and Paralympic Games reinforced that we have a high performance system in New Zealand that is truly world class.

OUR HIGH PERFORMANCE STRATEGY

We bring together investment, strategy and performance support to provide a one-stop-shop that enables coaches, athletes and sports to focus on performance. Our vision is to have more New Zealand athletes winning on the world stage and to create world-leading sustainable high performance systems that can deliver improved results.

The High Performance Sport NZ (HPSNZ) Strategic Plan 2013-2020, which covers both Rio 2016 and Tokyo 2020 cycles, drives this one-stop-shop by using three key strategic goals to track performance: Podium Performance, System Leadership and System Sustainability.

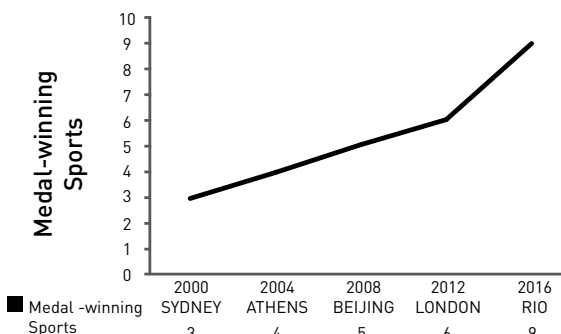
PODIUM PERFORMANCE

We measure high performance success in terms of Olympic and Paralympic medals, together with world championship titles in non-Olympic sports, such as netball, cricket and rugby league.

OLYMPIC SUCCESS

2015/16 was the final year of the Rio Olympiad and New Zealand's achievements at these Olympic and Paralympic Games reinforced the strength of our strategy and success of our performance over both this reporting period and the four-year Rio cycle. As the 'team behind the team', HPSNZ has worked with coaches, athletes and sports to provide the optimal package of investment, science, medicine, consulting and technological support. See A Winning Formula (p 40).

The Olympic team won 18 medals, exceeding our target of 14+ and delivering New Zealand's best ever Olympic medal total. Rio was also our most diverse display of Olympic sporting success, with medals won across nine different sports (the previous best was six in London 2012). These results demonstrate the success of our work in partnership with national sport organisations (NSOs), together with peak bodies such as the New Zealand Olympic Committee (NZOC) and Paralympics New Zealand, to diversify our medal prospects and create a sustainable high performance system.



Rio Olympics Per Capita Medals Table

| RANK | COUNTRY | TOTAL | SPORT |
|------|----------------|-------|-------|
| 1 | GRENADA 🇬🇩 | 1 | 1 |
| 2 | BAHAMAS 🇧🇸 | 2 | 1 |
| 3 | JAMAICA 🇯🇲 | 11 | 1 |
| 4 | NEW ZEALAND 🇳🇿 | 18 | 9 |
| 5 | DENMARK 🇩🇰 | 15 | 9 |
| 6 | CROATIA 🇭🇷 | 10 | 6 |
| 7 | SLOVENIA 🇸🇯 | 4 | 3 |
| 8 | GEORGIA 🇬🇪 | 7 | 3 |
| 9 | AZERBAIJAN 🇦🇿 | 18 | 5 |
| 10 | HUNGARY 🇭🇺 | 15 | 4 |

PARALYMPIC SUCCESS

The Paralympic team also performed strongly in Rio, bringing home a total of 21 medals – three more than its target. Although it fell short of the aspirational target of 12 Gold medals, a haul of nine Gold equalled the record set in Atlanta 20 years ago.

The team set three world records and 11 Paralympic records and 52 percent of events contested by Kiwi Paralympians saw members of the team set personal best times. And, like their Olympic colleagues, among the medalists were a mix of established heroes, led by now 12-time Paralympic medallist Sophie Pasoce, and new stars such, as Anna Grimaldi and Liam Malone.



New Zealand's Rio success underlines the evolution of the high performance system in New Zealand, which has seen performance improve year-on-year. The key has been to target those sports and athletes who are most likely to succeed, while providing world-class support services and facilities to enable a pure focus on performance.

ALEX BAUMANN

CEO, High Performance Sport NZ





A WINNING FORMULA Performance-Driven, Athlete-Focused, Coach-Led

Performance and Technique Analysis

We improve the understanding of athlete and team performance through the use of video analysis, statistical and data mining tools and biomechanical techniques. We provide coaches and athletes with a sound understanding of performance through Biomechanics, Performance Analysis and Technology support.

Knowledge Edge for Rio

The Knowledge Edge for Rio leverages short and long-term knowledge within HPSNZ and across the HP system, to maximise impact on athlete and sport performance.

Rehabilitation

Our network of experienced practitioners deliver performance focussed solutions in training and competition environments. We work collaboratively within the performance team to optimise athletic potential, and minimise absence from sport due to injury through effective rehabilitation and injury prevention programmes.

Athlete Life

The Athlete Life Programme helps builds capability in athletes to enable them to maximize their performance in sport and life. We help athletes develop a life plan which includes career, education and other life goals and support them to manage transition during and after their sporting career.

Performance Psychology

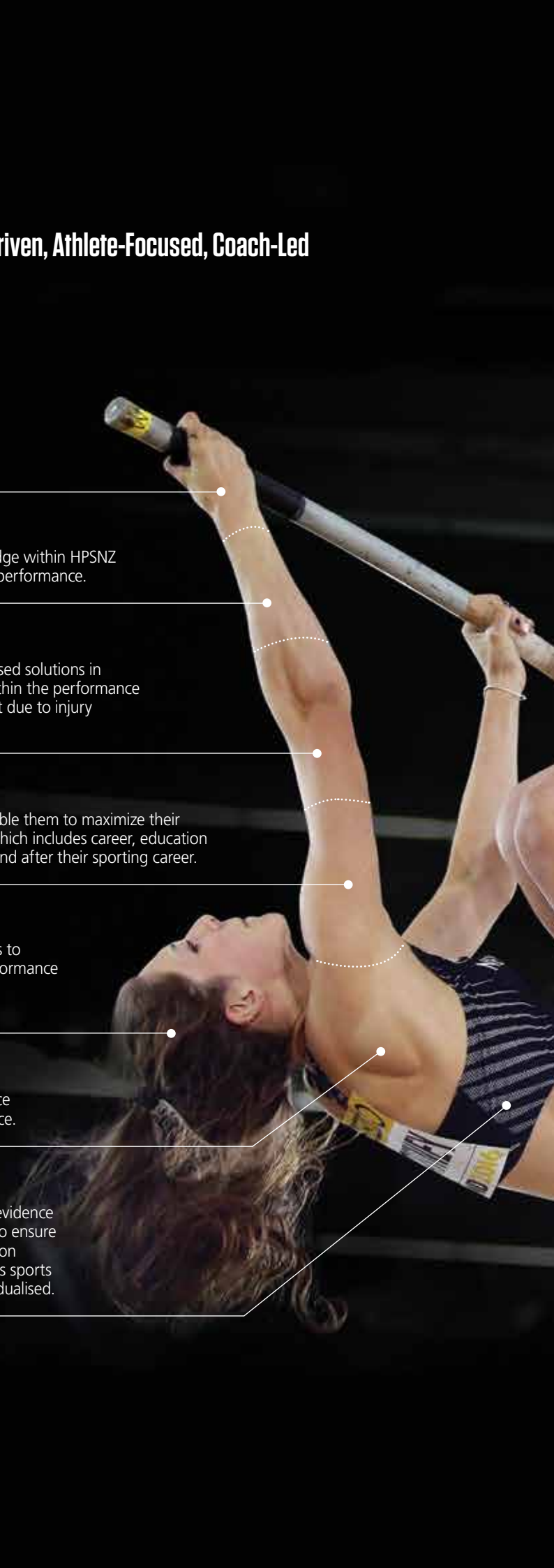
Our Performance psychologists work with both coaches and athletes to develop their ability to excel in high performance environments. Performance psychologists help develop the psychological, technical and tactical competencies required to be competitive.

Performance Operations and Logistics

The Operations teams optimise financial and operational performance to ensure resources are targeted to impact world leading performance.

Performance Nutrition

The HPSNZ Performance Nutrition Programme provides world class evidence based nutrition support to carded athletes and coaches. Our role is to ensure carded athletes receive and incorporate the best performance nutrition strategies to positively impact performance on the world stage that is sports specific, periodised to the training and competition phase and individualised.



OUR PERFORMANCE

High Performance

Performance Planning

HPSNZ leads the development of performance planning expertise so that athletes are expertly prepared to win medals at pinnacle events.

HP Coaching

The purpose of our coaching strategy is to enable HP coaches and NSOs to provide athletes with the coaching they need.

Performance Physiology

Our Performance Physiologists improve performance by implementing coach-driven physiological research and to monitor physiological and performance-related variables to assess training effectiveness.

Strength and Conditioning

Our Strength and Conditioning experts develop and enhance the physical capability of NZ athletes. Working with the athlete and coach, they develop a strength and conditioning programme that targets the physical needs of the athlete.

HP Athlete Development

Our HP Athlete Development consultants work across the NZ High performance system and within identified NSOs to support the provision of quality HP athlete development programmes, practices and process. Giving NZ athletes the best opportunity to succeed in the next cycle by ensuring they get what they need at this stage of development.

HP Leader Capability

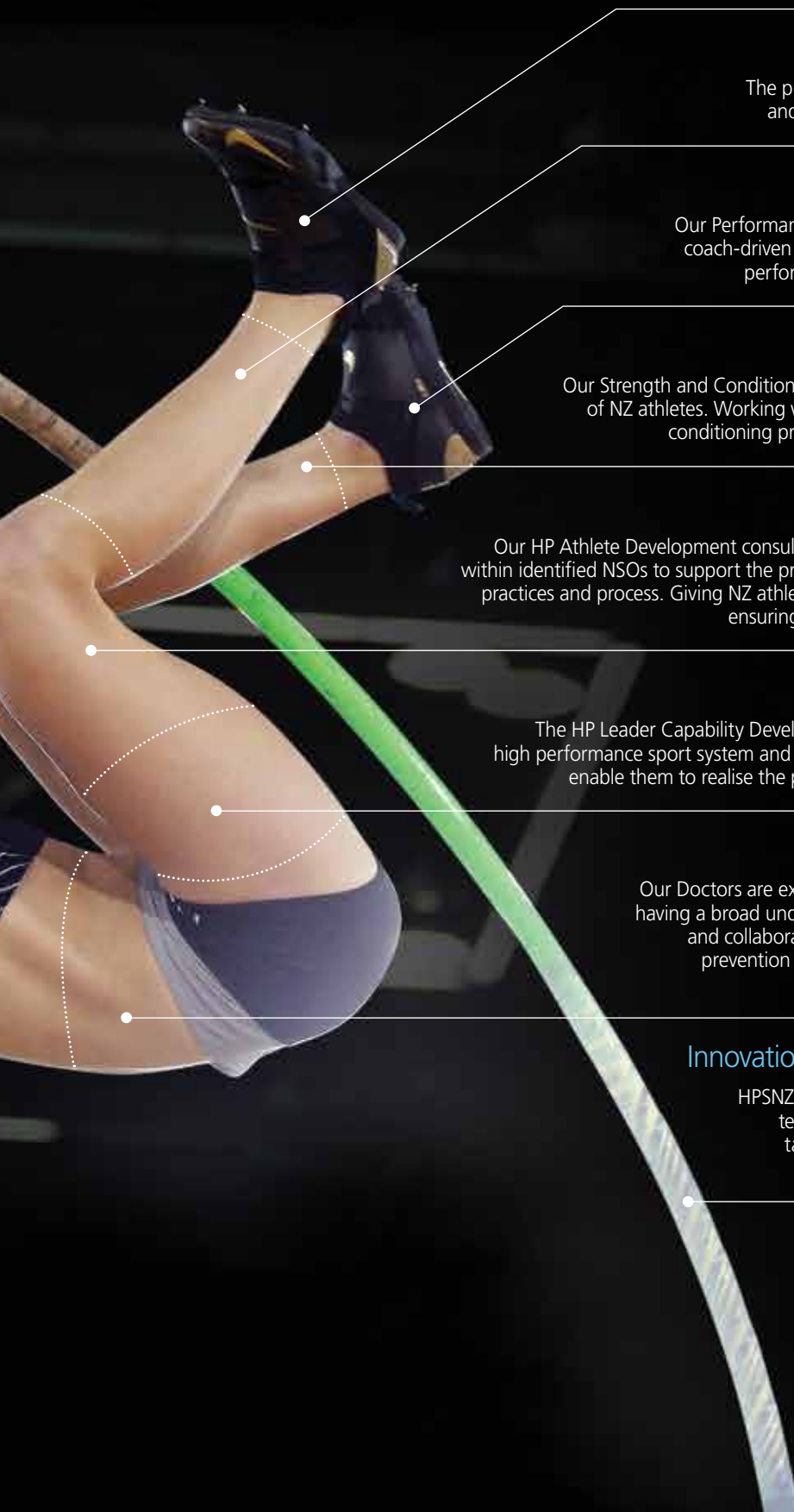
The HP Leader Capability Development Programme connects HP Leaders across the NZ high performance sport system and supports the development of their capability in order to enable them to realise the performance potential of their people and programmes.

Medicine

Our Doctors are experts in the delivery of sports medicine to elite athletes, having a broad understanding of health and performance. Taking a holistic and collaborative approach to injury and illness diagnosis, treatment, prevention and rehabilitation, the medical team plays an important role in optimising Athlete health and performance.

Innovation and Technology (including Goldmine)

HPSNZ leads an integrated and robust innovation, research and technology programme to drive increased performance in targeted funded sports, with a focus on ensuring greater medal prospects for New Zealand.



TARGETED NON-OLYMPIC SPORTS

We also monitor the number of athletes or teams who win at World Championship events (or agreed pinnacle events) in targeted non-Olympic sports within each calendar year.

In 2015 netball was the targeted non-Olympic sport, however, the Silver Ferns finished second in the Netball World Cup in Sydney.

SYSTEM LEADERSHIP

HPSNZ was launched as a subsidiary of Sport NZ in 2011, with a mandate to lead the high performance system.

We bring together investment, strategy and performance support. This integrated approach ensures we have a unique, direct line of sight to the athlete and coach – and that we can apply the best sport science, centralised medical support and strategic decision-making without them having to work through multiple agencies. This one-stop-shop provides a strong competitive advantage against other international systems.

SYSTEM SUSTAINABILITY

Our third goal of sustainability is defined as 'achieving a sustainable high performance sport system capable of constant improvement through collaborative leadership and investment'. This includes repeatable success.

We are working towards system sustainability through:

- investment in NSO high performance programmes to build their capability (more than \$110 million in core investments over the Rio cycle)
- the support of specialist HPSNZ staff who work alongside NSOs to build capability
- sector-wide programmes to build capability (examples of these are included below and in the Group Strategic Support section of this report).

KEY ACHIEVEMENTS IN 2015/16

ROAD TO RIO

To achieve what were ultimately record-breaking podium performances, HPSNZ this year focused on delivering optimal allocation of investment and personnel to targeted athletes. During 2015/16, 92 percent of all high performance funding was invested in programmes and initiatives, and over 70 percent of staff were in the frontline – working directly with sports, athletes, coaches and teams within their training environments. A team of 30 HPSNZ specialists also provided on-the-ground, continuous support to athletes, with further HPSNZ staff supporting remotely from New Zealand.

RIO PREPARATION AND RECOVERY CENTRE

For the first time in an Olympic Games, a specially designated preparation and recovery centre was set up in Rio by HPSNZ, in partnership with NZOC, to help Kiwi athletes find that extra edge. This followed a detailed post-London Olympic review. The centre was based in the Rio Olympic Village and included a resistance training area, hot and cold recovery pools, Watt bikes and stretching mats. A third area in the kitchen supplied nutritional support to help aid recovery and ensure a safe and hygienic space to clean and prepare food and drink. Meanwhile, a fourth area, 'the quiet space', enabled athletes to execute their pre-competition mental preparation techniques and provided an alternative place to down-regulate.

HIGH PERFORMANCE MEDICAL TEAM

Following the London 2012 Olympic Games, there was a seismic shift in the delivery of sports medicine services to New Zealand's elite athletes, with the centralisation of support delivery to the major HPSNZ hubs. This enabled the establishment of full-time medical and rehabilitation lead positions, and an integrated approach to health service delivery.

Athletes are now able to see their doctor, physiotherapist and massage therapist under one roof, and these staff are able to communicate directly and frequently with other performance and technical staff, thereby ensuring optimal and efficient outcomes for athletes. Our integration with NZOC, including the embedding of HPSNZ staff within Olympic support

team, also provided consistency of medical support during the Rio Games.

HIGH PERFORMANCE LEADER CAPABILITY DEVELOPMENT PROGRAMME

The High Performance Leader Capability Development Programme assists the personal and professional development and career aspirations of high performance leaders from across the system. With 45 leaders currently or previously engaged in the programme, we aim to develop influential leaders who consistently enable coaches and athletes to achieve high performance programme goals.

COACH PERFORMANCE PROGRAMME

HPSNZ's Coach Performance Programme (CPP) develops and delivers optimal coaching performance. Almost 90 coaches have graduated or are currently supported by the programme, which offers integrated learning opportunities in partnership with NSOs.

HIGH PERFORMANCE ATHLETE DEVELOPMENT

The High Performance Athlete Development (HPAD) team ensures that NSOs have quality development practices and environments in place for athletes who are five to eight years from reaching their performance potential. The team ensures appropriate systems are developed and implemented to deliver the number and quality of athletes required across high performance pathways to meet or exceed NSO medal targets. Over the Rio cycle the HPAD team has supported 15 NSOs through the programme.

KNOWLEDGE EDGE PROGRAMME

The Knowledge Edge programme leverages knowledge on the patterns of winning campaigns across the different sports. This allowed for optimal preparation for the Rio 2016 Games, while helping to establish a framework and legacy for 2020 and beyond. The purpose is to develop a competitive advantage for New Zealand through enhancing NSOs' understanding

of the key winning behaviours and critical factors to track in athlete campaigns.

INNOVATION PROGRAMME

One of our key strategic priorities is leading an integrated and robust innovation, research and technology programme to drive increased athlete performance. This is achieved by managing a number of innovation development projects, both internally via the Goldmine Group and with other HPSNZ staff, and externally via a network of university-based and private enterprise projects. Over the Rio cycle, 53 innovation projects have been completed to support performance on the world stage.

PRIME MINISTER'S SCHOLARSHIP

The Prime Minister's Sport Scholarship programme supports the professional development of athletes by helping to fund tertiary and vocational qualifications while they compete at the top level. They also provide an opportunity for coaches, officials and support team members to undertake professional development, so they can continue to build on the skills that contribute to the quality of our sporting performances at the elite level. Over the Rio cycle, 2,000 scholarships have been awarded across 20 sports.

MEASURING PARTNER CONFIDENCE

We survey our 39 partners (the NSOs delivering elite sport) to monitor their confidence and satisfaction with our high performance services and support. The results for the last year are:

- 96% confidence in HPSNZ
- 93% satisfaction with HPSNZ services
- 85% confidence in the high performance strategy
- 97% percent satisfaction with the chief executive officer (CEO) of HPSNZ.



READ OUR HIGH PERFORMANCE STRATEGY AT
WWW.SPORTNZ.ORG.NZ/STRATEGIES

STRATEGIC OUTCOME 3

MORE NEW ZEALAND WINNERS ON THE WORLD STAGE

| PINNACLE EVENT | TARGET RESULTS | PAST PERFORMANCE | RESULTS |
|--|----------------------------|------------------|--------------|
| Medals at Olympic Summer Games | 14+ in 2016 16+ in 2020 | 2012: 13 medals | Rio 2016: 18 |
| Medals at Olympic Winter Games | 1 in 2018 W | 2014: 0 medals | N/A |
| Gold medals at Paralympic Summer Games | 12 in 2016 10-14 in 2020 | 2012: 6 medals | Rio 2016: 9 |
| Gold medals at Paralympic Winter Games | 1 in 2018 | 2014: 0 medals | N/A |

To monitor progress in the four-year Olympic cycle, we track annual results:

| ANNUAL RESULTS SOUGHT | COMPARATOR | 2011 RESULTS | 2015 RESULTS |
|--|--|--|--|
| Consistent number of New Zealand athletes/teams placed in the top 3, top 5 and top 8 in the world in Olympic disciplines | Annual results for the comparative year in the previous Olympic cycle | Athletes/teams in world championships or similar events across Olympic disciplines | Athletes/teams in world championships or similar events across Olympic disciplines |
| | | Top 3: 21 | Top 3: 21 |
| | | Top 5: 23 | Top 5: 32 |
| Consistent number of New Zealand Para-Athletes placed in the top 3 and top 5 in Paralympic disciplines | Annual results for the comparative year in the previous Paralympic cycle | Top 8: 36 | Top 8: 40 |
| | | Top 3: 4 | Top 3: 24 |
| | | Top 5: 12 | Top 5: 30 |

We also monitor the number of athletes or teams who win at World Championship events (or agreed pinnacle events) in targeted non-Olympic sports within the calendar year. Across these target sports the impact we expect to see as a result of our high performance programme is:

| OUR IMPACT | HOW IMPACT WILL BE MEASURED | RESULTS |
|---|--|---|
| More than 80% of high performance programme goals are achieved by targeted sports | Annual performance assessments across related KPIs | 2015: 84% of high performance programme goals were achieved |

In 2015 netball was the targeted non-Olympic sport, with the Silver Ferns finishing second in the Netball World Cup in Sydney.



STRATEGIC OUTCOME 4

PROGRESS IN ALL AREAS OF A WORLD-LEADING SPORT SYSTEM

To deliver on our Group Strategic Plan, under which the Community Sport and High Performance strategies sit, we rely on progress being made across different areas of the sport system. We identified five attributes of a world-leading sport system where we consider it critical to make progress:

- Environment – the context the system operates within
- Intelligence – knowledge and its application
- Capability – people and organisations
- Connectivity – sharing and collaboration across the system
- Resources – financial and physical inputs.

PROGRESS

Following our initial baseline for the world-leading sport system in 2015, we have achieved an increase of approximately 10 percent across four of the five system attributes. Environment experienced the strongest growth (15 percent), while Capability fell approximately five percent.

While a five percent fall may not be statistically significant, it indicates some cause for concern for Sport New Zealand (Sport NZ). During assessment workshops, concerns were raised on the sustainability of national sport organisations (NSOs), reduced availability of funding, whether NSOs were able to prioritise funding, difficulty in attracting and maintaining a stable volunteer base and growing inequalities across partners. NSO and regional sports trust (RST) skills in research and data analysis, along with a lack of insights, were also considered an issue.

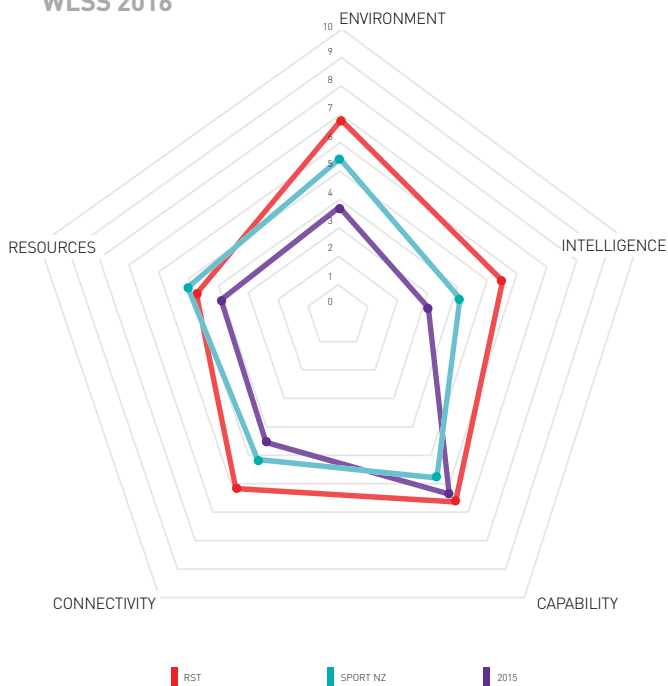
With the increased focus on insights and volunteering coming online in later 2016 it is expected that Capability will start to show improvement in 2017.

This year the RSTs took part in assessing the five system attributes (see yellow line). The RSTs rated progress slightly higher than Sport NZ for Intelligence and Connectivity. Participant comments indicate that while the overall direction of travel is positive, there is a substantial amount of work to be done. The most divergent views between the RSTs and Sport NZ occur in Insights and Connectivity. We will be working with partners to fully establish the Community Sports Insights programme in 2016/17. The assessment also identified a need for us to reach a mutual view with partners of what effective Connectivity means on the ground. To monitor and evaluate progress in each attribute, we have developed early intervention logics across Community Sport system improvements (Strategic Priorities).

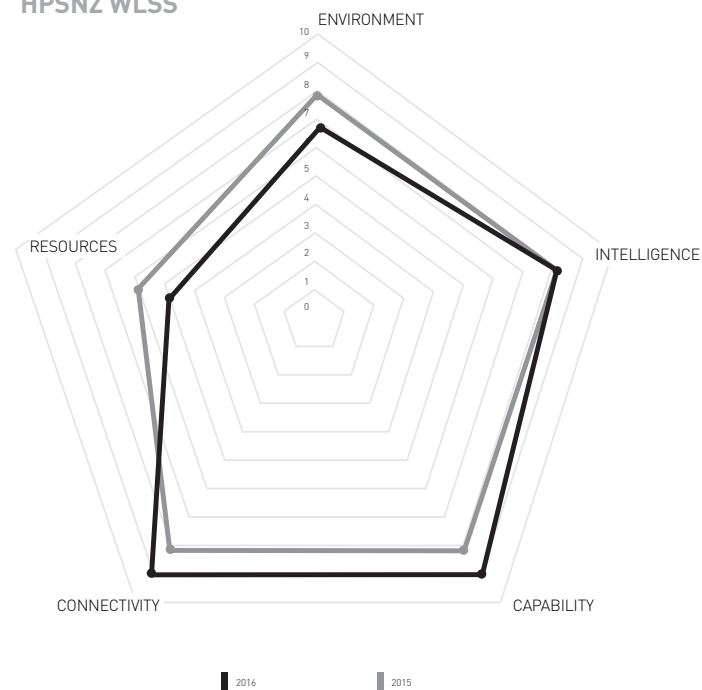
The 1-10 scale is broad, ranging from

- 1 being 'Absent - At the start of the journey to world-leading' to
- 5 'Satisfactory for now – meeting current needs but little future focus and preparation' and up to
- 10 being 'World class – recognised as being 'world-leading' by international peers, anticipates accurately and meets changing needs of participant-focused system'.

WLSS 2016



HPSNZ WLSS



The high performance sport system is a highly specialised system within the broader sport system. The international environment of the high performance sport system is extremely competitive and ever changing, so reaching ‘world-leading’ in all attributes is a journey rather than an end point.

Good progress has been made in maintaining our Intelligence and building the Capability and Connectivity of the high performance system, however, our levels of investment relative to our international competitors mean there are major challenges. In particular, the training and competition environments for our talented athletes five to eight years away from the podium are below the standards required to sustain a regular pipeline of talent across

our targeted sports. We remain resourceful and efficient, however, the challenge remains to build the right level of NSO capacity to grow and sustain environments that produce repeatable medal-winning success. The single biggest constraint in New Zealand’s high performance system is the financial resource needed to remain competitive and give our athletes a fighting chance.

More information on our progress towards creating a world-leading sport system and world-leading high performance system is outlined in Appendix 4 (p 110).



OUR PERFORMANCE

GROUP STRATEGIC SUPPORT



A swimmer is shown in a pool, with their arms extended forward. The water is splashing around them. In the background, there are colorful lane markers (yellow and red) floating on the surface. A white rectangular text box is overlaid on the image, containing the following text:

Playing a key role in supporting our Community Sport and High Performance strategies by building sector capability, maximising organisational performance and delivering strategic and implementation support.

THE ROLE OF GROUP STRATEGIC SUPPORT

Community Sport and High Performance Sport NZ (HPSNZ) are supported by Group Strategic Support, which helps these teams shape their organisational strategies and has teams of experts working with sector partners to build their capability and deliver practical, centralised tools.

Other teams hold group-wide responsibilities, such as statutory accountability, corporate services, policy development, communications, research and ministerial servicing. Another key role of Group Strategic Support is achieving alignment with other strategies, workstreams and funding across the government sector.

KEY ACHIEVEMENTS IN 2015/16

NEW INTEGRITY FRAMEWORK

Sport integrity continues to be challenged at a grassroots community level and within high performance sport. Issues include match-fixing, doping, sideline behaviour, diversity and inclusion, and child protection. In May we launched a Sport Integrity Framework designed to ensure the sector takes a consistent approach to all of the issues that can compromise the integrity of sport. It provides advice and resources on a range of integrity matters, which come from a variety of sources, and will be updated when new advice, resources and tools become available.

Along with the New Zealand Olympic Committee (NZOC), Sport New Zealand (Sport NZ) and HPSNZ also supported six major sporting codes (rugby, netball, football, cricket, hockey and rugby league) in the development of an Inclusion and Diversity Commitment Statement, designed to support the right of every Kiwi to participate in sport and recreation within a welcoming and inclusive environment.

LEADERSHIP AND GOVERNANCE

Our governance support and resources for the sport sector have become the benchmark nationally. They have also been used by organisations in the wider not-for-profit sector nationally and internationally. Our resources are a unique, integrated package of sound principles, online learning and good practice tools.

In late 2015 a governance framework was developed in consultation with the sector. Key areas include: clarity and cohesion, people, boardroom process, and integrity and accountability. Organisations can work towards a 'quality mark' in governance, supported by an extensive range of tools, resources and direct assistance. We currently have 15 regional sports trusts (RSTs) and national sport organisations (NSOs) beginning this journey.

ONLINE LEARNING MANAGEMENT SYSTEM

Implemented in December 2015, SportTutor is an affordable and accessible online learning tool that continues to grow as more sector organisations come on board and further content is added. Initial free content includes governance training for current and prospective Board members and health and safety training for all paid and volunteer workers. Future training will include qualifications in Health and Safety Practice (NZQA Level 4) and Project Management (NZQA Level 3-4).

MULTI-PARTNER COMMERCIAL SUCCESS

We manage and facilitate a growing number of collective and sector-wide projects that benefit a number of partners and, in certain cases, the wider sport and recreation sector. Examples of these multi-partner arrangements include:

- insurance for national and regional sports organisations (including clubs) through Aon Insurance, with savings of 15-40 percent
- a multi-sport media partnership with NZME that is delivering extensive free digital sport content and decreasing production costs for live event streaming for eight sports

- an extension to the number of sports Air NZ supports directly with discount fares, excess baggage and travel management from six to 15
- a media monitoring service provided by iSentia and Fuseworks used by 12 NSOs
- a photographic services agreement with Getty Images.

MAJOR EVENTS PLANNING

Our events team has a lead role in long-term planning for major and mega events and coordinating government actions for New Zealand-based events. During 2015/16 New Zealand successfully delivered, with significant backing from Sport NZ, the UCI Track Cycling World Cup, Commonwealth Games Federation General Assembly, Ultimate Waterman, Winter Games NZ, NZ Golf Open and Crankworx (international mountain biking event).

New Zealand also secured the rights to co-host (with Australia) the Rugby League World Cup 2017 and host both the 2016 ISAF Youth World Sailing Championships and 2017 Asia Pacific Amateur Golf Championships.

LEVERAGE AND LEGACY OF MAJOR EVENTS

Part of our role in major events is to work with other organisations to maximise the benefits from events for New Zealand. For example, in the lead up to ICC Cricket World Cup 2015 the Government invested \$700,000 (together with additional funding from New Zealand Cricket) to develop and launch the Cricket Smart curriculum-based schools programme, in which 1,400 schools participated. An updated version was launched by New Zealand Cricket in February 2016.

The legacy of our hosting of the FIFA U20 World Cup 2015 includes a 13.4 percent growth in junior and youth football players, 10,500 new College Futsal participants, delivery of FIFA-supported training programmes for children, youth coaches and referees, and the launch of a strategic approach to embracing ethnic diversity to grow football in the right way for New Zealand.

ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS

To improve organisational effectiveness, in 2015/16 we restructured and strengthened our Public Affairs team

and initiated a review of our Commercial and Capability team, to be completed in 2016/17.

Systems were put in place to track organisational development and ensure consistency of personal development plans and objectives. In recognition of the many leadership roles required from us, a leadership and communications training programme was also put in place for all managers. This is now being implemented for all staff.

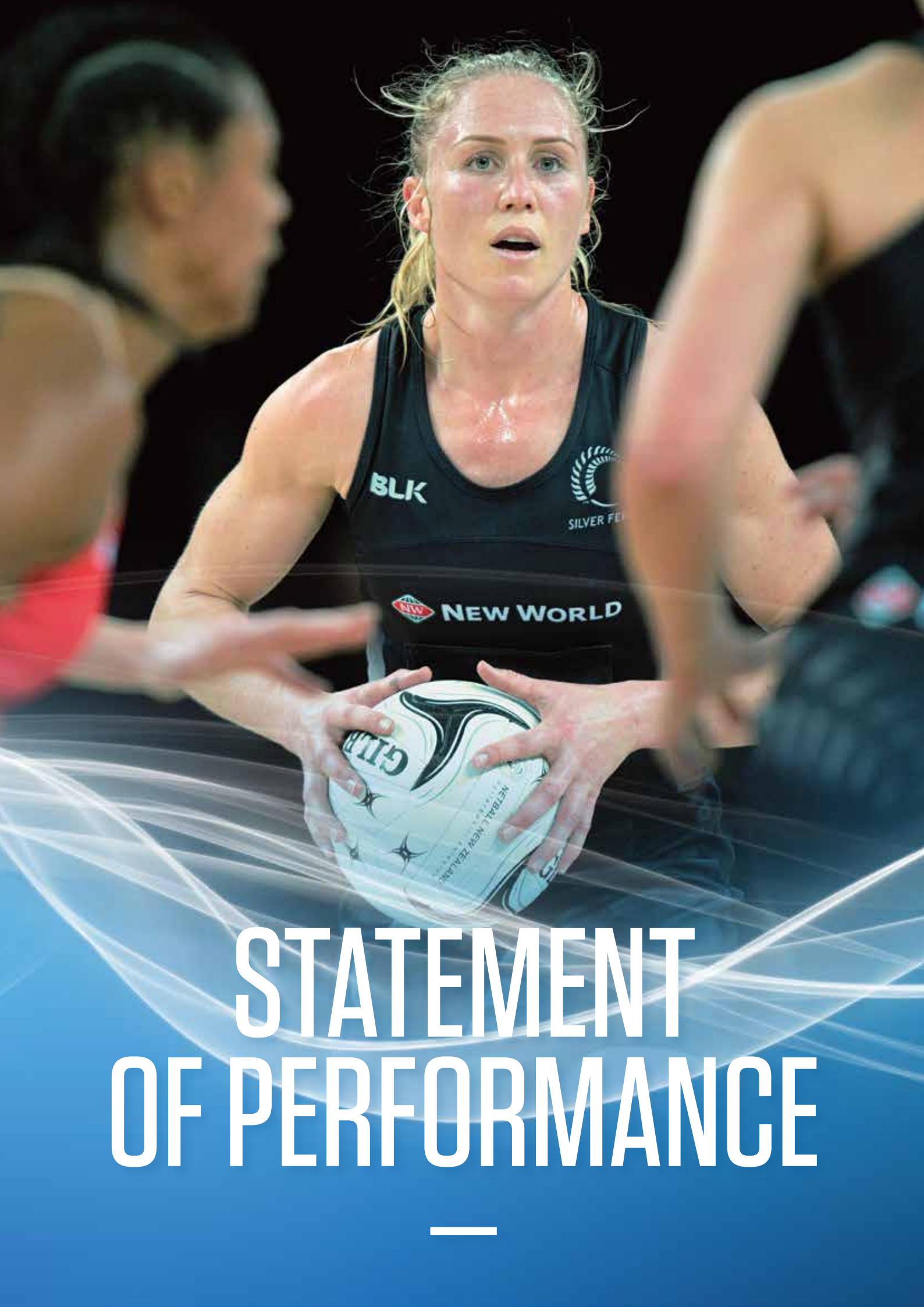
It was also timely, in the first full year of our Group Strategic Plan, to review our performance to assess how well placed we are to deliver this plan and what capabilities we may need in the future. We therefore carried out a self-review of our performance and functioning using the Performance Improvement Framework provided by the State Services Commission. We are consulting the Minister for Sport and Recreation before finalising the recommendations.

STRONGER PARTNERSHIPS ACROSS GOVERNMENT

Part of our system connectivity priority is to build and strengthen strategic relationships. During 2015/16 we formalised relationships with the Accident Compensation Corporation (ACC) and the Ministry of Health.

Sport NZ and the Ministry of Health aim to build on their relationship and together will drive action on shared priorities to deliver increased physical activity levels, and improved sport and health outcomes for all New Zealanders. Both Sport NZ and ACC have common interests of enhancing the lives of New Zealanders, getting more New Zealanders participating in sport on a sustainable basis, and working together to contribute to wider government priorities.

Stronger and more strategic engagement has also been progressed with the Department of Internal Affairs, the Ministry of Education, Te Papa Tongarewa and the NZ Racing Board. We also continue to work closely with our monitoring department, the Ministry for Culture and Heritage, together with Audit NZ, to keep improving our performance systems and control.



STATEMENT OF PERFORMANCE

STATEMENT OF RESPONSIBILITY


We are responsible for the preparation of Sport and Recreation New Zealand's financial statements and statement of performance and for the judgements made in them.

We are responsible for any end-of-year performance information for Sport and Recreation New Zealand under section 19A of the Public Finance Act 1989.

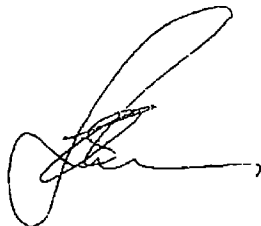
We have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of Sport and Recreation New Zealand for the year ended 30 June 2016.

On behalf of the Sport New Zealand Board.



SIR PAUL COLLINS
CHAIR SPORT NZ AND HPSNZ
31 OCTOBER 2016



BILL BIRNIE
SPORT NZ AND HPSNZ BOARD MEMBER
31 OCTOBER 2016

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT

To the readers of Sport New Zealand Group's financial statements and performance information for the year ended 30 June 2016

The Auditor-General is the auditor of the Sport New Zealand Group (the Group). The Auditor-General has appointed me, Chrissie Murray, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information of the Group consisting of Sport New Zealand and its subsidiary, High Performance Sport New Zealand Limited, on her behalf.

Opinion on the financial statements and the performance information

We have audited:

- the financial statements of the Group on pages 68 to 94, that comprise the statement of financial position as at 30 June 2016, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Group, that comprises the reporting against strategic outcomes in pages 28 to 34, 44 and 46-47 and the Statement of Performance on pages 56 to 63.

In our opinion:

- the financial statements of the Group:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2016; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Standards.
- the performance information:
 - presents fairly, in all material respects, the Group's performance for the year ended 30 June 2016, including:
 - for each class of reportable outputs:
 - its standards of performance achieved as compared with forecasts included in the statement of performance expectations for the financial year;
 - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year;
 - what has been achieved with the appropriations; and
 - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure.
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 31 October 2016. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Board and our responsibilities, and explain our independence.

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements and the performance information are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the financial statements and the performance information. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements and the performance information. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements and the performance information, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the preparation of the Group's financial statements and performance information in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Board;
- the appropriateness of the reported performance information within the Group's framework for reporting performance;
- the adequacy of the disclosures in the financial statements and the performance information; and
- the overall presentation of the financial statements and the performance information.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and the performance information. Also, we did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

We believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Board

The Board is responsible for preparing financial statements and performance information that:

- comply with generally accepted accounting practice in New Zealand;
- present fairly the Group's financial position, financial performance and cash flows; and
- present fairly the Group's performance.

The Board's responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

The Board is responsible for such internal control as it determines is necessary to enable the preparation of financial statements and performance information that are free from material misstatement, whether due to fraud or error. The Board is also responsible for the publication of the financial statements and the performance information, whether in printed or electronic form.

Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements and the performance information and reporting that opinion to you based on our audit. Our responsibility arises from the Public Audit Act 2001.

Independence

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than the audit, we have no relationship with or interests in the Group.



Chrissie Murray
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand



STATEMENT OF PERFORMANCE

OUTPUT CLASS 1: SPORT AND RECREATION PROGRAMMES

To increase participation in sport and recreation, we provide investment, technical expertise, knowledge and information, and technical advice to partner organisations and key stakeholders.

SECTOR INVESTMENT AND INVESTMENT MANAGEMENT:

Sport New Zealand (Sport NZ) invests in national sport organisations (NSOs) and national recreation organisations (NROs), regional sports trusts (RSTs), territorial authorities (TAs), iwi organisations and other organisations to achieve strategic outcomes.



Community Sport investment in 2015/16 provided interim funding, while new investment proposals were developed and considered that aligned to the Community Sport Strategy launched in March 2015. The interim measure below applied to 2015/16 only, prior to the new investment regime coming into effect. From 2016/17 onwards, investments require partners to demonstrate alignment with the Community Sport Strategy 2015-2020 and to provide a clear value proposition in accordance with new Community Sport Investment Principles and Guidelines. Corresponding return on investment metrics have been developed for 2016/17 reporting.



STATEMENT OF PERFORMANCE
Output class 1

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|---|--|--|---|
| Investment to achieve community sport and recreation outcomes | Annual Sport NZ investment indicates a return through the majority of partners producing participation increases | Return on investment: | Achieved: 73% (8/11) of competitive sport targeted partners sustained or produced an average increase in participation of 4.4% ⁸ for an investment of \$6.281 million |
| | | Percentage of competitive sport targeted ⁶ partners sustaining or producing increases in participation by children and adults/volunteers | |
| | | Sector investment decisions for 2016/17 and beyond (December 2016) are made on the basis of a contestable process whereby partners have demonstrated alignment with the 2015-20 Community Sport Strategy and there exists a clear value proposition in accordance with Community Sport Investment Principles and Guidelines – 70% ⁷ of 2016/17 investment decisions are aligned | Achieved: 75% ⁹ of 2016/17 investment decisions are aligned to Community Sport Strategy |
| | | Priority partners across School-aged Children and Local Delivery initiatives are identified and contracted and baselines for evaluating impact determined – across 70% of allocated spending | Partially achieved: priority partners identified and contracted across all allocated spend Evaluation arrangements, including baselines for Local Delivery will be determined once the Local Delivery Approach has been finalised in 2016/17 |
| Investment to achieve capability outcomes | Sport NZ invests in NSOs, NROs and RSTs to achieve capability outcomes (for example, community sport, governance, leadership, commercialisation, people management, IT, finance) | Capability investment decisions are consistent with priority partners and their ability to achieve Community Sport and High Performance outcomes – 90% of investment aligned to agreed Partner Plans | Partially achieved: 100% of investment aligned to achieve capability outcomes (commercial, planning, performance, governance, human resources, leadership and technology). Some partner plans are in development |
| Investment to achieve event and facility outcomes | Sport NZ invests in NSOs to achieve event and facility outcomes | Event and facility investments are aligned to the National Events Strategy and National Facilities Framework – 90% alignment | Achieved: all investment directed to strategic initiatives |

⁶ Targeted Sports in 2015/16 are football, rugby, cricket, netball, hockey, gymnsports, rugby league, bowls, tennis, athletics and golf.

⁷ This % assumes that some investments may require a longer transition period to align completely with the 2015-20 Community Sport Strategy – taking a risk management approach.

⁸ 4.4% increase across all age groups equates to 37,492 more people participating.

⁹ There are areas under review, for example, He Oranga Poutama.

TECHNICAL ADVICE AND RESOURCES:

The speed of change in the sport sector has increased greatly. Sport NZ drove significant change through the sector, including a new Community Sport contestable investment process, related contractual arrangements and a range of guidance and advice on new tactical approaches.

The new investment process was communicated in advance to sector partners and a partner working group was consulted on various stages of the design of the investment application and accompanying processes. Recognising that there were challenges during the investment process, such as guidance and advice being developed concurrently, Sport NZ will undertake an independent review in 2016/17, of the new contestable investment process to identify improvements for the future.

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|---|--|---|---|
| Technical advice for community sport | Sport NZ provides expert advice, guidance and assistance to NSOs and RSTs to design community sport plans, programmes and delivery systems to grow and sustain participation | At least 85% partner organisation satisfaction (priority partners) with the quality of community sport consultancy 2013/14: 68% 2014/15: 70% | Not achieved: 69% ¹⁰ of partners rated the quality of the consultancy and technical advice as excellent or good |
| | | The following published guidance/advice will be delivered in support of the new Community Sport Strategy: <ul style="list-style-type: none"> • Life Stage Segmentation • Approach • Young People Plan • Physical Literacy • Framework • Local Delivery System Mode • Talent Plan The Physical Literacy Framework and Talent Strategy, once implemented, will become cornerstones for improvement within the sector | Achieved guidance and advice published or released to sector by other means, including workshops and conference presentations |
| Technical advice for capability development | Sport NZ provides expert advice, guidance and assistance to NSOs and RSTs to improve organisational capability | At least 85% partner organisation satisfaction (priority partners) with the quality of capability consultancy 2013/14: 89% 2014/15: 81% | Not achieved: 75% ¹¹ |
| Technical advice for facilities | Sport NZ provides expert advice, guidance and assistance to NSOs, RSTs and TAs to improve the development and management of facilities | At least 80% partner organisation satisfaction (priority partners) with the quality of facilities consultancy 2013/14: 79% 2014/15: 84% | Achieved: 80% ¹² |
| Technical advice for event management | Sport NZ provides expert advice, guidance and assistance to NSOs, RSTs and TAs to improve the development and delivery of events | At least 80% partner satisfaction (priority NSOs, RSTs and TAs) with the quality of events consultancy 2013/14: 79% 2014/15: 83% | Achieved: 83% |

¹⁰ Result impacted by some partner perceptions of a poor investment process and a planning gap between Community Sport Strategy and implementation.

¹¹ Some sector partners identified an increased demand for support, which was unmet. Source: Sport NZ Group Partner Confidence Survey 2016.

¹² This includes Community Sport facilities advice and support.

POLICY ADVICE:

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|---------------|---|--|--|
| Policy Advice | Sport NZ provides high-quality policy advice to the Minister for Sport and Recreation | The Office of the Minister for Sport and Recreation is satisfied with Ministerial servicing 2013/14: Achieved 2014/15: Achieved At least 95% of briefings and correspondence provided to the Minister for Sport and Recreation in the agreed timeframes 2013/14: 97% 2014/15: 97% | The Office of the Minister for Sport and Recreation is satisfied with Ministerial servicing: 2015/16: Achieved Achieved: 98% |
| | | Strategic relationships are developed and/or strengthened with evidence such as a memorandum of understanding (MoU) or implementation of an engagement plan | Achieved: <ul style="list-style-type: none"> A new strategic cross-government engagement plan to agree shared outcomes/results was approved by the Board in May and has been implemented Agreed an MoU with the Ministry of Health to progress initiatives on young people's physical activity and other initiatives, once identified in June 2016 |

KNOWLEDGE AND INFORMATION:

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|---------------------------|--|--|---|
| Knowledge and information | Sport NZ develops and disseminates knowledge and information to facilitate sharing good practice | At least 85% of partner satisfaction (priority NSOs, RSTs and TAs) with information sharing by Sport NZ 2013/14: 95% 2014/15: 93% | Not achieved: 84% of partners rated the quality of information sharing as excellent or good ¹³ |
| | Community Sport Insights Programme disseminates customer insights at a national, local and community level and supports the improved maturity of 'insights programmes' across the sector | The following published guidance/advice will be developed in support of the new Community Sport Strategy: <ul style="list-style-type: none"> Life Stage Segmentation Approach Insight Maturity Model | Achieved: This guidance and advice was released across the sector and widely publicised through national conferences and local forums |

¹³ Some sector partners indicated that information flows about the changes needed to implement the Community Sport Strategy were not well coordinated, resulting in information overload plus lack of information. Source: Sport NZ Group Partner Confidence Survey 2016.

COST OF SERVICE BY OUTPUT CLASS: SPORT AND RECREATION PROGRAMMES

FOR THE YEAR ENDED 30 JUNE 2016

| ACTUAL RESTATED \$000 2015 | | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------------------|--|-------------------------|-------------------------|
| 21,151 | Crown funding | 19,151 | 19,151 |
| 39,878 | Other operating revenue | 39,702 | 39,555 |
| 61,029 | Total Revenue | 58,853 | 58,706 |
| | Less expenses | | |
| 47,107 | - Sector investment and consulting | 47,267 | 50,267 |
| 2,000 | - Infrastructure investment | - | - |
| 3,252 | - Programme management | 2,989 | 3,705 |
| 11,404 | - Technical advice and resources | 12,025 | 12,495 |
| 1,336 | - Policy advice | 1,634 | 1,253 |
| 1,619 | - Knowledge and information | 1,432 | 1,929 |
| 66,718 | Total Expenses | 65,347 | 69,649 |
| (5,689) | Net Operating Surplus/(Deficit) | (6,494) | (10,943) |

WORLD CUPS OFFICE

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------|--|-------------------------|-------------------------|
| 3,355 | Crown funding | - | - |
| 420 | Other operating revenue | - | - |
| 3,775 | Total Revenue | - | - |
| | Less expenses | | |
| 8,297 | - Sector investment and consulting | - | - |
| 1,264 | - World Cups Office | 205 | 134 |
| 9,561 | Total Expenses | 205 | 134 |
| (5,786) | Net Operating Surplus/(Deficit) | (205) | (134) |

OUTPUT CLASS 2: HIGH PERFORMANCE SPORT**SECTOR INVESTMENT AND MANAGEMENT:**

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|--|--|--|-----------------|
| Investment to support NSO high performance initiatives | Government invests in high performance sport, on the recommendation of HPSNZ, to achieve high performance outcomes | At least 85% of total high performance funding will be invested in high performance programmes and initiatives ¹⁴ 2013/14: 92% 2014/15: 92% | Achieved: 92% |

TECHNICAL ADVICE AND RESOURCES:

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|---|--|---|--|
| Technical advice for high performance expertise | HPSNZ provides expert advice, guidance and assistance to national sport organisations to improve the delivery of their high performance programmes athlete development | At least 85% partner satisfaction with quality of consultancy provided ¹⁵ 2013/14: 100% ¹⁶ 2014/15: 94% | Achieved: 96% of partners rated the quality of advice as excellent or good |

ATHLETE SERVICES:

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|---|--|---|---|
| High performance athlete support services ¹⁷ | HPSNZ directly supports athletes through the allocation of grants and the provision of specialist services ¹⁸ | At least 85% of coaches and athletes say that HPSNZ's support and training environment positively impacts performance ¹⁸ 2013/14: 93% athletes 2013/14: 86% coaches 2014/15: 90% athletes 2014/15: 93% coaches | Achieved: 91% athletes Achieved: 94% coaches ¹⁸ |
| | | Performance Enhancement Grants (PEGs) allocated to at least 200 high performance athletes | Achieved: 251 PEGs allocated |
| | | 400 athletes receive funding and/or access to services through the high performance system | Achieved: 559 athletes received funding and/or access to services |

¹⁴ Programmes and initiatives include: Investment to targeted sports, Performance Enhancement Grants, Technology and Innovation, High Performance Events and direct costs associated with the provision of technical advice, resources and athlete services to targeted sports/athletes/coaches.

¹⁵ Supported NSOs.

¹⁶ This result includes an 'adequate' rating as well as 'excellent' and 'good'.

¹⁷ For example, exercise physiology, biomechanics, strength and conditioning, nutrition, physiotherapy, massage, planning, athlete life, and medical services.

¹⁸ This result is from responses to the question: "The support to athletes provided quality information for me to make informed performance decisions".

COST OF SERVICE BY OUTPUT CLASS: HIGH PERFORMANCE SPORT

FOR THE YEAR ENDED 30 JUNE 2016

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------|--|-------------------------|-------------------------|
| 58,192 | Crown funding | 58,192 | 58,192 |
| 5,969 | Other operating revenue | 7,675 | 7,367 |
| 64,161 | Total Revenue | 65,867 | 65,559 |
| | Less expenses | | |
| 40,410 | - Sector investment and consulting | 41,120 | 41,579 |
| 1,692 | - Programme management | 1,909 | 1,795 |
| 6,387 | - Technical advice and resources | 6,502 | 7,201 |
| 13,568 | - HP athlete services | 14,439 | 15,010 |
| 62,057 | Total Expenses | 63,970 | 65,585 |
| 2,104 | Net Operating Surplus/(Deficit) | 1,897 | (26) |

INFRASTRUCTURE INVESTMENT

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------|--|-------------------------|-------------------------|
| - | Crown funding | - | - |
| - | Total Revenue | - | - |
| | Less expenses | | |
| 2,152 | - Infrastructure expenditure | 1657 | 7,784 |
| 2,152 | Total Expenses | 1657 | 7,784 |
| (2,152) | Net Operating Surplus/(Deficit) | (1657) | (7,784) |

OUTPUT CLASS 3: PRIME MINISTER'S SPORT SCHOLARSHIPS

The Prime Minister's Sport Scholarships are intended to increase participation and achievement in sport and physical recreation by enabling talented New Zealanders to pursue tertiary study or particular skills development and elite-level sport development concurrently. The particular skills are those that contribute to the quality of New Zealand's sport performance at the elite level.

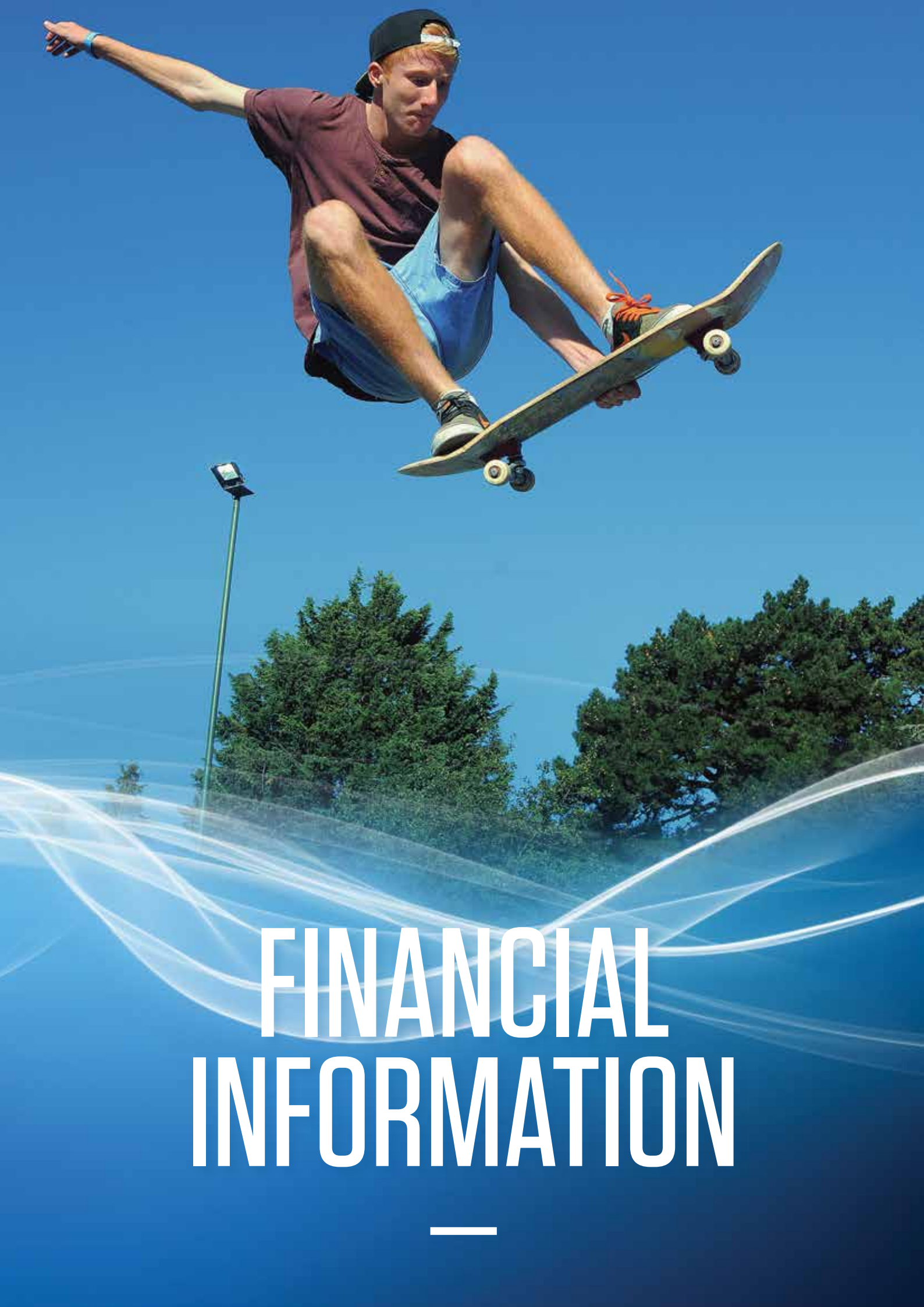
SECTOR INVESTMENT:

| KEY ACTIVITY | KEY OUTPUT | KEY INDICATOR | 2015/16 RESULTS |
|--------------|--|--|--|
| Investment | HPSNZ invests in the development of high performance athletes, coaches, officials and support personnel through the allocation of Prime Minister's Sport Scholarships as administered independently and recommended by HPSNZ | Administration costs are less than 4% of the total funding 2013/14: 3.8% 2014/15: 3.6% | Achieved: 3.6% |
| | | At least 300 athlete scholarships are awarded 2013/14: 375 athlete scholarships 2014/15: 371 athlete scholarships | Achieved: 394 athlete scholarships |
| | | At least 100 coach, official and support team scholarships are awarded 2013/14: 203 coach, officials, support team scholarships 2014/15: 223 coach, officials, support team scholarships | Achieved: 197 coach, official or support team scholarships |

COST OF SERVICE BY OUTPUT CLASS: PRIME MINISTER'S SPORT SCHOLARSHIPS

FOR THE YEAR ENDED 30 JUNE 2016

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------|--|-------------------------|-------------------------|
| 4,250 | Crown funding | 4,250 | 4,250 |
| 4,250 | Total Revenue | 4,250 | 4,250 |
| 3,696 | Less expenses | 4,883 | 4,250 |
| 152 | - Sector investment | 154 | 173 |
| | - Programme management | | |
| 3,848 | Total Expenses | 5,037 | 4,423 |
| 402 | Net Operating Surplus/(Deficit) | (787) | (173) |



FINANCIAL INFORMATION

FINANCIAL INFORMATION

FINANCIAL OVERVIEW

The financial information presented within this Annual Report is for the Sport New Zealand Group, comprising Sport New Zealand (Sport NZ) and its wholly-owned subsidiary High Performance Sport NZ (HPSNZ).

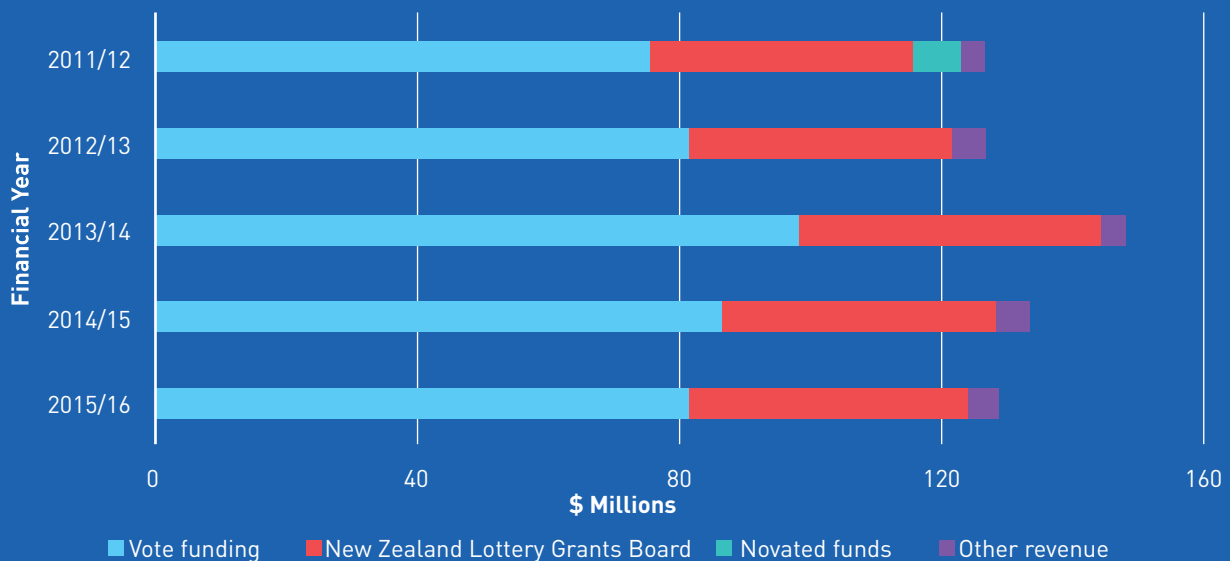


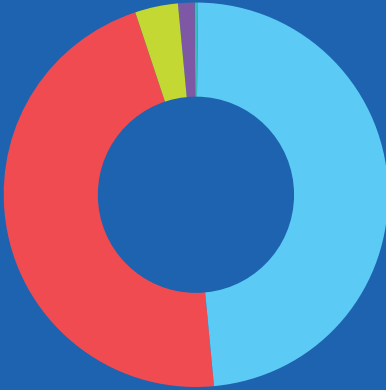
Chart One: Analysis of Revenue from 2011/12 to 2015/16

Funding for 2015/16 is down from its peak in 2013/14 of \$152 million – a year that saw one-off Crown funding of \$10 million to invest in high performance sport infrastructure and \$7 million to support the ICC Cricket World Cup and FIFA U20 World Cup leverage and legacy programmes.

In 2014/15 the Group received one-off increases in Crown funding of \$5.355 million, including \$2 million for the development of the Hagley Pavilion and \$3.355 million for further investment into Cricket World Cup leverage and legacy programmes.

Funding from the New Zealand Lottery Grants Board (LGB) is based on the net profits received from Lotto NZ and is therefore highly variable.

Chart Two:
Breakdown of 2015/16
Expenditure Allocation



High Performance Sport
47% \$63.969m

Sport and Recreation Programmes
48% \$65.347m

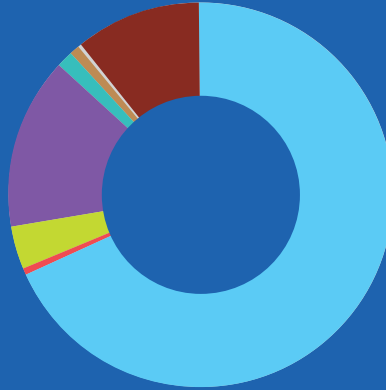
World Cups Office
0.2% \$0.205m

High Performance Infrastructure
1.2% \$1.657m

Prime Minister's Sport Scholarships
3.7% \$5.037m

Chart Two shows how Group
expenditure was allocated across
outputs.

Chart Three:
Analysis of 2015/16 Expenditure
(including overhead costs)



Knowledge and Information
1.1% \$1.432m

Policy Advice
1.2% \$1.634m

Technical Advice and Resources
13.6% \$18.526m

Programme Management
3.7% \$5.052m

World Cups Office
0.2% \$0.205m

HP Athlete Services
10.6% \$14.439m

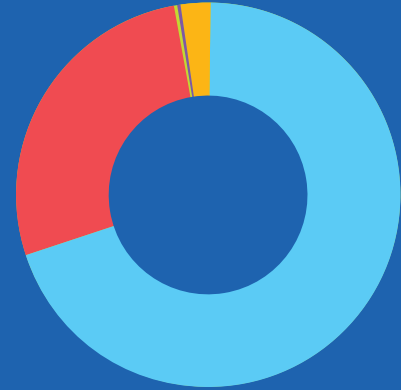
Sector Investment and Consultancy
68.5% \$93.270m

HP Infrastructure
1.2% \$1.657m

Chart Three shows that in 2015/16,
\$107.914 million of expenditure
was directly invested into the sport
and recreation sector (eg, national
governing bodies of national sport
and recreation organisations and
to regional sports trusts). This was
down \$8.428 million on 2014/15.

This year's direct investment
comprised sector and consultancy
investment (\$92.860 million),
the provision of high performance
athlete services (\$14.439 million)
and the World Cups Office (\$0.205
million).

Chart Four:
Analysis of 2015/16 Sector
Expenditure (by partner)



Iwi-based Organisations
0.5% \$0.680m

Local Authorities
0.5% \$0.480m

Regional Sports Trusts
27.1% \$25.519m

National Governing Bodies
68.5% \$64.44m

Other
3.1% \$2.922m

Chart Four shows how the 68.2
percent of expenditure on sector
investment and consultancy has
been distributed between the
Group's partner organisations.
The primary channel for sector
investment for both high
performance and community
sport is through National Governing
Bodies and RSTs that received 96.2
percent of the investment.
A summary of the Group's sector
investments can be found in
Appendix 1.

FINANCIAL SUMMARY

For the year ended 30 June 2016

| ACTUAL RESTATED 2015 \$000 | | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------------------|--|-------------------------|-------------------------|
| Assets | | | |
| CURRENT ASSETS | | | |
| 133,215 | Operating revenue | 128,970 | 128,515 |
| 102,719 | Total investments | 94,032 | 103,379 |
| 41,659 | Operating expenditure | 42,184 | 44,196 |
| (11,163) | Net Operating Surplus/(Deficit) | (7,246) | (19,060) |
| 44,522 | Assets | 37,431 | 22,583 |
| 7,901 | Liabilities | 8,056 | 8,044 |
| 36,621 | Public Equity | 29,375 | 14,539 |

This financial information is to be read in conjunction with the accounting policies and notes to the financial statements.

Total investments for 2015/16 were \$9.347 million lower than budgeted, owing mainly to delays in progressing high performance infrastructure investment projects (\$6.260 million).

Reserves of \$22 million at year end are committed against 2016/17 initiatives and are forecast to be reduced significantly over 2016/17 and 2017/18.

| | |
|------------------------------|------------------|
| • Infrastructure programme | \$10.488 million |
| • 2016 Rio Olympics campaign | \$0.865 million |
| • Tokyo Olympiad | \$6.055 million |
| • PM Scholarships | \$1.850 million |
| • Philanthropy strategy | \$0.500 million |
| • World Cups Office | \$0.727 million |
| • Community Sport investment | \$1.614 million |

New Zealand Lotteries Grant Board 2015 revenue has been restated – refer note 2.

FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

For the year ended 30 June 2016

| ACTUAL RESTATE 2015 \$000 | | Notes | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|------------------------------------|--|----------|-------------------------|-------------------------|
| Revenue | | | | |
| 86,948 | Crown Funding | | 81,593 | 81,593 |
| 41,783 | New Zealand Lottery Grants Board | | 42,823 | 42,103 |
| 1,940 | Interest revenue | | 912 | 1,642 |
| 2,544 | Sundry revenue | | 3,642 | 3,177 |
| 133,215 | Total revenue | 2 | 128,970 | 128,515 |
| Sector Investments | | | | |
| 859 | Investment consulting | | 1,221 | 392 |
| 98,840 | Partner investments | | 92,149 | 96,052 |
| 3,020 | Infrastructure investment | | 675 | 6,935 |
| 102,719 | Total sector investments | 3 | 94,045 | 103,379 |
| Operating Expenditure | | | | |
| 216 | Board members remuneration | 21 | 218 | 228 |
| 22,085 | Personnel costs | 4 | 22,009 | 23,310 |
| 8,060 | Professional and technical services | 5 | 7,271 | 7,282 |
| 1,844 | Leased property | | 2,143 | 2,122 |
| 2,478 | Depreciation and amortisation | 9,10 | 2,425 | 2,382 |
| 6,976 | Other operating costs | | 8,105 | 8,872 |
| 41,659 | Total operating expenditure | | 42,171 | 44,196 |
| 144,378 | Total expenditure | | 136,216 | 147,575 |
| (11,163) | Deficit | | (7,246) | (19,060) |
| - | Other comprehensive revenue and expense | | - | - |
| (11,163) | Total comprehensive revenue and expense | | (7,246) | (19,060) |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements. Explanations of major variances against budget are provided in note 25.

New Zealand Lotteries Grant Board 2015 revenue has been restated - refer note 2.

STATEMENT OF FINANCIAL POSITION

As at 30 June 2016

| ACTUAL RESTATED 2015 \$000 | | Notes | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------------------|--------------------------------------|-------|-------------------------|-------------------------|
| Assets | | | | |
| CURRENT ASSETS | | | | |
| 3,585 | Cash and cash equivalents | 6 | 17,058 | 631 |
| 10,385 | Trade and other receivables | 7 | 15,211 | 12,152 |
| 243 | Prepayments | | 403 | 80 |
| 39 | Inventories | | 33 | 75 |
| 24,500 | Investments | 8 | - | 5,165 |
| 38,752 | Total current assets | | 32,705 | 18,103 |
| NON-CURRENT ASSETS | | | | |
| 4,527 | Property, plant and equipment | 9 | 3,587 | 3,306 |
| 1,025 | Intangible assets | 10 | 1,028 | 939 |
| 218 | Loans | 11 | 111 | 235 |
| 5,770 | Total non-current assets | | 4,726 | 4,480 |
| 44,522 | Total Assets | | 37,431 | 22,583 |
| Liabilities | | | | |
| CURRENT LIABILITIES | | | | |
| 5,332 | Trade and other payables | 12 | 5,376 | 6,185 |
| 631 | Revenue received in advance | 13 | 668 | 413 |
| 1,551 | Employee entitlements | 14 | 1,693 | 1,446 |
| 294 | Provisions | 15 | 105 | - |
| 7,808 | Total current liabilities | | 7,842 | 8,044 |
| NON-CURRENT LIABILITIES | | | | |
| 93 | Provisions | 15 | 214 | - |
| 93 | Total non-current liabilities | | 214 | - |
| 7,901 | Total Liabilities | | 8,056 | 8,044 |
| 36,621 | Net Assets | | 29,375 | 14,539 |
| 36,621 | Total Public Equity | | 29,375 | 14,539 |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements. Explanations of major variances against budget are provided in note 25.

Trade and other receivables for 2015 has been restated – refer note 2.

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2016

| ACTUAL RESTATED 2015 \$000 | | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|-------------------------------------|------------------------------|-------------------------|-------------------------|
| 47,784 | Opening Public Equity | 36,621 | 33,599 |
| (11,163) | Total comprehensive income | (7,246) | (19,060) |
| 36,621 | Closing Public Equity | 29,375 | 14,539 |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements. Explanations of major variances against budget are provided in note 25.

Total comprehensive income for 2015 has been restated – refer note 2.

STATEMENT OF CASH FLOWS

For the year ended 30 June 2016

| ACTUAL 2015 \$000 | | Notes | ACTUAL 2016 \$000 | BUDGET 2016 \$000 |
|---|--|-----------|-------------------------|-------------------------|
| Cash flows from operating activities | | | | |
| CASH INFLOWS | | | | |
| 86,948 | Receipts from Crown Funding | | 81,593 | 81,593 |
| 47,349 | - New Zealand Lottery Grants Board | | 37,529 | 41,226 |
| 3,124 | - Sundry revenue | | 4,067 | 3,220 |
| 1,952 | Interest received | | 1,051 | 1,912 |
| (1,972) | Goods and Services Tax (net) | | 227 | - |
| 137,401 | Total cash inflows | | 124,467 | 127,951 |
| CASH OUTFLOWS | | | | |
| | Payments to suppliers | | | |
| 100,246 | - Sector investment | | 93,818 | 107,023 |
| 17,377 | Other payments | | 18,449 | 14,895 |
| 117,623 | Total payments to suppliers | | 112,267 | 121,918 |
| 21,481 | Payments to employees | | 21,906 | 22,766 |
| 139,104 | Total cash outflows | | 134,173 | 144,684 |
| (1,703) | Net cash outflows from operating activities | 19 | (9,706) | (16,734) |
| Cash flows from investing activities | | | | |
| CASH INFLOWS | | | | |
| 3 | Disposal of fixed assets | | 5 | - |
| 25 | Loan repayments | 11 | - | 25 |
| - | Investments maturing | 8 | 24,500 | 19,000 |
| 28 | Total cash inflows | | 24,505 | 19,025 |
| CASH OUTFLOWS | | | | |
| 1,973 | Purchase of property, plant and equipment | 9 | 885 | 1,623 |
| 774 | Purchase of intangible assets | 10 | 441 | 536 |
| 87 | Loan repayments | | - | - |
| 4,500 | Acquisitions of investments | 8 | - | - |
| 7,334 | Total cash outflows | | 1,326 | 2,159 |
| (7,306) | Net cash inflows/(outflows) from investing activities | | 23,179 | 16,866 |
| (9,009) | Net increase/(decrease) in cash held | | 13,473 | 132 |
| 12,594 | Opening cash balance as at 1 July | | 3,585 | 499 |
| 3,585 | Closing cash balance as at 30 June | | 17,058 | 631 |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements. Explanations of major variances against budget are provided in note 25.

The GST (net) component of operating activities reflects the GST paid and received with the Inland Revenue Department. The GST (net) component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

NOTES TO THE FINANCIAL STATEMENTS

1. STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 30 JUNE 2016

Reporting entity

These financial statements are for the Group for the year ended 30 June 2016 and were authorised for issue by the Board of Sport NZ on 31 October 2016. The Group comprises the parent entity, Sport and Recreation New Zealand (Sport NZ) and its wholly-owned subsidiary, High Performance Sport New Zealand Limited (HPSNZ).

Sport NZ is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled and operates in New Zealand. The relevant legislation governing Sport NZ's operations includes the Crown Entities Act 2004. Sport NZ's ultimate parent is the New Zealand Crown.

Sport NZ 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, which incorporate the functions of HPSNZ. A full list of functions is set out in the Appendix to this Annual Report. Sport NZ does not operate to make a financial return.

The Group is designated public benefit entities (PBE) for financial reporting purposes.

Basis of preparation

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period.

STATEMENT OF COMPLIANCE

The financial statements of the Group have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice 'NZ GAAP'.

The financial statements have been prepared in accordance with Tier 1 PBE accounting standards. These financial statements comply with PBE accounting standards.

MEASUREMENT BASE

The financial statements have been prepared on a historical cost basis.

PRESENTATION CURRENCY AND ROUNDING

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000).

STANDARDS ISSUED AND NOT YET EFFECTIVE AND NOT EARLY ADOPTED

In 2015 the External Reporting Board issued Disclosure Initiative (Amendments to PBE IPSAS 1), 2015 Omnibus Amendments to PBE Standards, and Amendments to PBE Standards and Authoritative Notice as a Consequence of XRB A1 and Other Amendments.

These amendments apply to PBEs with reporting periods beginning on or after 1 January 2016. The Group will apply these amendments in preparing its 30 June 2017 financial statements. The Group expects there will be no effect in applying these amendments.

Significant accounting policies

BASIS OF CONSOLIDATION

The consolidated financial statements are prepared by adding together like items of assets, liabilities, equity, income, and expenses on a line-by-line basis and eliminating all significant intragroup balances, transactions, income, and expenses upon consolidation.

GOODS AND SERVICES TAX (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis.

INCOME TAX

The Group is a public authority and consequently is exempt from the payment of income tax.

BUDGET FIGURES

The budget figures for the year ended 30 June 2016 are derived from the Statement of Performance Expectations 1 July 2015 – 30 June 2016 as approved by the Sport NZ Board on 24 June 2015.

The budget figures were prepared in accordance with NZ GAAP using accounting policies that are consistent with those adopted by the Board for the preparation of the financial statements.

COST ALLOCATION

Within the Statement of Performance, the cost of outputs has been determined through a combination of direct cost allocation and overhead allocation. Costs directly attributable to an output are allocated to that output. Overhead costs, that comprise expenditure related to the Executive, Corporate Services, Business Operations and Marketing and Communications, are allocated to outputs based on the proportion of full-time equivalent employees (FTEs) working within each output.

Critical accounting estimates and assumptions

In preparing these financial statements, the Group has made estimates and assumptions concerning the future expectations that may differ from actual subsequent events. These estimates and assumptions are based on historical experience and other factors, including reasonable expectations as to likely future events, and continual re-evaluating of expectations in the light of new information.

There were no critical accounting estimates or assumptions applied in preparing the financial statements considered to have involved significant enough risk as to requiring material adjustment to the carrying amounts of assets and liabilities in the next financial year.

Critical judgements in applying accounting policies

There were no critical judgements made in applying accounting policies in preparing the financial statements considered to have involved significant enough risk as to requiring material adjustment to the carrying amounts of assets and liabilities in the next financial year.

2. OPERATING REVENUE

For the year ended 30 June 2016

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|-------------------------------------|-------------------------|
| | Crown funding | |
| 24,506 | Sport and recreation programmes | 19,151 |
| 58,192 | High performance sport | 58,192 |
| 4,250 | Prime Minister's Sport Scholarships | 4,250 |
| 86,948 | Total crown funding | 81,593 |
| | Other revenue | |
| 41,783 | NZ Lottery Grants Board | 42,823 |
| 1,940 | Interest received | 912 |
| 2,544 | Sundry revenue | 3,642 |
| 133,215 | Total revenue | 128,970 |

Revenue recognition

Revenue is recognised based on the fair value of consideration received or receivable.

Crown funding

The Crown directly provides funding to the Group for the specific purpose and objectives of Sport NZ and its subsidiary, HPSNZ, as set out in the Sport NZ SPE and according to the scope of relevant government appropriations.

Revenue from the Crown is recognised as revenue when earned and is reported in the financial period relating to which it was appropriated.

Apart from the general restrictions, there are no unfulfilled conditions or contingencies attached to this funding.

New Zealand Lottery Grants Board (LGB)

Sport NZ receives annual Lotteries funding from LGB that in turn receives it from Lotto NZ, in accordance with section 279 of the Gambling Act 2003. The Group currently receives 20% of Lotto NZ net profits through this means. Revenue from LGB is recognised as revenue in the same year as the corresponding Lotto NZ net profits, based on formal advice received from LGB.

Use of these funds is also subject to the general restrictions that apply to the direct Crown funding.

During 2015/16 the Group changed its accounting policy for the treatment of wash-up payments from Lotto NZ. Previously, the proportion of LGB funding received in the subsequent financial year above the forecasted revenue was recognised in the year in which it was received. The Group has decided to recognise the payment in the period that the revenue is earned by Lotto NZ.

As a result the comparatives have been restated to reflect the change as shown in the tables below.

Statement of Comprehensive Revenue and Expenditure

| | | ACTUAL \$000 |
|--|------------------|------------------|
| Lottery Grants Board Revenue | | 43,494 |
| 2015 NZ Lottery Grants Board revenue previously reported | (2,151) | |
| 2013/14 period wash-up payment | 440 | |
| 2014/15 period wash-up payment | | (1,711) |
| 2015 NZ Lottery Grants Board revenue restated | | 41,783 |
| | REVENUE \$000 | DEFICIT \$000 |
| Revenue and deficit | | |
| 2015 Balance as previously reported | 134,926 | (9,452) |
| Restatement | (1,711) | (1,711) |
| 2015 balance as restated | 133,215 | (11,163) |

Statement of Financial Position

| | | ACTUAL \$000 |
|--|---------------|-----------------|
| Trade and other receivables | | |
| 2015 New Zealand Lotteries Grant Board receivable | | 7,925 |
| 2014/15 period wash-up payment | | 440 |
| 2015 New Zealand Lotteries Grant Board receivable (restated) | | 8,365 |
| 2015 Other trade and other receivables | | 2,020 |
| Balance (Restated) | | 10,385 |
| | 2014 \$000 | 2015 \$000 |
| Equity | | |
| Balance previously reported | 45,633 | 36,181 |
| Restatement | 2,151 | 440 |
| Equity | 47,784 | 36,621 |

Interest

Interest income is recognised using the effective interest method.

3. SECTOR INVESTMENT

Investment consulting

Costs associated with engaging consultants to provide professional advice directly to partner organisations are recognised in the Statement of Comprehensive Revenue and Expense as 'investment consulting' expense under 'sector investments'.

Partner investments and infrastructure investments

To meet its primary objectives, the Group provides funding to various organisations in the sport and recreation sector. This expenditure is recognised as an expense in the Statement of Comprehensive Revenue and Expense either as 'partner investments' or 'infrastructure investments' when contracted requirements are met and an obligation to distribute funds has arisen.

The Group must exercise judgement when recognising investment expenditure to determine if contracted requirements have been satisfied. This judgement will be based on the facts and circumstances that are evident for each contract.

Sector investments are also disclosed by appropriation and by organisation category.

| ACTUAL RESTATED 2015 \$000 | | ACTUAL 2016 \$000 |
|---|-------------------------------------|-------------------------|
| Sector investment by appropriation | | |
| 57,593 | Sport and recreation programmes | 48,042 |
| 41,430 | High performance sport | 41,120 |
| 3,696 | Prime Minister's Sport Scholarships | 4,883 |
| 102,719 | Total sector investment | 94,045 |
| Sector investment by organisation category | | |
| 69,180 | National governing bodies | 64,444 |
| 25,516 | Regional Sports Trusts | 25,519 |
| 1,352 | Local authorities | 480 |
| 680 | Iwi-based organisations | 680 |
| 5,991 | Other | 2,922 |
| 102,719 | Total sector investment | 94,045 |

A break down of investments made to individual sector organisations is contained in Appendix 1; however, the information contained within Appendix 1 has not been audited and as such does not form part of these financial statements.

Comparatives for sector investment by appropriations for Sport and recreation programmes and High performance sport have been restated to reclassify \$2 million from High performance sport to Sport and recreation programmes to aid comparability.

4. PERSONNEL COSTS

| ACTUAL 2015 \$000 | | % OF TOTAL REVENUE | ACTUAL 2016 \$000 |
|-------------------------|--|--------------------------|-------------------------|
| Salary and wages | | | |
| 9,806 | Sector support | 8% | 9,718 |
| 6,060 | Athlete services | 5% | 5,999 |
| 4,644 | Corporate and business operations | 4% | 5,043 |
| 20,510 | Total salaries and wages | | 20,760 |
| 652 | Other personnel costs | | 756 |
| 519 | Employer contributions to defined contribution schemes | | 535 |
| 404 | Increase/(decrease) in employee entitlements | | (42) |
| 22,085 | Total personnel costs | | 22,009 |

Salary and wages

The split in salary and wages represents the three high-level functional groupings across the Group.

Sector support represents the staff working directly to the sector to provide knowledge, advice and technical expertise.

Athlete services includes specialists who provide direct performance support to athletes in exercise physiology, psychology, strength and conditioning, nutrition, biomechanics, physiotherapy, massage, planning, athlete life, medical and specialist services.

The Corporate services and business operations costs relate to staff providing organisational infrastructure, advice and support.

Other personnel costs

Other personnel costs include recruitment and professional development costs.

Defined contribution schemes

The Group's obligations and contributions to KiwiSaver are recognised as an expense in the Statement of Comprehensive Revenue and Expense as incurred.

5. PROFESSIONAL AND TECHNICAL SERVICES

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|--|-------------------------|
| 1,870 | Sector support consultants | 1,484 |
| 1,912 | Athlete service contractors | 2,283 |
| 4,193 | Other professional and technical services | 3,417 |
| | Audit fees (Audit NZ) | |
| 85 | - for annual audit | 87 |
| 8,060 | Total professional and technical services | 7,271 |

Sector support consultants represent professional and technical services we engage to directly support the sector.

Athlete service contractors, along with Athlete service staff, represent a key part of the delivery for high performance athlete services. Athlete service contractors are attributed to national sport organisations as an investment, a break down of which is contained in Appendix 1. This Appendix is not audited and does not form part of the financial statements.

Other professional and technical services are specialist advice and services engaged by the Group not otherwise found in the organisation to assist with the delivery of the Group's work programmes and priorities. These services include information technology, research, legal, strategic advice, benchmarking and frameworks advice.

6. CASH AND CASH EQUIVALENTS

| ACTUAL 2015 \$000 | | CREDIT RATING | ACTUAL 2016 \$000 |
|-------------------------|--|------------------|-------------------------|
| 3,585 | Bank balances and cash held | AA- | 1,471 |
| | Short-term treasury investments (deposits < 90 days) | | |
| - | - ANZ bank | AA- | 5,000 |
| - | - Kiwibank | A+ | 5,000 |
| - | - Westpac | AA- | 5,587 |
| - | Total short-term treasury investments | | 15,587 |
| 3,585 | Total cash and cash equivalents | | 17,058 |

Cash and cash equivalents include cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

As at 30 June 2016, the weighted average interest rate on the above cash and cash equivalents was 2.11% (2014/15: 2.35%).

7. TRADE AND OTHER RECEIVABLES

| ACTUAL RESTATED 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------------------|--|-------------------------|
| 8,365 | New Zealand Lotteries Grant Board | 13,660 |
| 154 | Interest receivable | 15 |
| 434 | Other trade receivables | 331 |
| 1,432 | Goods and Services Tax | 1,205 |
| 10,385 | Total trade and other receivables | 15,211 |

All significant trade and other receivables are current. There has been no provision for the impairment of receivables (2014/15: \$nil).

All trade and other receivables are unrated.

8. TREASURY INVESTMENTS

| ACTUAL 2015 \$000 | | CREDIT RATING | ACTUAL 2016 \$000 |
|-------------------------|---|------------------|-------------------------|
| | Treasury investments (deposits > 90 days) | | |
| 5,000 | ANZ bank | AA- | - |
| 4,500 | ASB bank | AA- | - |
| 5,000 | Bank of New Zealand | AA- | - |
| 5,000 | Kiwibank | A+ | - |
| 5,000 | Westpac | AA- | - |
| 24,500 | Total treasury investments | | - |

Treasury investments in bank deposits are initially measured at fair value plus transaction costs.

After initial recognition, treasury investments in bank deposits are measured at amortised cost using the effective interest method less any provision for impairment.

There was no impairment provision for treasury investments of greater than 90 days at 30 June 2015 either.

As at 30 June 2015 the weighted average interest rate on treasury investments was 3.98%, with an average maturity of 103 days.

Treasury investments are financial assets forming part of financial instruments. Financial instrument risks are discussed more fully in note 23 to the financial statements.

9. PROPERTY, PLANT AND EQUIPMENT

| | Buildings \$000 | Leasehold Improvements \$000 | Plant and Equipment \$000 | Furniture and Fittings \$000 | Computer Equipment \$000 | Total \$000 |
|--|--------------------|------------------------------------|---------------------------------|---------------------------------------|--------------------------------|----------------|
| Cost | | | | | | |
| Balance at 1 July 2015 | 3,396 | 2,853 | 1,765 | 940 | 795 | 9,749 |
| Additions | - | 423 | 260 | 96 | 274 | 1,053 |
| Disposals | - | - | (44) | - | (43) | (87) |
| Balance at 30 June 2016 | 3,396 | 3,276 | 1,981 | 1,036 | 1,026 | 10,715 |
| Accumulated depreciation | | | | | | |
| Balance at 1 July 2015 | 2,546 | 1,192 | 777 | 450 | 257 | 5,222 |
| Depreciation expense | 850 | 142 | 326 | 152 | 247 | 1,987 |
| Eliminated on disposal | - | - | (42) | - | (39) | (81) |
| Balance at 30 June 2016 | 3,396 | 1,604 | 1,061 | 602 | 465 | 7,128 |
| Carrying amount at 30 June 2016 | - | 1,672 | 920 | 434 | 561 | 3,587 |
| Cost | | | | | | |
| Balance at 1 July 2014 | 3,396 | 1,934 | 1,509 | 723 | 231 | 7,793 |
| Additions | - | 919 | 256 | 233 | 565 | 1,973 |
| Disposals | - | - | - | (16) | (1) | (17) |
| Balance at 30 June 2015 | 3,396 | 2,853 | 1,765 | 940 | 795 | 9,749 |
| Accumulated depreciation | | | | | | |
| Balance at 1 July 2014 | 1,415 | 858 | 491 | 323 | 152 | 3,239 |
| Depreciation expense | 1,131 | 334 | 286 | 136 | 106 | 1,993 |
| Eliminated on disposal | - | - | - | (9) | (1) | (10) |
| Balance at 30 June 2015 | 2,546 | 1,192 | 777 | 450 | 257 | 5,222 |
| Carrying amount at 30 June 2015 | 850 | 1,661 | 988 | 490 | 538 | 4,527 |

With the exception of the Apollo Projects Centre, there are no restrictions over the title of the Group's property, plant and equipment nor any property, plant and equipment pledged as security for liabilities. No asset classes have assets in the course of construction.

Property, plant and equipment are shown at cost less any accumulated depreciation and impairment losses.

The Group does not hold any cash-generating assets. Assets are considered cash generating where their primary objective is to generate a commercial return.

Apollo Projects Centre

In accordance with the Canterbury Earthquake (Reserves Legislation) Order 2011, Sport NZ has been granted a 'warrant of occupation' for the site on which the Apollo Projects Centre building is located until 30 June 2021. In addition, a 'temporary accommodation approval' for the building has been granted to Sport NZ by the Christchurch City Council, expiring on 18 April 2018. Beyond this date a resource consent must be obtained, otherwise the 'warrant of occupation' will also deem to expire on the 18th April 2018.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment at rates that will write off the cost of the assets to their estimated residual values over their useful lives.

The depreciation rates and useful lives associated with major classes of assets have been estimated as follows:

| | | |
|------------------------------------|------------|----------|
| Buildings – Apollo Projects Centre | 3 years | (33%)* |
| Leasehold improvements | 2-10 years | (10-50%) |
| Plant and equipment | 2-10 years | (10-50%) |
| Furniture and fittings | 4-10 years | (10-25%) |
| Computer equipment | 2-5 years | (20-50%) |

*The Apollo Projects Centre building had been depreciated over three years to match the period of the initial 'warrant of occupation' and 'temporary accommodation approval' expiring on 18 April 2016. It was fully depreciated at the end of March 2016.

In April 2016 the Group received an extension to the 'temporary accommodation approval' to 18 April 2018 and 'warrant of occupation' to 30 June 2021. At this time the useful life of the building was reassessed but as it was fully depreciated there is no cost remaining to spread over its useful life.

It is expected that within the next twelve months the Apollo Projects Centre will be gifted to the Christchurch City Council.

Leasehold improvements are depreciated over the lesser of the unexpired period of the lease or the estimated remaining useful lives of the respective improvements.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

10. INTANGIBLE ASSETS

| Internally Generated 2015 \$000 | Acquired Software 2015 \$000 | Total 2015 \$000 | | Internally Generated 2016 \$000 | Acquired Software 2016 \$000 | Total 2016 \$000 |
|--|---------------------------------------|------------------------|-----------------------------------|--|---------------------------------------|------------------------|
| Cost | | | | | | |
| 1,662 | 2,069 | 3,731 | Opening balance at 1 July | 1,939 | 2,165 | 4,104 |
| 496 | 278 | 774 | Additions | 309 | 132 | 441 |
| (219) | (181) | (400) | Disposals | (111) | (154) | (265) |
| 1,939 | 2,166 | 4,105 | Closing balance at 30 June | 2,137 | 2,143 | 4,280 |
| Accumulated Amortisation | | | | | | |
| 1,230 | 1,764 | 2,994 | Opening balance at 1 July | 1,260 | 1,819 | 3,079 |
| 248 | 236 | 485 | Amortisation expense | 289 | 149 | 438 |
| (218) | (181) | (399) | Eliminated on disposal | (111) | (154) | (265) |
| 1,260 | 1,819 | 3,080 | Closing balance at 30 June | 1,438 | 1,814 | 3,252 |
| 679 | 347 | 1,025 | Carrying amount at 30 June | 699 | 329 | 1,028 |

There are no restrictions over the title of the Group's intangible assets, nor any intangible assets pledged as security for liabilities.

Computer software licences longer than 12 months are capitalised on the basis of the costs incurred to acquire and bring the specific software to availability for use.

Costs directly associated with the development of software for internal use by the Group are recognised as an intangible asset. Costs associated with the development and maintenance of the Group's websites are recognised as an expense when incurred.

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

| | | |
|-----------------------------|-----------|----------|
| Acquired computer software | 2-3 years | (33-50%) |
| Developed computer software | 3-5 years | (20-33%) |

11. LOANS

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|--|-------------------------|
| | Rowing New Zealand | |
| 1,300 | Loan drawn down | 1,300 |
| (871) | Fair value adjustment on initial recognition | (871) |
| (150) | Prior year loan repayment | (175) |
| 186 | Prior year fair value movement | (36) |
| 464 | Opening balance | 218 |
| (25) | Loan repayment | - |
| (222) | Fair value movement | (107) |
| 218 | Closing balance | 111 |
| 218 | Total loans | 111 |

Loans are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method. Fair value is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date for assets of a similar maturity and credit risk. Movements in fair value, including those arising from impairment, are recognised in the Statement of Comprehensive Revenue And Expense.

Loans are unrated financial assets forming part of financial instruments. Financial instrument risks are discussed more fully in note 23 to the financial statements.

FAIR VALUE OF LOANS

At each balance date the fair value of loans are determined based on the discounted cash flows of the expected repayments for each loan. In exercising its judgement with respect to determining both the expected future cash flows and the appropriate discount rate to apply to each loan, the Group takes into account the repayment term, currently prevailing interest rates and any risk to achieving full recovery of the loan amount.

The Group has one loan on issue as follows:

- A \$1.3 million loan to part-fund Rowing New Zealand's loss incurred following the 2010 Rowing World Championships held at Lake Karapiro.

ROWING NEW ZEALAND

The loan to Rowing New Zealand was part-funded by the Ministry of Business Innovation and Employment (MBIE). The Group has a conditional obligation to MBIE for loan repayments received from Rowing New Zealand. At 30 June 2016 the portion of the loan due to MBIE has been recognised as a provision and is disclosed in note 15.

The loan to Rowing New Zealand has been written down to reflect the fair value movement of the future repayments due from Rowing New Zealand.

During 2015/16 Rowing New Zealand was not required to make a loan repayment under the agreed calculation formula.

The fair value movement reflects a longer than expected repayment period as a result of the forecast profits from Rowing New Zealand and its forecast cash flow over the next five years.

12. TRADE AND OTHER PAYABLES

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|---|-------------------------|
| | <i>Payables under exchange transactions</i> | |
| 1,739 | Creditors | 1,720 |
| 218 | Accrued expenses | 379 |
| 1,957 | Total payables under exchange transactions | 2,099 |
| | <i>Payables under non-exchange transactions</i> | |
| 161 | Goods and Services Tax | - |
| 334 | Other taxes payable (PAYE, ACC) | 331 |
| 2,880 | Investment accruals | 2,946 |
| 3,375 | Total payables under non-exchange transactions | 3,277 |
| 5,332 | Total payables | 5,376 |

Trade and other payables are non-interest bearing and are normally settled on 30-day terms. The carrying value of trade and other payables therefore approximates their fair value.

13. REVENUE RECEIVED IN ADVANCE

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|--|-------------------------|
| 470 | Lease incentive payment | 549 |
| 161 | Sundry revenue | 119 |
| 631 | Total revenue received in advance | 668 |

At the beginning of its lease in 2009 Sport NZ received a \$300,000 contribution toward the fit-out of its leased Wellington premises from its owner.

In 2014/15 Sport NZ received a lease incentive payment of \$388,608 toward the fit-out of a new Auckland premise, which acts as a sports hub housing a number of sporting organisations. In 2015/16 Sport NZ leased additional space in this premise resulting in a further lease incentive payment of \$158,659.

These lease incentive payments are recognised as revenue received in advance and are being amortised over the expected term of the lease. Lease incentive income is non-exchange in nature.

14. EMPLOYEE ENTITLEMENTS

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|--------------------------------------|-------------------------|
| 1,289 | Annual leave provision | 1,305 |
| 21 | Sick leave provision | 20 |
| 183 | Remuneration accrued | 306 |
| 58 | Long service leave provision | 62 |
| 1,551 | Total employment entitlements | 1,693 |

Employee entitlements that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured at undiscounted nominal values based on accrued entitlements at current rates of pay.

These include annual leave earned but not taken at balance date, sick leave, salaries and wages accrued up to balance date and long service leave.

The Group recognises a liability and an expense for bonuses it is contractually obliged to pay or where a past practice has created a constructive obligation and a reliable estimate of the obligation can be made.

15. PROVISIONS

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|-------------------------------------|-------------------------|
| | Current provisions | |
| 278 | Redundancy | 95 |
| 16 | Loan repayment | 10 |
| 294 | Total current provisions | 105 |
| | Non-current provisions | |
| 93 | Loan repayment | 46 |
| - | Make good provision | 168 |
| 93 | Total Non-current provisions | 214 |
| 387 | Total provisions | 319 |
| | <i>Represented by:</i> | |
| | Redundancy | |
| 56 | Opening provision | 278 |
| 278 | Additional provisions made | 95 |
| - | Unused amounts reversed | (98) |
| (56) | Amounts used | (180) |
| 278 | Closing provision | 95 |
| | Make good provision | |
| - | Opening provision | - |
| - | Additional provisions made | 168 |
| - | Amounts used | - |
| - | Closing provision | 168 |
| | Loan repayment | |
| - | Opening provision | 109 |
| 109 | Additional provisions made | 56 |
| - | Amounts used | (109) |
| 109 | Closing provision | 56 |
| 387 | Total provisions | 319 |

Redundancy

The Group has made provision for one redundancy as at balance date. A provision of \$94,500 has been recorded (2014/15: six roles and \$278,127).

Loan

The Group has a provision for the repayment of the portion of the loan to Rowing New Zealand, which represents the Group's constructive obligation for half the loan that was funded by MBIE. The provision is equal to half the value of the fair value of future repayments.

Make good

The Group has lease make good obligations at two of its premises. At the expiry of the lease terms, the Group is required to make good any damage caused to the premises and to remove any fixtures and fittings that have been installed by the Group. In both cases, the Group has the option to renew these leases, which affects the timing of expected cash outflows to make good the premises. The Group has recognised a provision for \$168,000 (204/15: \$nil).

The Group has assumed lease expiry dates in accordance with those reported in note 18.

16. CONTINGENCIES

The Group has no contingent liabilities and no contingent assets as at 30 June 2016 (2014/15: \$nil and \$nil).

17. CAPITAL EXPENDITURE COMMITMENTS

The Group has contracted commitments for the acquisition or development of property, plant and equipment or intangible assets as at 30 June 2016 of \$nil (2014/15: \$nil).

18. LEASE COMMITMENTS

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|--|-------------------------|
| | Non-cancellable operating lease commitments | |
| 1,907 | Less than one year | 2,338 |
| 4,320 | One to five years | 5,902 |
| 2,936 | Over five years | 3,046 |
| 9,163 | Total non-cancellable operating lease commitments | 11,286 |

Non-cancellable operating lease commitments include:

- lease of premises, \$10,901,594 (2014/15: \$8,791,459)
- lease of computer and office equipment, \$52,110 (2014/15: \$181,169)
- lease of vehicles, \$331,205 (2014/15: \$190,395).

There are five major non-cancellable operating leases that the Group has entered into, all relating to leased premises, as follows:

| Location | Expiry date | Total future minimum lease payments |
|-------------|-------------|--|
| Wellington | 25/02/2018 | \$1,076,814 |
| North Shore | 27/02/2018 | \$383,781 |
| Dunedin | 30/06/2022 | \$1,920,000 |
| Auckland | 30/04/2024 | \$3,743,607 |
| Cambridge | 15/03/2029 | \$2,622,047 |

The Group has sub-leased part of its Wellington office space and has future commitments to receive \$67,708 from sub-tenants beyond the balance date (2014/15: \$127,083). During the year Sport NZ entered into a lease to occupy office space in Auckland to act as a hub for sporting organisations. At 30 June 2016 the Group had sub-leased part of this space and had future commitments to receive \$1,904,203 from sub-tenants beyond balance date.

19. RECONCILIATION OF NET DEFICIT TO NET CASH FLOWS FROM OPERATING ACTIVITIES

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|--|-------------------------|
| (9,452) | Net deficit | (7,246) |
| | <i>Add/(deduct) non-cash items</i> | |
| 2,477 | Depreciation and amortisation | 2,426 |
| - | Make good value capitalised | (168) |
| 8 | Loss on disposal of intangibles | - |
| 418 | Net fair value movement in financial assets | 107 |
| 2,903 | Total non-cash Items | 2,365 |
| | <i>Add/(deduct) item classified as investing</i> | |
| (3) | Gain on disposal of assets | 5 |
| (3) | Total items classified as investing | 5 |
| | <i>Add/(deduct) movements in working capital items</i> | |
| 3,780 | Trade and other receivables | (4,965) |
| 12 | Interest receivable | 139 |
| (150) | Prepayments | (159) |
| 10 | Inventories | 5 |
| 397 | Trade and other payables | 39 |
| 337 | Revenue received in advance | 36 |
| 223 | Provisions | (69) |
| 240 | Employee entitlements | 143 |
| 4,849 | Net movement in other working capital items | (4,831) |
| (1,703) | Net cash outflows from operating activities | (9,706) |

20. RELATED PARTY TRANSACTIONS

Sport NZ is a wholly-owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect Sport NZ would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

No other related party transactions have occurred that are required to be disclosed.

KEY MANAGEMENT PERSONNEL COMPENSATION

| ACTUAL 2015 \$000 | | ACTUAL 2016 \$000 |
|-------------------------|--|-------------------------|
| | Board members | |
| 216 | Remuneration | 218 |
| | Leadership team | |
| 2,527 | Salaries and other short-term employee benefits | 2,486 |
| 10.0 | Full-time equivalent personnel | 11.0 |
| 2,743 | Total key management personnel compensation | 2,704 |

Key management personnel includes the members of the Sport NZ and HPSNZ boards, the chief executives of both Sport NZ and HPSNZ, and the general managers from both organisations.

The Board members make up 1.5 full-time equivalent personnel (2014/15: 1.37). The full-time equivalent amount for Board members has been determined based on the expectations of the Minister for Sport and Recreation in 2007 that each Board member would be remunerated based on a maximum of 25 days.

21. BOARD MEMBER REMUNERATION

| ACTUAL 2015 \$000 | | APPOINTED | TERM ENDS | ACTUAL 2016 \$000 |
|-------------------------|--|-----------|-----------|-------------------------|
| 32 | Sir Paul Collins (Chair) | May 2009 | Jun 2018 | 32 |
| 16 | Katie Sadleir | Jul 2009 | Jun 2015 | - |
| 16 | Bill Birnie | May 2009 | Dec 2016 | 16 |
| 16 | Paul Allison | Aug 2007 | Jun 2015 | - |
| 16 | Joanna Perry | Aug 2011 | Jun 2017 | 16 |
| 16 | Murray Gutry | Aug 2011 | Jun 2017 | 16 |
| 16 | Jackie Barron | May 2013 | Jun 2018 | 16 |
| 16 | Darrin Sykes | Aug 2013 | Dec 2018 | 16 |
| - | Brendan O'Neill | Jul 2015 | Jun 2018 | 16 |
| - | Paul Cameron | Jul 2015 | Jun 2018 | 16 |
| 144 | | | | 144 |
| ACTUAL 2015 \$000 | | APPOINTED | TERM ENDS | ACTUAL 2016 \$000 |
| 14 | Sir Paul Collins (Chair) | Jul 2011 | | 14 |
| 10 | Bill Birnie | Jul 2011 | | 10 |
| 10 | Katie Sadleir | Jul 2011 | Jun 2015 | - |
| 10 | Mike Stanley | Jul 2011 | | 10 |
| 10 | Peter Cox | Jul 2011 | Jun 2015 | - |
| 10 | Simon Wickham | Jul 2011 | | 10 |
| 8 | Murray Gutry | Jul 2014 | | 10 |
| - | Alison Shanks | Jul 2015 | | 10 |
| - | Ian Hunt | Jul 2015 | | 10 |
| 72 | | | | 74 |
| 216 | Total board members' remuneration | | | 218 |

Peter Miskimmin is a non-voting ex-officio member of the HPSNZ Board.

In addition to the remuneration reported in the table above, there were gifts provided to departing Board members valued at approximately \$267 (2014/15: \$808).

There were no other payments to committee members who were not Board members during the year ended 30 June 2016 (2014/15: \$nil).

The Group has provided Directors and Officers Liability and Professional Indemnity Insurance cover for the year ended 30 June 2016 in respect of the liability or costs of Board members and employees.

22. EMPLOYEE REMUNERATION

The number of employees who received, or who are due to receive, remuneration of \$100,000 or more during the year ended 30 June 2016 are provided, within \$10,000 bands, in the table below.

| | ACTUAL 2015 \$000 | ACTUAL 2016 \$000 |
|-------|-------------------------|-------------------------|
| 1 | 420,001 - 430,000 | 1 |
| 1 | 380,001 - 390,000 | 1 |
| 1 | 280,001 - 290,000 | 1 |
| - | 240,001 - 250,000 | 1 |
| 1 | 230,001 - 240,000 | - |
| 1 | 220,001 - 230,000 | 1 |
| 1 | 200,001 - 210,000 | 1 |
| 2 | 190,001 - 200,000 | 2 |
| 2(1) | 180,001 - 190,000 | 3 |
| 2(1) | 170,001 - 180,000 | 1 |
| 3 | 160,001 - 170,000 | 6 |
| 8(1) | 150,001 - 160,000 | 5(1) |
| 13 | 140,001 - 150,000 | 13 |
| 11 | 130,001 - 140,000 | 17 |
| 6 | 120,001 - 130,000 | 5 |
| 11 | 110,001 - 120,000 | 15 |
| 21(1) | 100,000 - 110,000 | 15 |
| | 85(4) | 88(1) |

The above table includes those employees who ceased employment during the periods reported. For the year ended 30 June 2016, one employee who ceased employment during the period had received remuneration of greater than \$100,000, as indicated in brackets (2014/15: 4).

The Sport NZ chief executive's salary is within the band range \$380,001 to \$390,000 (2014/15 - \$380,001 to \$390,000).

The HPSNZ chief executive's salary is within the band range \$420,001 to \$430,000 (2014/15 - \$420,001 to \$430,000).

During the year ended 30 June 2016, six employees have received, or are entitled to receive compensation and other benefits in relation to cessation of employment totalling \$227,184, of which \$181,508 was provided for in 2014/15, (2014/15: 12 employees and \$539,682).

During the 2016 financial year, the Group had a 2.9% general pay increase (2014/15: 2.9%).

23. FINANCIAL INSTRUMENTS

Fair value

The fair value of the Group's financial assets and liabilities within each category are equivalent to their carrying amounts and are disclosed separately in the Statement of Financial Position. The Group's financial assets and liabilities have not been disclosed by fair value hierarchy owing to their nature and the materiality of this disclosure. With the exception of the loans that have been valued at amortised cost using the effective interest rate method, all financial instrument's fair value is determined in accordance with level 1 of the hierarchy. The Group's financial liabilities are all non-interest bearing trade and other payables that are normally settled on 30-day terms.

Financial instrument risks

The Group's activities expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk. The Group has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies prohibit entering into speculative transactions.

INTEREST RATE RISK

Interest rate risk is the risk that the fair value of a financial instrument will fluctuate, or the cash flows from a financial instrument will fluctuate, owing to changes in market interest rates.

The Group's exposure to interest rate risk is limited to bank deposits, which are held at fixed rates of interest. The Group does not actively manage its exposure to fair value interest rate risk.

CURRENCY RISK

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate owing to changes in foreign exchange rates. The Group has no material exposure to currency risk.

PRICE RISK

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. The Group is not exposed to price risk as it does not hold any listed equity investments.

CREDIT RISK

Credit risk is the risk that a third party will default on its obligation to the Group, causing the Group to incur a loss.

Owing to the timing of its cash inflows and outflows, the Group invests surplus cash with registered banks. In line with the Group's investment policy, funds may only be deposited with registered banks having an AA- or better credit rating and within limits of credit exposure to any one institution.

The single most significant receivable carried at balance date is for NZ Lotteries Grants Board revenue. The receivable comprises the fourth quarter instalment and the final wash-up payment for the 2015/16 financial year received each year in July and October respectively. These are guaranteed amounts (representing a 20% share of NZLGB profit), and are therefore low risk. The Group does not have significant concentrations of credit risk for any other financial instruments.

The Group's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and net receivables, as detailed in notes 6 and 7 respectively. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

LIQUIDITY RISK

Liquidity risk is the risk that the Group will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements, the Group closely monitors its forecast cash requirements with expected cash draw downs from the Crown and NZ Lotteries Grants Board. The Group maintains a target level of available cash to meet liquidity requirements.

24. CAPITAL MANAGEMENT

The Group's capital is its equity, which comprises accumulated funds and other reserves. Equity is represented by net assets.

The Group is subject to the financial management and accountability provisions of the Crown Entities Act 2004, which imposes restrictions in relation to borrowings, acquisition of securities, issuing guarantees and indemnities and the use of derivatives.

The Sport NZ Board has set a minimum level of public equity at \$3 million to manage the Group's cashflow profile and unforeseen fluctuations in New Zealand Lottery Grants Board revenue.

25. EXPLANATION OF MAJOR VARIANCES AGAINST BUDGET AND PRIOR YEAR

Explanations for major variations from the Group's budgeted figures in the Statement of Performance Expectations 2015/16 are as follows:

Statement of Comprehensive Revenue and Expense

SECTOR INVESTMENT

Sector investment expenditure was \$9.347 million less than budget. This variance arose principally owing to the following:

- Spending in infrastructure investments was \$6.260 million less than budget
 - There was \$2.2 million unspent on the Community Marine Activity Hub. This project is currently stalled on securing an appropriate site and consent
 - Delays on the hockey high performance centre at Albany continue owing to NZTA plans for Rosedale park and the investigation of alternatives sites (\$0.585 million budgeted for 2015/16). This project is currently expected to be completed over the next two financial years
 - Project delays with the development of the Canoe Racing Centre of Excellence (budgeted \$0.550 million in 2015/16). It is expected construction will commence in the second half

of the 2016/17 financial year

- Development of a winter training facility in Wanaka is currently being reassessed (budgeted 2015/16 \$0.500 million)
- Funding of \$2.425 million originally budgeted for undetermined projects has been carried forward and is expected to be spent over the next three financial years
- Investment expenditure of \$1.634 million has been carried forward to future years to support community sport partners in transition and system build projects
- Young People Partner Investment expenditure was \$1.325 million lower than budget owing a transfer of \$0.444 million to operating expenditure with the balance deferred to out years. These changes have arisen owing to greater clarity in relation to the implementation costs of the new Young People's Plan and Play.Sport programme.

Statement of Financial Position

CASH AND CASH EQUIVALENTS/INVESTMENTS

Cash and investments (term deposits) were \$11.3 million higher than expected. These cash and investment variances largely reflect lower than expected expenditure levels.

26. EVENTS AFTER THE BALANCE DATE

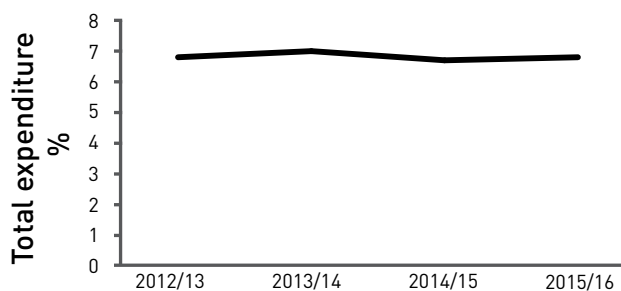
There were no significant events after balance date requiring either adjustment to the financial statements or further disclosure in the accompanying notes.

A large crowd of people, likely participants in a marathon or race, is shown from a rear perspective. The crowd is dense and extends into the distance. In the background, traffic lights with red lights are visible. The bottom portion of the image features a blue gradient overlay with white, wavy, ethereal lines. The text 'ORGANISATIONAL HEALTH AND CAPABILITY' is written in large, white, bold, sans-serif capital letters across this blue area.

ORGANISATIONAL HEALTH AND CAPABILITY

ORGANISATIONAL HEALTH AND CAPABILITY

Sport New Zealand Group (the Group) has maintained an overhead of 6.8 percent of total expenditure in a constrained financial environment. This rate of efficiency has assisted us in managing the lower than expected level of New Zealand Lottery Grants Board funding, while still funding our commitments to deliver the Group Strategic Plan.



Other steps to maintain efficiency and effectiveness include:

- using in-house commercial capability to develop a range of partnership agreements with potential financial savings
- maintaining consistent back-office staff levels
- a slight increase of frontline staff.

IMPROVING TECHNOLOGY

We have focused on developing and providing technology tools and services that enable staff to carry out their roles more easily, support enhanced staff productivity, and improve collaboration, communication and improved security of information. The tools and services also offer potentially rich communication channels and may assist with potential gains, such as minimising travel costs. New tools and services include:

- Office 2016 – staff have the most up-to-date office applications
- Exchange online – enhances availability and improves security of mail and other exchange services
- Skype for Business, plus video-conferencing – enables richer communication and connectivity for collaboration internally and externally
- Virtual Desktop Infrastructure – provision of a virtual desktop environment providing a richer user experience across different end user platforms
- Mobile device management – policies provide guidance for consistent management of corporate mobile devices.

BEING A GOOD EMPLOYER

We meet our obligations as a good employer (under section 118 of the Crown Entities Act 2004). This includes developing staff and maintaining engagement in a range of ways.

| Element | Initiatives |
|--|---|
| 1. LEADERSHIP ACCOUNTABILITY AND CULTURE | <ul style="list-style-type: none"> Staffing policy ensures inclusion of high performance sport specialists ranging from athletes, coaches and technical specialists, drawn from backgrounds in their respective sports and both government and commercial sectors. Staff engagement is monitored regularly through staff engagement surveys. |
| 2. RECRUITMENT SELECTION AND INDUCTION | <ul style="list-style-type: none"> Recruitment and selection policy and practice targets best possible candidates, while maximising equal opportunities for both existing and potential employees. A managers' recruitment toolkit helps ensure processes are applied consistently and according to policy. An induction package ensures a level of completeness and consistency in training received by all new employees during their first 90 days. |
| 3. EMPLOYMENT DEVELOPMENT, PROMOTION AND EXIT | <ul style="list-style-type: none"> Training needs analysis is conducted to identify and prioritise training and development required. Development plans form an integral part of the Performance Planning and Development process. |
| 4. REMUNERATION RECOGNITION AND CONDITIONS | <ul style="list-style-type: none"> Job bands are set and updated based on job evaluations following Hay Group methodology. The performance management process includes annual salary reviews and appropriate adjustments, supported by the Group-wide remuneration policy. |
| 5. FLEXIBILITY AND WORK DESIGN | <ul style="list-style-type: none"> Where appropriate, part-time work and working from home options are available to staff. |
| 6. HARASSMENT AND BULLYING PROTECTION | <ul style="list-style-type: none"> The Group maintains a zero tolerance approach to workplace bullying and harassment, which is supported by policies for identifying, reporting and addressing any such behaviour. |
| 7. SAFE AND HEALTHY ENVIRONMENT | <ul style="list-style-type: none"> The Group's health and safety policy and manual are consistent with the Health and Safety At Work Act 2015. Health and Safety Committees develop systems and processes aimed at ensuring healthy and safe working environments for staff and others who use Group facilities. A confidential external counselling service is available to all employees. |

ORGANISATIONAL HEALTH AND CAPABILITY

Being a Good Employer

Equal employment opportunities principles are actively promoted to ensure an organisational culture that values all staff and provides opportunities for all staff to contribute to and share in the success of the organisation. We strive to ensure staff with disabilities are supported in the workplace. The Group has a graduate programme aimed at developing future leaders in sport management and bringing young people's views into the organisation.

The total headcount of staff is 201 (FTE) with an average age of 42 years.

Ethnic diversity in Sport NZ (excluding HPSNZ¹⁹) has been identified as: two percent New Zealand Māori, two percent Pasifika, two percent Asian and 17 percent Other, with the remaining 77 percent as New Zealand European.

The gender split is 42 percent female and 58 percent male.

These results are monitored by the Human Rights Commission.

OPERATING MODEL

We employ staff on a shared service model, recruiting top quality people who are deployed into frontline roles across the sector to work with partners, providers and athletes in the delivery of both our Community Sport and High Performance strategies eg, doctors, performance physiologists, strength and conditioning coaches and biomechanists.

This model removes a financial burden for NSOs, and provides cost-efficiency and quality control across the system. A good example is High Performance Sport NZ (HSPNZ), where around 93 percent of staff are sector facing.

On average, we pay below the median market rate for roles, and Sport NZ roles are benchmarked against other similar roles and employees paid relative to the market data.

HPSNZ is frequently required to recruit from overseas to attract world-class talent not available in New Zealand and, to be competitive, is required at times to pay above the market rate, although we are still below international comparisons.

ORGANISATIONAL CAPABILITY

We carried out a self-review using the State Services Performance Improvement Framework. During the review we considered the capabilities we need to deliver our strategies and the likely performance challenges to 2020. The key findings included opportunities to focus on our leadership roles and functions, co-create solutions with other agencies, effect system change and strengthen our own value proposition.

¹⁹ Ethnic diversity statistics are currently not collected for HPSNZ.

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

The following table demonstrates information captured toward assessing our organisational health.

| FOCUS | Good employer | | Managing risk | | | Financial information systems and controls | Service performance information and associated systems and controls | Effectiveness and efficiency |
|---------------------|---------------------------|---------------------------|--|-----------------------|--------------------------|--|---|---|
| INDICATOR | Level of staff engagement | Annual staff turnover | Partner satisfaction with the quality and timeliness of Sport NZ contract management | | | Annual audit rating on performance | Annual audit rating on performance | Corporate and business operations expenditure is maintained within current levels |
| PERFORMANCE MEASURE | At least 75% | 12% or less ²⁰ | At least 80% | | | Maintain 'very good' rating. | Maintain 'good' rating. | Within 7.5% of total expenditure |
| RESULTS/STATUS | | | | | | | | |
| 2015/16 | 67% Sport NZ 81% HPSNZ | 11.6% | Sport NZ HPSNZ | Quality 65% 93% | Timeliness 63% 83% | Very good | Good | 6.8% |
| 2014/15 | 76% Sport NZ 82% HPSNZ | 10.2% | Sport NZ HPSNZ | 73% 91% | 61% 88% | Very good | Good | 6.7% |
| 2013/14 | 79% Sport NZ 89% HPSNZ | 12.6% | Sport NZ HPSNZ | 87% 95% | 75% 91% | Very good | Good | 7% |
| 2012/13 | 70% Sport NZ 77% HPSNZ | 8.9% | Sport NZ HPSNZ | 86% 82% | 75% 73% | Very good | Needs improvement | 6.8% |

²⁰ Core unplanned turnover in NZ public sector was 10.7% Source: State Services Commission <http://www.ssc.govt.nz/node/9796>.





ADDITIONAL INFORMATION



APPENDIX 1

INVESTMENTS

| 2014/15 | Organisation | Athlete Performance Support | High Performance | PEGS | PM Scholarships | Business Improvements | Community Sport | Events | Facilities | HP Infrastructure Investment | No Exceptions | Pathway to Podium | World Cups Office | 2015/16 |
|---------|--|-----------------------------|------------------|-------|-----------------|-----------------------|-----------------|--------|------------|------------------------------|---------------|-------------------|-------------------|---------|
| 3,796 | Athletics NZ | 756 | 2,175 | 373 | 603 | 62 | 305 | 39 | - | - | - | 35 | - | 4,348 |
| 127 | Badminton NZ | - | - | - | - | - | 115 | - | - | - | - | - | - | 115 |
| 20 | Baseball NZ | - | - | - | - | - | 20 | - | - | - | - | - | - | 20 |
| 1,023 | Basketball NZ | - | 200 | - | 15 | 6 | 450 | 5 | - | - | - | - | - | 676 |
| 508 | Bowls NZ | - | 250 | - | - | - | 259 | 13 | - | - | - | - | - | 522 |
| 118 | Boxing NZ Inc | - | 31 | - | 6 | 5 | 30 | - | - | - | - | - | - | 72 |
| 7,673 | Cycling NZ | 734 | 4,650 | 1,215 | 378 | 28 | 350 | 55 | - | - | - | 30 | - | 7,439 |
| 40 | Diving NZ | - | - | - | 17 | - | 10 | - | - | - | - | - | - | 27 |
| 2,539 | Equestrian Sports NZ | 36 | 1,800 | 240 | 230 | 10 | 165 | - | - | 400 | - | 8 | - | 2,888 |
| 28 | Flying NZ | - | - | - | - | - | 28 | - | - | - | - | - | - | 28 |
| 15 | Gliding NZ | - | - | - | - | - | 15 | - | - | - | - | - | - | 15 |
| 790 | Gymsports NZ | - | 30 | 20 | 51 | - | 650 | - | 30 | - | - | - | - | 781 |
| 983 | Halberg Trust | - | - | - | - | - | 650 | - | - | - | 333 | - | - | 983 |
| 4,509 | Hockey NZ | 831 | 2,038 | 518 | 404 | 41 | 750 | - | 25 | 11 | - | - | - | 4,616 |
| 6 | Ice Speed Skating NZ | - | - | 32 | - | - | 6 | - | - | - | - | - | - | 38 |
| 45 | International Taekwon-Do Federation | - | - | - | 8 | - | 25 | - | - | - | - | - | - | 33 |
| 78 | Judo NZ | - | 25 | - | 10 | - | 35 | - | - | - | - | - | - | 70 |
| 45 | Karate NZ | - | - | - | - | - | 45 | - | - | - | - | - | - | 45 |
| 20 | Kart Sport NZ | - | - | - | - | - | 20 | - | - | - | - | - | - | 20 |
| 20 | Marching NZ | - | - | - | - | - | 20 | - | - | - | - | - | - | 20 |
| 100 | Motorcycling NZ | - | - | - | - | - | 100 | - | - | - | - | - | - | 100 |
| 150 | Motorsport Association Of NZ | - | - | - | - | - | 150 | - | - | - | - | - | - | 150 |
| 3,184 | Netball NZ | 489 | 1,200 | 300 | 395 | 7 | 753 | - | - | - | - | 15 | - | 3,159 |
| 50 | Nga Kaihoe O Aotearoa | - | - | - | - | - | 50 | - | - | - | - | - | - | 50 |
| 55 | NZ Alpine Club | - | - | - | - | - | 55 | - | - | - | - | - | - | 55 |
| 15 | NZ Archery Association | - | - | - | - | - | 15 | - | - | - | - | - | - | 15 |
| 25 | NZ Australian Football League Inc | - | - | - | - | - | 25 | - | - | - | - | - | - | 25 |
| 2,089 | NZ Canoeing Federation | 313 | 1,417 | 218 | 239 | 33 | 25 | 43 | 62 | 101 | - | 15 | - | 2,465 |
| 10 | NZ Confederation Of Billiards Sports Inc | - | - | - | - | - | 10 | - | - | - | - | - | - | 10 |
| 7,289 | NZ Cricket | - | 250 | - | 53 | 4 | 550 | - | - | 2 | - | - | - | 769 |
| 35 | NZ Croquet Council | - | - | - | - | - | 35 | - | - | - | - | - | - | 35 |
| 10 | NZ Curling Association Inc | - | - | - | - | - | 10 | - | - | - | - | - | - | 10 |
| 10 | NZ Darts Council Inc | - | - | - | - | - | 10 | - | - | - | - | - | - | 10 |
| 3,212 | NZ Football | 275 | 1,194 | 48 | 187 | 61 | 908 | - | - | 21 | - | - | - | 2,843 |
| 35 | NZ Girl Guides Association | - | - | - | - | - | 35 | - | - | - | - | - | - | 35 |

| 2014/15 | Organisation | Athlete Performance Support | High Performance | PEGS | PM Scholarships | Business Improvements | Community Sport | Events | Facilities | HP Infrastructure Investment | No Exceptions | Pathway to Podium | World Cups Office | 2015/16 |
|---------|------------------------------------|-----------------------------|------------------|-------|-----------------|-----------------------|-----------------|--------|------------|------------------------------|---------------|-------------------|-------------------|---------|
| 441 | NZ Golf Incorporated | - | 25 | - | 18 | 11 | 473 | 59 | - | - | - | - | - | 586 |
| 10 | NZ Ice Hockey Association | - | - | - | - | - | 10 | - | - | - | - | - | - | 10 |
| 6 | NZ Ice Skating Association | - | - | - | - | - | 6 | - | - | - | - | - | - | 6 |
| 64 | NZ Indoor Bowls | - | - | - | - | - | 64 | - | - | - | - | - | - | 64 |
| 170 | NZ Mountain Safety Council Inc | - | - | - | - | - | 170 | - | - | - | - | - | - | 170 |
| 1,250 | NZ Olympic Committee | - | 964 | - | - | - | - | 40 | - | - | - | - | 315 | 1,319 |
| 20 | NZ Orienteering Federation | - | - | - | - | - | 20 | - | - | - | - | - | - | 20 |
| 100 | NZ Outdoor Instructors Association | - | - | - | - | - | 100 | - | - | - | - | - | - | 100 |
| 6 | NZ Petanque Association | - | - | - | - | - | 6 | - | - | - | - | - | - | 6 |
| 10 | NZ Polocrosse Inc | - | - | - | - | - | 10 | - | - | - | - | - | - | 10 |
| 45 | NZ Pony Clubs Association | - | - | - | - | - | 45 | - | - | - | - | - | - | 45 |
| 15 | NZ Power Boat Association | - | - | - | - | - | 15 | - | - | - | - | - | - | 15 |
| 9 | NZ Powerlifting Federation | - | - | - | - | - | 9 | - | - | - | - | - | - | 9 |
| 792 | NZ Recreation Association | - | - | - | - | 26 | 705 | - | 49 | - | - | - | - | 780 |
| 1,233 | NZ Rugby League | - | 200 | - | 10 | 205 | 750 | 228 | 5 | - | - | - | - | 1,398 |
| 2,794 | NZ Rugby Union | 415 | 2,150 | - | 124 | - | 550 | - | - | - | - | 15 | - | 3,254 |
| 60 | NZ Shooting Federation | - | 20 | - | - | - | 55 | - | - | - | - | - | - | 75 |
| 50 | NZ Sports Hall Of Fame | - | - | - | - | - | 100 | - | - | - | - | - | - | 100 |
| 58 | NZ Table Tennis | - | - | - | - | - | 50 | - | - | - | - | - | - | 50 |
| 340 | NZ Tennis | - | - | - | 26 | 50 | 333 | - | - | - | - | - | - | 409 |
| 250 | NZ Touch Association | - | - | - | - | - | 250 | - | - | - | - | - | - | 250 |
| 20 | NZ Water Ski Association | - | - | - | - | - | 20 | - | - | - | - | - | - | 20 |
| 70 | NZ Waterpolo | - | - | - | - | - | 70 | - | - | - | - | - | - | 70 |
| 35 | Olympic Weightlifting NZ | - | 25 | - | 9 | - | 10 | - | - | - | - | - | - | 44 |
| 16 | Outdoors NZ | - | - | - | - | 2 | - | - | - | - | - | - | - | 2 |
| 3,301 | Paralympics NZ | 412 | 2,038 | 850 | 216 | 53 | - | - | - | - | - | 15 | - | 3,584 |
| 80 | PENZ | - | - | - | - | - | 80 | - | - | - | - | - | - | 80 |
| 8,325 | Rowing NZ | 1,296 | 5,233 | 1,607 | 577 | 60 | 105 | - | - | - | - | 35 | - | 8,912 |
| 45 | Scout Association Of NZ | - | - | - | - | - | 45 | - | - | - | - | - | - | 45 |
| 35 | Skate NZ | - | - | - | - | - | 35 | - | - | - | - | - | - | 35 |
| 2,920 | Snow Sports NZ Incorporated | 310 | 1,825 | 258 | 253 | 107 | 300 | 20 | - | - | - | 40 | - | 3,114 |
| 531 | Softball NZ | - | 250 | - | 26 | - | 250 | - | - | - | - | - | - | 526 |
| 600 | Special Olympics NZ | - | - | - | - | - | 600 | - | - | - | - | - | - | 600 |
| 20 | Speedway NZ | - | - | - | - | - | 20 | - | - | - | - | - | - | 20 |

ADDITIONAL INFORMATION
 Appendix 1 Investments

| 2014/15 | Organisation | Athlete Performance Support | High Performance | PEGS | PM Scholarships | Business Improvements | Community Sport | Events | Facilities | HP Infrastructure Investment | No Exceptions | Pathway to Podium | World Cups Office | 2015/16 |
|---------|---------------------------|-----------------------------|------------------|-------|-----------------|-----------------------|-----------------|--------|------------|------------------------------|---------------|-------------------|-------------------|---------|
| 416 | Squash NZ | - | 175 | - | 25 | - | 227 | - | - | - | - | - | - | 427 |
| 349 | Surf Life Saving NZ | - | 190 | - | 32 | - | 160 | - | - | - | - | - | - | 382 |
| 90 | Surfing NZ | - | - | - | - | - | 100 | 15 | - | - | - | - | - | 115 |
| 2,409 | Swimming NZ | 290 | 1,325 | 107 | 158 | 30 | 160 | 20 | - | - | - | 18 | - | 2,109 |
| 12 | Synchro NZ | - | - | - | - | - | 9 | - | - | - | - | - | - | 9 |
| 32 | Taekwondo NZ Incorporated | - | - | - | 5 | - | 10 | - | - | - | - | - | - | 15 |
| 2,555 | Triathlon NZ | 363 | 1,470 | 127 | 127 | 56 | 314 | 30 | - | - | - | 25 | - | 2,512 |
| 108 | Volleyball NZ | - | - | - | - | - | 100 | - | - | - | - | - | - | 100 |
| 2,293 | Water Safety NZ | - | - | - | - | 14 | 2,223 | - | - | - | - | - | - | 2,236 |
| 20 | Winter Games NZ | - | - | - | - | 18 | - | 120 | - | - | - | - | - | 137 |
| 20 | Wrestling NZ | - | 15 | - | - | - | 20 | - | - | - | - | - | - | 35 |
| 4,976 | Yachting NZ | 586 | 3,238 | 807 | 106 | 50 | 200 | 58 | - | 3 | - | - | - | 5,036 |
| 215 | YMCA NZ | - | - | - | - | - | 215 | - | - | - | - | - | - | 215 |
| 75,869 | | 7,107 | 34,401 | 6,719 | 4,305 | 939 | 15,673 | 745 | 171 | 538 | 333 | 251 | 315 | 71,551 |

| 2014/15 | Organisation | Business Improvements | Community Sport | Events | Facilities | Pathway to Podium | 2015/2016 |
|---------|--|-----------------------|-----------------|--------|------------|-------------------|-----------|
| 8,556 | Active - Auckland Sport and Recreation | 77 | 8,263 | 29 | - | 250 | 8,619 |
| 1,572 | Sport Bay Of Plenty | 10 | 1,571 | - | 25 | 62 | 1,668 |
| 2,437 | Sport Canterbury West Coast | 102 | 2,227 | - | - | 82 | 2,411 |
| 593 | Sport Gisborne | - | 567 | - | - | 11 | 578 |
| 1,313 | Sport Hawke's Bay | 1 | 1,258 | - | - | 16 | 1,274 |
| 969 | Sport Manawatu | - | 915 | - | - | 38 | 953 |
| 1,340 | Sport Northland | 4 | 1,323 | - | - | 10 | 1,336 |
| 1,125 | Sport Otago | - | 1,045 | - | - | 87 | 1,132 |
| 684 | Sport Southland | - | 667 | - | - | 19 | 686 |
| 881 | Sport Taranaki | - | 881 | - | 50 | 10 | 941 |
| 1,004 | Sport Tasman | - | 956 | - | - | 16 | 972 |
| 2,263 | Sport Waikato | 160 | 2,077 | - | 10 | 83 | 2,330 |
| 661 | Sport Wanganui | 11 | 633 | - | - | 5 | 650 |
| 2,114 | Sport Wellington | 10 | 1,882 | - | - | 77 | 1,969 |
| 4 | Sport Waitakere | - | - | - | - | - | - |
| 25,516 | | 375 | 24,265 | 29 | 85 | 766 | 25,519 |

| 2014/15 | Organisation | Community Sport | Facilities | 2015/16 |
|--------------|--------------------------------------|-----------------|------------|------------|
| 14 | Ashburton District Council | 14 | - | 14 |
| 10 | Auckland Council | - | 35 | 35 |
| 10 | Buller District Council | 10 | - | 10 |
| 10 | Carterton District Council | 10 | - | 10 |
| 10 | Central Hawke's Bay District Council | 10 | - | 10 |
| 10 | Central Otago District Council | 10 | - | 10 |
| 10 | Chatham Islands Council | 10 | - | 10 |
| 10 | Clutha District Council | 10 | - | 10 |
| 25 | Far North District Council | 25 | - | 25 |
| 20 | Gisborne District Council | 20 | - | 20 |
| 10 | Gore District Council | 10 | - | 10 |
| 10 | Grey District Council | 10 | - | 10 |
| 10 | Hurunui District Council | 10 | - | 10 |
| 10 | Kaikoura District Council | 10 | - | 10 |
| 10 | Kaipara District Council | 10 | - | 10 |
| 10 | Mackenzie District Council | 10 | - | 10 |
| 40 | Marlborough District Council | 20 | - | 20 |
| 10 | Opotiki District Council | 10 | - | 10 |
| 10 | Otorohanga District Council | 10 | - | 10 |
| 13 | Queenstown Lakes District Council | 13 | - | 13 |
| 10 | Rangitikei District Council | 10 | - | 10 |
| 10 | Ruapehu District Council | 10 | - | 10 |
| 20 | Selwyn District Council | 20 | - | 20 |
| 12 | South Taranaki District Council | 12 | - | 12 |
| 10 | South Wairarapa District Council | 10 | - | 10 |
| 13 | Southland District Council | 13 | - | 13 |
| 10 | Stratford District Council | 10 | - | 10 |
| 10 | Tararua District Council | 10 | - | 10 |
| 21 | Tasman District Council | 21 | - | 21 |
| 15 | Taupo District Council | 15 | - | 15 |
| 50 | Upper Hutt City Council | 30 | - | 30 |
| 10 | Waimate District Council | 10 | - | 10 |
| 10 | Wairoa District Council | 10 | - | 10 |
| 10 | Waitaki District Council | 10 | - | 10 |
| 10 | Waitomo District Council | 10 | - | 10 |
| 10 | Westland District Council | 10 | - | 10 |
| 31 | Whakatane District Council | 15 | - | 15 |
| 500 | Christchurch City Council | - | - | - |
| 147 | Dunedin City Council | - | - | - |
| 35 | Hamilton City Council | - | - | - |
| 148 | Hutt City Council | - | - | - |
| 10 | Wellington City Council | - | - | - |
| 1,352 | | 445 | 35 | 480 |

ADDITIONAL INFORMATION
 Appendix 1 Investments

| 2014/15 | Organisation | Community Sport | 2015/16 |
|------------|--|-----------------|------------|
| 85 | Aktive - Auckland Sport and Recreation | 85 | 85 |
| 128 | Mataatua Sports | 128 | 128 |
| 85 | Te Hauora O Turanganui A Kiwa Ltd | 85 | 85 |
| 213 | Te Papa Takaro O Te Arawa | 213 | 213 |
| 85 | Te Wharekura O Rakaumanga | 85 | 85 |
| 85 | Tuwharetoa Sports | 85 | 85 |
| 680 | | 680 | 680 |

| 2014/15 | Organisation | Business Improvements | Community Sport | Events | Facilities | HP Infrastructure | Pathway to Podium | PM Scholarships | World Cups Office | 2015/16 |
|-----------------------------------|---|-----------------------|-----------------|------------|------------|-------------------|-------------------|-----------------|-------------------|--------------|
| Other - Facilities partner | | | | | | | | | | |
| 220 | AUT Millennium Ownership Trust | - | - | - | - | 165 | | | | 165 |
| 2,125 | Canterbury Cricket Trust | - | - | - | - | - | | | | - |
| 300 | Harbour Access Trust | - | - | - | - | - | | | | - |
| 2,645 | Other - facilities partner total | - | - | - | - | 165 | | | | 165 |
| 2,696 | Schools | - | 659 | | | - | | | | 659 |
| 2,229 | Other organisations | 279 | 734 | 273 | 22 | 74 | 68 | 578 | 70 | 2,098 |
| 7,571 | | 279 | 1,393 | 273 | 22 | 239 | 68 | 578 | 70 | 2,922 |

APPENDIX 2

FUNCTIONS OF SPORT NZ GROUP

Sport New Zealand

Under section 8 of the Sport and Recreation New Zealand Act 2002, Sport NZ's functions are to:

- A** develop and implement national policies and strategies for physical recreation and sport
- B** allocate funds to organisations and regional bodies in line with its policies and strategies
- C** promote and advocate the importance of participation in physical activity by all New Zealanders for their health and wellbeing
- D** promote and disseminate research relevant to physical recreation and sport
- E** provide advice to the Minister on issues relating to physical recreation and sport
- F** promote and support the development and implementation of physical recreation and sport in a way that is culturally appropriate to Māori
- G** encourage participation in physical recreation and sport by Pasifika, women, older New Zealanders, and people with disabilities
- H** recognise the role of physical recreation and sport in the rehabilitation of people with disabilities
- I** facilitate the resolution of disputes between persons or organisations involved in physical recreation and sport
- J** work with schools, regional, central, and local government, and physical recreation and sports organisations to ensure the maintenance and development of the physical and organisational infrastructure for physical recreation and sport
- K** work with health, education, and other agencies to promote greater participation in physical recreation and sport through policy development, advocacy, and support, in line with the objectives of the New Zealand health strategy
- L** provide advice and support for organisations working in physical recreation and sport at national, regional, and local levels
- M** facilitate co-ordination between national, regional, and local physical recreation and sport organisations

- N** represent the Government's policy interests in physical recreation and sport internationally.

High Performance Sport New Zealand

The objectives of HPSNZ, as set out in its Constitution, are to:

- make New Zealand the most successful sporting nation in the world by developing high performance sport
- create a more focused high performance sport system in order to advance the other objectives
- ensure the high performance sport system is as efficient as possible in order to advance the other objectives
- effect a culture change in New Zealand high performance sport with an increased focus on excellence
- be the lead agency for New Zealand high performance sport, including athletes and sports people and provide a holistic and multi-disciplinary educational approach for overall personal, career and athletic development of high performance sports people
- recruit, develop and retain to train our high performance athletes and sports people
- maximise the use of technology and innovation in high performance sport
- educate, and support the education and development of high performance sports people, including by providing access to financial support such as scholarships and grants
- increase the number of high performance sport facilities and services in New Zealand
- ensure that national sports organisations are accountable for meeting agreed high performance outcomes
- ensure alignment and continuity between high performance sport and community sport.

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, the Companies Act 1993, and the Sport and Recreation Act 2002.

APPENDIX 3

PERSONNEL INTERESTS REGISTER - BOARD AND KEY MANAGEMENT

The Sport NZ Group maintains an 'interests' register for members of Sport NZ and HPSNZ Boards and Sport NZ Group staff. Any interests they may have in any governing body funded by the Sport NZ Group or contracted by the Sport NZ Group for services are reported. Key management personnel are the Senior Leadership Teams of both organisations.

Where the Group has entered into transactions with organisations where interests have been disclosed, the Board and key management personnel have not been part of the decision-making process.

The following interests were registered by Board and Key Management Personnel pertaining to partners and suppliers of the Sport NZ Group.

| Board and key management personnel | | Organisation | Position |
|------------------------------------|--|--|--|
| Simon Wickham | Board member HPSNZ | New Zealand Olympic Committee | Deputy Chair, Board member and Selector |
| Michael Stanley | Board member HPSNZ | New Zealand Olympic Committee | Chairman |
| | | AUT Millennium Institute of Sport and Health | Chief Executive Officer |
| Joanna Perry | Board member Sport NZ | Rowing New Zealand | Director |
| Darrin Sykes | Board member Sport NZ | Touch New Zealand | Director |
| | | Sport Wellington | Trustee |
| Peter Miskimmin | Sport NZ CEO and HPSNZ ex-officio Board member | Hockey New Zealand | National selector of men's Black Sticks |
| Murray Gutry | Board member Sport NZ and HPSNZ | Perry Foundation Lion Foundation | Trustee Trustee |
| Paul Cameron | Board member Sport NZ | NZ Volleyball | Chief Executive |
| | | Halberg Disability Sports Foundation Board | Trustee |
| | | Sports Clubs of NZ | Member |
| Dr Brendan O'Neill | Board member Sport NZ | Canoe Racing NZ | Medical director |
| Alison Shanks | Board member HPSNZ | Cycling NZ | Director Husband employed by Cycling NZ |
| | | NZOC Athletes Commission | Member |
| | | NZOC | NZOC Ambassador |

APPENDIX 4

CREATING A WORLD-LEADING SPORT SYSTEM – OUR STRATEGIC PRIORITIES AND INTENDED IMPACTS

Our desired outcome is to develop and sustain a world-leading sports system at national, regional and local levels, as appropriate, across New Zealand. We identified the system 'attributes' or enablers we believe are key to this progress. Through our planning processes, which we are increasingly extending to sector partners, we have identified significant gaps. Through our roles as investor, consultant and support provider, we will concentrate our efforts towards addressing these gaps in the attribute areas below.

To mark the progress of our Group Strategic Plan 2015-2020, we set out the medium-term impacts and results we intended to achieve in our *Statement of Intent 2015-2020*. Early progress and results are given in the table below. HPSNZ's performance is based on a calendar year to align with international seasons for Olympic discipline sports. The HPSNZ results below are for the year ending 31 December 2015.

| | |
|---------------------------------------|---|
| WORLD-LEADING SYSTEM ATTRIBUTE | Environment The context the system operates within |
| STRATEGIC PRIORITIES | Championing the value of sport |
| OUR KEY IMPACT | Relevant government initiatives and the regulatory environment support sport and recreation outcomes; sport is used to achieve other government outcomes Participants demonstrate an increased understanding of the 'value of sport' |
| HOW IMPACT WILL BE MEASURED | Examples of sport and recreation-centred policies and regulatory change that support our outcomes and achieve cross-government outcomes Evaluation and participant surveys across funded projects |
| PROGRESS | Commissioned foundation research on value of sport, beyond economic value Memorandum of understanding agreed with Ministry of Health and engagement plans in place for other partners Additional funding and support provided by Ministry of Education and ACC for Play.sport Play.sport project commenced in 2016 with evaluation arrangements in place |

| | | | | | |
|---------------------------------------|--|---|---|--|--|
| WORLD-LEADING SYSTEM ATTRIBUTE | Intelligence | | | | |
| | Knowledge and its application by people in the system | | | | |
| STRATEGIC PRIORITIES | A Community Sport Insights programme (including Research support) to put the participant at the heart of our decisions and actions for growing participation | HPSNZ strategic priority 4 Delivering world-leading performance support for our athletes and coaches | HPSNZ strategic priority 7 Leading an integrated and robust innovation, research and technology programme to drive increased performance | | |
| OUR KEY IMPACT | A well-informed, participant-focused sporting system at all levels Targeted partners are utilising Insights knowledge to design quality sport services and products, leading to quality sport experiences for participants | Provide world leaders in high performance knowledge, experience and support, thus creating, challenging and influencing world-class performance | Harness New Zealand and overseas technology, research, minds and resources towards improving performance in high performance sport | Deliver applied research and technology projects to solve performance issues identified by sports, coaches and athletes | Provide platforms to capture and disseminate and leverage high performance knowledge to improve performance and sustainability |
| HOW IMPACT WILL BE MEASURED | Evidenced through annual partner performance assessments beginning in 2016/17 | At least 80% athlete and coach satisfaction with the quality of the high performance support and advice | At least 80% satisfaction by targeted sports with delivery of HPSNZ innovation and technology projects | Lead two contestable funding rounds per year to enable targeted sports to access innovation and technology resources to impact athlete performance and provide a rigorous evaluation framework for innovation investment decisions | Pinnacle event learning system is implemented with a minimum of 7 targeted sports with at least 80% satisfaction |
| PROGRESS | Training is being rolled out across sector with guidance and advice Community Sport Insights Tool now available, free to partners Drivers of club satisfaction for participants have been identified and are being monitored | 2015: 90% athletes 93% coaches | Achieved – 84% satisfaction The evaluation process for completed innovation projects has been implemented through late 2015 and early 2016. The learnings from this feedback are being actively used to inform future developments and the project satisfaction average from stakeholders (scale 1-10) currently sits at 8.38 across evaluation of 16 completed projects. This translates to satisfaction rating of 84% Round 1 (2015) was completed in April 2015. Of 6 applications, 5 were successful in obtaining innovation funding/resource allocation, and one (rowing/triathlon) was deferred for consideration pending further information | | |

| | | |
|---------------------------------------|---|---|
| WORLD-LEADING SYSTEM ATTRIBUTE | Capability | |
| | People and organisations within the system | |
| STRATEGIC PRIORITIES | <p>Capable organisations (partner and provider organisations) including:</p> <ul style="list-style-type: none"> Community Sport aspect: a network of capable partners of sport, providing relevant sport experiences Sector Capability aspect: a system of capable and connected people and organisations that can deliver world-leading sporting outcomes | <p>Capable people - There is a balanced supply of people with the right skills for critical roles required to deliver quality experiences to participants including:</p> <ul style="list-style-type: none"> Community Sport aspect: quality people throughout the system; they are well supported |
| OUR KEY IMPACT | Targeted partners are capable, stable and sustainable | The sector takes a coordinated approach to address workforce challenges in its planning, recruitment and role support and development |
| HOW IMPACT WILL BE MEASURED | <p>Demonstrated by partner understanding of own capability strengths and weaknesses through improvement plan progress/Organisational Development Tool/WOF assessment</p> <p>Increase % of partners demonstrating aligned strategic, operational and delivery plans with appropriate budget and performance monitoring</p> <p>Where applicable, project benefits reviews and other liaison activities</p> | Increase % of partners demonstrating collaboration, workforce planning and recruitment results aimed at addressing workforce challenges |
| PROGRESS | <p>Training is being rolled out across sector with guidance and advice</p> <p>Community Sport Insights Tool now available, free to partners</p> <p>Drivers of club satisfaction for participants have been identified and are being monitored</p> | 2015: 90% athletes 93% coaches |
| WORLD-LEADING SYSTEM ATTRIBUTE | Resources | |
| | Financial and physical 'inputs' to the system | |
| STRATEGIC PRIORITIES | <p>System funding review to:</p> <ul style="list-style-type: none"> ensure optimal use of funding across the sector support financial and economic sustainability of the sector | Community Sport Spaces and Places |
| OUR KEY IMPACT | <p>Funds are directed to where they are most needed to have the greatest impact on the sport system, participants and athletes</p> <p>Maintain or increase funding to the sector</p> | There are more fit-for-purpose places that are sustainable and meet the needs of communities and sport and recreation participants |
| HOW IMPACT WILL BE MEASURED | <p>Indicator: Evidence Key funders are aligned with Sport NZ funding strategies (eg, coordinated facilities planning, investment in development and retention of people in the sector, appropriate attention to low participation communities)</p> | <p>A range of measurement tools will be used, including demand modelling, benchmarking and post-evaluation to identify and measure progress. These tools will measure, for example:</p> <ul style="list-style-type: none"> the number of facilities plans based on best practice, evidence-based decision models and aligned with national facility strategies |
| PROGRESS | <p>Three regional sport facilities plans completed and now being implemented – Northland, Waikato and Hawke's Bay</p> <p>Four regional sport facilities plans being developed – Auckland, Bay of Plenty, Manawatu/Whanganui and Taranaki</p> <p>Three national sport facilities strategies completed – hockey, football and rugby league</p> <p>Nine feasibility study and peer reviews completed in conjunction with territorial authorities</p> <p>Low participation groups now a focus for Community Sport</p> | <p>New tools and guidance released in 2015/16:</p> <p>National Benchmarking Tool Performance of community sport and recreation facilities as measured by KPIs including utilisation and costs to operate and maintain. Launched September 2015</p> <p>Community Sport and Recreation Centre Facility Development Guide A comprehensive (250 page) technical guidance document providing a standardised step-by-step process for the planning, design, procuring, constructing and operating of community sport and recreation facilities. Launched 29 June 2016</p> |

| HPSNZ strategic priority 2 Assisting NSOs to build world leading coaching and high performance programme leadership | | | | | HPSNZ strategic priority 5 Working in partnership to increase the high performance capability of NSOs | | | HPSNZ strategic priority 6 Strengthening high performance athlete development (including talent identification and development) | |
|---|--|--|---|--|---|---|--|---|---|
| Ensure NSOs prioritise coaching and enable high performance coaches to provide athletes with the coaching they need to win | Improve the viability of high performance coaching as a career by working with NSOs to attract, develop and retain high performance coaches and develop succession plans | Increase coaching capability to lead and case manage athlete campaigns and provide individualised development support for carded coaches | Increase high performance director and athlete development leader capability by implementing individual performance and development plans | Assist NSOs to build the environment to attract and retain the right high performance leaders, and provide specialist recruitment, retention and succession planning support | Enhance capability and capacity within sports to meet the challenging requirements for winning performance so they are increasingly self-reliant and support their athletes to win consistently | Work closely with NSOs to evaluate their high performance programmes and identify opportunities to impact performance | Provide consulting and expert technical support to targeted podium-potential sports to increase capability and athlete performance | Ensure NSOs have best practice high performance athlete development systems to deliver the number and quality of athletes required across their pathways to meet or exceed their medal targets | Assist NSOs to develop and implement high performance athlete development pathways and track performance of developing athletes |
| At least 80% of priority 2016 medal-potential athletes receive the coaching they need | At least 70% of priority 2020 medal-potential athletes receive the coaching they need | At least 80% of coaches who are highly engaged in the HP coaching programme have improved coaching performance | Leadership development programmes (incorporating professional development planning) achieve an average programme satisfaction score of 80% or greater | | At least 80% targeted sport satisfaction with quality and timeliness of HPSNZ consultancy and advice | At least 80% of NSO high performance key performance indicators have been achieved | | At least 80% of targeted sports have current evidence-based HP athlete development pathways | Two HP athlete development forums held annually with participation by a minimum of 8 targeted sports At least 250 athletes receive support through Pathway to Podium (P2P) programme |
| <ul style="list-style-type: none"> 90% of the campaigns as identified in HPSNZ Campaign tracker are receiving the coaching they need. This is based on a subjective assessment taking into account: athlete performance, coach time to dedicate to the campaign, coach capability and coach fit with the athletes. Data is derived from athlete debriefs, coach self-reporting and HPD feedback Tracking system is in development and data will be ready for the 12-month review 93% of the high engaging coaches have shown evidence of coaching improvement, based on observed coaching behaviour, athlete performance, coach self-reporting and athlete feedback. <p>The following programmes achieved approval ratings of :</p> <ul style="list-style-type: none"> Coach Accelerator Programme: 92% Coach Campaign Leadership Programme: 86% HP Director Leadership Programme: 88% Emerging leaders (Talent pool) Programme: 90% | | | | | <ul style="list-style-type: none"> 93% of high performance partners were satisfied with overall quality and 90% satisfaction with impact of the consultancy and technical advice from High Performance Sport NZ as excellent or good. Nearly all partners (97%) rated the timeliness of the advice as excellent or good 84% of high performance programme goals are achieved by targeted sports in 2015 | | | <p>Achieved – 80% (11/14 targeted sports have evidence-based pathways)</p> <p>Achieved - Two high performance Athlete Development forums held April 2015 - 16 people from 12 sports and December - 20 people from 14 sports</p> <p>Achieved – 281 athletes were supported through P2P</p> | |

| HPSNZ strategic priority 1 Leading a highly effective high performance system that ensures resources are targeted and prioritised to deliver performance outcomes | HPSNZ strategic priority 3 Enhancing the daily training and competition environments (meeting targeted sports' high performance facility needs) |
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| Maximise high performance outcomes through optimal allocation of investment to targeted podium-potential sports and athletes Drive for efficiency and effectiveness in the high performance system and HPSNZ operations, ensuring maximum use of resource with minimal duplication Ensure we retain, develop and attract people who can provide sustained world-leading support | Provide an accessible training, performance and recovery support environment through integrated facilities to meet the needs of athletes and coaches, including athlete preparation and recovery at the Olympic Games Create a world-leading high performance environment in regional hubs where there is a critical mass of elite athletes See more medal-potential athletes immersed in a high performance environment to enhance learning, development and sustained performance over multiple cycles |
| At least 85% of total high performance funding will be invested in high performance programmes and initiatives A minimum of 80% of core investment is allocated to targeted sports At least 80% partner satisfaction with quality and timeliness of HPSNZ consultancy and advice At least 80% of NSO high performance key performance indicators have been achieved | At least 80% athlete and coach satisfaction with HPSNZ training centre facilities At least 80% athlete satisfaction with high performance support At least 80% partner satisfaction with quality and timeliness of HPSNZ consultancy and advice Manage a minimum of four multi-sport performance hubs across major cities in New Zealand to ensure regional athlete and coach needs are met |
| <ul style="list-style-type: none"> In 2015 92% of total high performance funding was invested in high performance programmes and initiatives In 2015 93% of core investment was allocated to targeted sports Timeliness: 53% of high performance partners rated as excellent; and 44% rated as good Overall quality: 59% of high performance partners rated as excellent; and 34% rated as good 84% of high performance programme goals are achieved by targeted sports in 2015 | <ul style="list-style-type: none"> 92% of athletes were satisfied or extremely satisfied with HPSNZ training centre facilities Timeliness: 53% of high performance partners rated as excellent; and 44% rated as good Overall quality: 59% of high performance partners rated as excellent; and 34% rated as good 95% of athletes surveyed rated as either satisfied or extremely satisfied with high performance support Multi-sport performance hubs are located in Auckland, Cambridge, Karapiro, Wellington, Christchurch, Dunedin and Wanaka. HPSNZ employs regional relationship managers within these regions to ensure athlete and coach needs are met within each facility |

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| WORLD-LEADING SYSTEM ATTRIBUTE | Connectivity | | |
| | Sharing and collaboration across the system | | |
| STRATEGIC PRIORITIES | Making and enabling cross-government relationships and partnerships | Connecting the sector and creating strategic relationships | Major and mega events overseeing the National Sporting Events System, coordinating government involvement in mega events and developing the NZ Major Events Investment process and portfolio |
| OUR KEY IMPACT | More, (and increasingly) collective efforts are being applied to key issues and opportunities across the system to achieve better results (than lone working or lesser collaboration could achieve) | | Successful events that provide leverage to meet Sport NZ and wider government goals A dynamic major/mega event 'prospecting plan' supported by key event stakeholders (providing NZ ten years of events to host and leverage) |
| HOW IMPACT WILL BE MEASURED | <ul style="list-style-type: none"> Number of regional and sport recreational plans aligning to the National Coaching Plan Perception of engaged stakeholders that report positive change in connectivity | Perception of engaged stakeholders that report positive change in connectivity | Six monthly sector event report (from 2017 once monitoring and evaluation arrangements are developed). |
| PROGRESS | Connecting Coaches convention held in Dec 2015, with over 500 coaches attending. Over 90% approval rating for the convention Connections Conference, our main sector conference held in April 2016. Over half (58%) of attendees would be likely to recommend the conference | | The prospecting plan developed, setting out a ten-year view of New Zealand hosting major and 'mega' events Coordination of government services in preparation for Rugby League World Cup and Master Games |



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