



Sport New Zealand

Briefing to the Incoming Minister for Sport and Recreation

covering

**Sport New Zealand
High Performance Sport New Zealand
Drug Free Sport New Zealand
Sports Tribunal of New Zealand**

October 2014

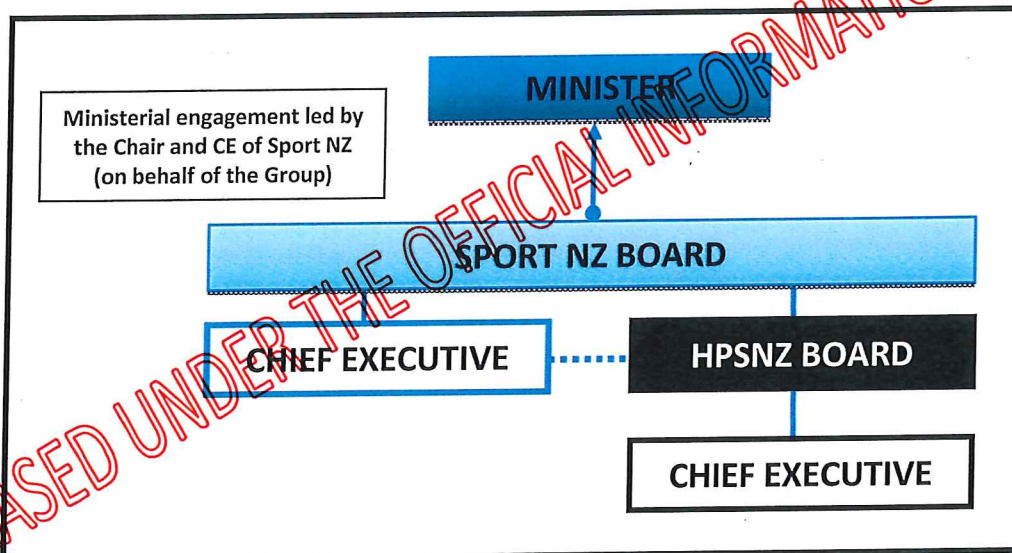
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Introduction

1. Congratulations on being appointed to the portfolio of Sport and Recreation.
2. This Briefing to the Incoming Minister (BIM) is mainly focused on Sport NZ and High Performance Sport NZ (HPSNZ), but it also covers the activities of Drug Free Sport NZ (DFSNZ) and the Sports Tribunal of New Zealand (the Sports Tribunal).
3. As your lead policy agency in this portfolio, Sport New Zealand (Sport NZ) looks forward to working closely with you to shape the direction of sport and recreation in New Zealand.
4. The below diagram shows the governance and reporting arrangements for the 'Sport NZ Group' (a term used for our corporate reporting), which is made up of Sport NZ and its wholly owned subsidiary HPSNZ, which was established in 2011. Ministerial engagement is led by the Sport NZ Board Chair and Chief Executive on behalf of the Group, with Sport NZ's Policy Team providing ministerial servicing support, as per section 8 (e) the Sport and Recreation New Zealand Act 2002 (see Appendix One for further details).



5. The current governance arrangements are working very well with the success of separating out high performance now clearly evident. HPSNZ was established as a wholly-owned subsidiary to enable it to dedicate its entire operational focus to high performance sport, in particular on ensuring more of our athletes win on the world stage.
6. As the 'parent' Sport NZ has accountability for the functions of the entire Group (including ratifying the key decisions of the HPSNZ Board) and oversight of the whole sporting pathway – from community sport through to high performance. This latter component ensures alignment, efficiencies and removes duplication; and is strongly supported by the sector.
7. Sport NZ also produces a single set of accountability documents on behalf of the Group, including an Annual Report, Statement of Intent and Statement of Performance Expectations.
8. Both Boards are chaired by Paul Collins. Peter Miskimmin is the Chief Executive of Sport NZ and is a non-voting member of the HPSNZ Board in his capacity as the Group Chief Executive. Alex Baumann is the Chief Executive of HPSNZ.

9. There is also further cross-membership of the two Boards, with four members of the Sport NZ Board sitting alongside three independent members on the HPSNZ Board to assist with smooth communication, management and reporting.

10. The following diagram illustrates the structure of the Group:



11. In terms of Group Services, Sport NZ provides all back-office support to HPSNZ (e.g. Finance, IT) to ensure the Group operates as efficiently as possible and duplication is avoided.

12. The Ministry for Culture and Heritage (MCH) has separately provided you with a short BIM covering its role as Monitoring Agency.

13. Sport NZ and HPSNZ also work closely with the New Zealand Olympic Committee (NZOC) across a number of areas to enable New Zealand's elite athletes to achieve on the world stage.

14. The NZOC represents both the Olympic and Commonwealth Games movements in New Zealand. It leads selection, logistics and operations for New Zealand teams attending these events, and ensures they have the best performance environment possible at Games time. It is the role of HPSNZ to invest in and prepare athletes to compete at Olympic and Commonwealth Games. Therefore, HPSNZ work in close partnership with NZOC's operational team.

Immediate Group Priorities

15. You will be briefed in more detail over the coming months on a series of matters, please refer to appendix 2 for a schedule of upcoming briefings. But below are some high-level insights for a number of key areas that will require your attention.
16. We would be happy to provide you with further briefings on any other subjects in this BIM at your request. We would also be happy to provide any briefings to the Associate Minister for Sport and Recreation once delegations have been confirmed.

Sport NZ Group Strategic Plan 2015-2020

17. Our current strategic plan expires in June 2015, and over the last 18 months we have been developing and engaging with the sector on our new Sport NZ Group 2015-2020 Strategic Plan.

18. There are four parts to the new plan:

- a) The overall Sport NZ Group Strategic Plan – the vision, mission and key goals for the overall group
- b) The High Performance Sport NZ Strategy 2013-20, which is already in place
- c) A new Community Sport Strategy 2015-20, which also comes into effect from July 1 2015 (more details on this strategy are provided below)
- d) Group Strategic Support – areas of work that span across both operating arms of the business, as well as across government and directly into the sector, including facilities, events, workforce development, sport integrity and sector capability. This also includes the World Cups Office.

19. Several research projects are contributing to the development of the 2015-2020 Strategic Plan including the Active New Zealand Survey, Future of New Zealand Sport Report and Sports Market Survey. We will provide copies of these documents to you for your information.

Community Sport Strategy 2015-2020

20. The new Community Sport strategy will build on the gains made under the current strategy, around organised sport in particular, but it also recognises the need for change to ensure we contribute to maintaining the health and well-being of New Zealanders.

21. Societal and demographic changes look likely to threaten our current high participation rates for adults and young people. The new strategy will promote a focus on the participant and the key enablers of participation at the community level.

22. It will focus specifically on:

- a) young people - particularly in the school setting [withheld under section 9(f)(iv) of the Official Information Act to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by officials]
- b) insights, to inform interventions – particularly around informal sport (also known as active recreation)
- c) facilities, events, coaching and workforce training as key enablers of participation
- d) talent development – to ensure a strong pathway through to high performance

- e) low-participation communities
- f) large urban populations – especially Auckland

23. [withheld under section 9(f)(iv) of the Official Information Act to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by officials]

Timing of Strategies

24. We have been engaging with the sector on the Sport NZ Group Strategic Plan 2015-2020 and Community Sport Strategy 2015-2020 for some time and are now starting a final round of limited sector engagement. The plan is to provide the Sport NZ Board with the strategies for consideration in November. We intend to provide you with the strategies in December, although we will discuss the proposed direction with you before then. The aim is to launch both in February next year

Crimes (Match-fixing) Amendment Bill

25. The Crimes (Match-fixing) Amendment Bill (the Bill) was introduced on 5 May 2014 and passed its first reading with unanimous support on 31 July 2014. The Law and Order Committee have since called for public submissions on the Bill.

26. Legislative change is required as there is currently uncertainty about whether match-fixing is captured by existing criminal offences. The Bill removes this uncertainty by recommending a small amendment to the Crimes Act 1961 to make it clear that match-fixing is a form of deception under section 240 – the offence of obtaining a benefit or causing a loss by deception.

27. The Bill is considered necessary to protect the integrity of New Zealand sport and to address any match-fixing risks that may be presented by New Zealand's hosting of the ICC Cricket World Cup 2015 (CWC) and FIFA U20 World Cup 2015 (FIFA U20).

28. As drafted, the Bill comes into force on 15 December 2014. The new government must give legislative priority to the Bill for it to be in force in time for the CWC.

High Performance Facilities

29. Further details on the high performance facility network are provided later. However, there are three facilities supported by Sport NZ that are at crucial stages of development:

- a) Canoe Racing NZ's facility at Lake Karapiro - this will lead to the centralisation of the canoe racing high performance programme
- b) a national high performance base in Auckland for sailing – plans are being finalised in consultation with key stakeholders before resource consent is lodged
- c) cricket facilities at Hagley Park – [withheld under section 9(f)(iv) of the Official Information Act to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by officials]

ICC Cricket World Cup 2015

30. CWC will be co-hosted by New Zealand and Australia and runs from 14 February to 29 March 2015. Highlights of the New Zealand fixtures include:

- a) the opening ceremony, first match and three pool matches in Christchurch, which will be the first international sporting event since the earthquakes
- b) Australia vs New Zealand in Auckland

c) a quarter final in Wellington and a semi-final in Auckland.

31. The government has invested \$5 million to support regional hosting of the tournament. A significant opening event in Christchurch and a programme of fan and community engagement to run across the seven New Zealand host cities (Auckland, Hamilton, Napier, Wellington, Nelson, Christchurch and Dunedin) is being developed by NZ Cricket in association with the tournament organisers and NZ Inc. agencies.
32. NZ Inc. agencies are also developing VIP hosting, international media, and business engagement programmes. NZ Cricket is implementing a schools programme to encourage more children to play cricket and for their parents and teachers to become more involved.

FIFA U20 World Cup 2015

33. FIFA U20 will be played in New Zealand from 30 May to 20 June 2015. It is FIFA's second largest men's tournament, comprising 24 teams playing 52 matches in seven venues around the country (Whangarei, North Harbour, Hamilton, New Plymouth, Wellington, Christchurch and Dunedin). The Local Organising Committee estimates 7,000 international visitors.
34. The government is investing \$5.5 million in the event from the Major Events Development Fund (MEDF), payable on an instalment basis subject to achievement of agreed milestones.
35. A comprehensive leverage and legacy plan has been developed. The plan places particular emphasis on NZ Inc. outcomes and increasing participation in the sport of football, especially among young people and ethnic communities. It also focuses on enhancing the capability of football clubs so that they can support and sustain higher player numbers.

Active NZ Survey

36. The top-line results of our latest Active NZ Survey, carried out over the period 2013/14, will be released early next year. This is a comprehensive nationwide survey that gives detailed insights into Kiwi adults' participation in sports, active recreation, and volunteering (children and young people are captured separately in our *Young People's Survey*). It will be a key element of informing our new Community Sport Strategy.

High Performance Investment Decisions

37. At the end of each year HPSNZ makes its future investment decisions aimed at:
- sports and athletes that have medal potential at Olympic Games
 - non-Olympic targeted sports that can win at World Championships
 - sports and athletes that have gold medal potential at the Paralympic Games
38. In December 2013 HPSNZ announced total investment of \$133 million to be spent across 12 targeted sports and 18 specific campaign investments for 2014-2016.
39. With only two years until the 2016 Rio Olympics this investment round (December) will be crucial to ensure we can achieve our medal targets.

A World Leading System at all Levels

40. New Zealand has a world-leading sports system at all levels that is the envy of many countries. The following lists some of the key programmes and achievements across the sport sector during the last few years.

Community Sport

41. Sport continues to be integral to New Zealand's culture and way of life. Participation rates for Kiwi adults and children are currently among the best in the world.
42. Our *Young People's Survey* results show that almost 90% of our young people currently take part in at least three hours of formal and informal sport a week, and a recent global report on physical activity levels for young people ranked New Zealand first equal, ahead of Australia, England, South Africa and USA. The report noted Sport NZ's KiwiSport funding as a significant contributor to the result.
43. Our Active NZ survey shows that around three quarters of all adults participate in at least one sport during any week. Recent research suggests there is a slight trend away from 'organised' sport (traditional club-based) to less formal opportunities, or active recreation.
44. However, as highlighted in the 'future trends and issues' section below, these high participation rates are under threat from societal changes which are contributing to a global trend towards less active lives, particularly among young people. Internationally, and in New Zealand, obesity rates are rising, along with the amount of time spent in front of screens.

School Sport and Physical Education (PE)

45. Of particular concern is the growing pressure on the school sport and PE environment. In response, and in partnership with the Ministry of Education, we are doing a comprehensive review of all sport in schools – PE and competitive school sport. [withheld under sections 9(f)(iv) and 9(2)(g)(i) of the Official Information Act to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by officials and to protect the free and frank expression of opinions.to Ministers of the Crown.]
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50. The KiwiSport Regional Partnership Fund is administered by Sport NZ through Regional Sports Trusts (RSTs) to encourage partnerships between schools, clubs, and community groups to get more young people into sport. Since 2009, Sport NZ has invested over \$52 million in KiwiSport. In 2013/14 over 900,000 children took part in KiwiSport initiatives.

Coaching

51. In 2013 the Board prioritised coaching and agreed to a \$1.5 million investment boost with the launch of 2 new programmes – Performance Coach Advance and a Coach Developer Training Programme – aimed at ensuring quality coaches along the sport pathway.

Talent Development

52. In response to a gap in our world-leading system this year Sport NZ developed and launched an athlete talent development programme called Pathway to Podium to bridge the gap between community and high performance sport.
53. Through investment of \$1.2 million per year Pathway to Podium will see 14 regional talent hubs established around the country, in collaboration with local stakeholders, to support young talented athletes and their coaches in their own regions and ensure they are better prepared to step up to high performance.

High Performance

54. Kiwi success on the world stage continues to improve, with a key contributing factor the increase in government support since 2010. HPSNZ now has an annual budget of about \$60 million and, in terms of return-on-investment, is running one of the most effective high performance systems in the world.
55. The impact of increased government investment on improved medal outcomes is extremely high, with 91% of the improvement in performance related to increased core investment. Between 2002 and 2013, direct investment in the high performance programmes for the 6 targeted Olympic sports increased from \$2.3 million to \$23.1 million and the number of medal winning performances increased from 3 in 2002 to 10 in 2009, 11 in 2012 and more recently 16 in 2013 at world or equivalent events and competition. That same investment has led to an increase in top 8 finishes from 5 in 2002 to 19 in 2009, 28 in 2012 and 26 in 2013.
56. In terms of the details of more recent results, we won 13 medals at the 2012 London Olympics (against a target of 10 medals), to rank 4th on medals per capita. In Paralympics we topped the per capita table with 17 medals. In 2013 we had 9 world champions and the 2014 Commonwealth Games yielded 45 medals, with an impressive 14 golds, ranking us 6th in the Commonwealth.
57. While Government investment has increased, there are still areas we believe we could impact with more funding. An example of our work in this area is a philanthropic project developed with the NZOC – called BlackGold. The aim is to source investment from people who share our passion for high performance sport and what it can help our country achieve.

Facilities – High Performance and Community

58. Our elite athletes' success can also be attributed to our network of world-class facilities. Since 2010 the Government has invested more than \$40 million in high performance infrastructure, leveraged to a total investment of more than \$110 million mostly due to private/public partnerships, including:
- a) the National Training Centre on Auckland's North Shore
 - b) the Avantidrome in Cambridge

- c) the high performance centre for rowing at Lake Karapiro
- d) regional high performance centres in Wellington, Christchurch and Dunedin.

59. At the community-sport level, Sport NZ recently released *'The New Zealand Sporting Facilities Framework'* with the goal of aligning and improving how facilities are planned, funded, built and managed. Further detail on this is included under 'Key Work Areas'.

Capability

60. In order to be effective we build strong partnerships with highly-capable organisations (e.g. National Sport Organisations - NSOs) that deliver at the frontline. To understand how we can best assist these organisations to maximise their performance it is critical we have open and trusting relationships.

61. Previously our work to build capability within partners was based around broad-reaching improvement programmes and good-practice resources. As these have delivered results, and the sector has matured, we now invest \$3 million annually in prioritising capability development based on partner needs in 6 areas – governance and planning, leadership, human resources, financial stability, commercialisation and information technology.

62. Further detail on our capability approach is included under 'Key Work Areas'. We have also led transformational change within the sector, supporting constitutional interventions in; NZ Rugby League, Rowing NZ, Basketball NZ, Swimming NZ, Auckland Sport and Water Safety NZ.

Events

63. The first New Zealand Sporting Events Strategy was launched this year, reflecting the importance of attracting and hosting events that offer wider economic and social benefits for the whole country. Our approach to 'mega' events has also matured through the establishment of the World Cups Office within Sport NZ, which supports the CWC and FIFA U20 tournaments.

64. We also work closely with NZ Major Events (based in the Ministry of Business, Innovation and Employment) to support the Major Events Development Fund (MEDF) process. Further information on the MEDF is provided in the 'Key Work Areas' section but this is a government fund to attract, retain, grow and enhance major events. The annual appropriation is \$10 million and you sit on the Ministerial Group that approves funding.

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About the Sport NZ Group

Sport NZ

67. Sport NZ is a Crown Agent, established under the Sport and Recreation New Zealand Act 2002 (the Act) to "promote, encourage and support physical recreation and sport in New Zealand".
68. Sport NZ's functions are set out in section 8 of the Act. Broadly, these cover investment, promotion of participation, support for capability development in the sport and recreation sector, and the provision of policy advice. A full list of Sport NZ's statutory functions is included as Appendix 1.
69. Sport NZ's current 2009-2015 Strategic Plan has three outcomes and five key priorities:

Outcomes

- a) More Kiwi kids in sport and recreation
- b) More Kiwis in sport and recreation
- c) More Kiwi winners on the world stage

Key priority areas

- a) Young New Zealanders
- b) High Performance
- c) Grassroots Sport
- d) Recreation
- e) Partner Capability

70. Sport NZ has delegated its responsibility for delivering high performance outcomes to HPSNZ, who launched their own strategy in 2013.

High Performance Sport NZ

71. HPSNZ was created as a limited liability company in July 2011 and is a wholly owned subsidiary of Sport NZ. It was established to lead the high performance sport system in New Zealand by working in partnership with NSOs and key stakeholders to achieve the strategic outcome of 'More New Zealanders winning on the world stage'.
72. Ministerial engagement is led on behalf of HPSNZ by the Sport NZ Board Chair (also currently the HPSNZ Board Chair) and Chief Executive, with Sport NZ's Policy Team also providing ministerial servicing support relating to high performance sport.
73. Under the Crown Entities Act 2004, HPSNZ must only carry out activities in support of Sport NZ's functions. The functions of HPSNZ are set out in its constitution and include:
- a) being the lead agency for New Zealand high performance sport, including for athletes, and providing a holistic and multi-disciplinary educational approach for overall personal, career and athletic development of high performance sports people
 - b) ensuring that world-class coaches are recruited, developed and retained to train our high performance athletes and sports people
 - c) maximising the use of technology and innovation in high performance sport

- d) ensuring that NSOs are accountable for meeting agreed high performance sport outcomes
- e) ensuring alignment / continuity between high performance and community sport.

74. HPSNZ's strategy is focused towards getting more New Zealanders winning medals in pinnacle events and global competitions such as the Olympics and world championships. Because we have a small population and budget compared to our competitors, we must to target our resources carefully to be successful.

Transformational Change & Efficiencies

75. The Sport NZ Group has been through a period of rapid change in the last 5 years. As the 'A World Leading System at all Levels' section illustrated, the work of the Group has expanded significantly due to two major forces - a broader mandate, and strategic need.

76. We're pleased to report that internal costs have not significantly increased as a result of this transformational change. We've also ensured that most new positions required have predominantly been sector facing, in keeping with government expectations.

77. Efforts to generate new commercial and non-commercial partnerships have been ramped up this year to increase investment into our world-leading system, and as part of this we've formed a partnership with Anchor around the HPSNZ brand.

78. We've continued to drive efficiency within the Sport NZ Group this year, with the roll-out of a Sharepoint web application and platform across the business, and the continuing development of our Knowledge Edge project to capture knowledge and best practice.

79. There is clear evidence of efficiency gains across the Group with the proportion of overheads to operating expenditure reducing by 30% since 2009/10. Our overhead costs, per full time equivalent, have reduced by 17% for the same period.

80. As a proportion of total expenditure, by appropriation, 79% and 92% is directly attributable to Community Sport and High Performance Sport programmes and initiatives respectively.

81. This year we again enjoyed good results in our employee engagement survey – 79% for Sport NZ and 89% for HPSNZ.

People

82. The Sport NZ Group currently has approximately 193 staff. Sport NZ has approximately 79 staff, which is a mixture of frontline and administrative staff and includes those who provide shared services across both businesses. HPSNZ has approximately 114 staff, the majority of whom are frontline staff, supporting athletes.

83. Sport NZ's delivery model means that most front-line services are provided through third parties such as RSTs, national sport and recreation organisations, and sport and recreation coordinators in schools. For example, RSTs employ 494 full-time staff, and Sport NZ supports 14 Community Sport Directors within our targeted NSOs.

World Cups Office

84. The World Cups Office, housed within Sport NZ, coordinates all government support and services for CWC and FIFA U20.

Funding

85. In 2014/15 budgeted total income for the 'Sport NZ Group' is \$130.8 million, which is forecast to derive from:

- a) Vote funding of \$81.593 million
- b) New Zealand Lottery Grants Board (LGB) funding of \$45.020 million; and
- c) Interest and sundry income of \$4.175 million.

86. In 2014/15 Vote funding will be provided to Sport NZ through three separate output expenses as follows:

<i>Sport and recreation programmes</i>	\$19.151 million for delivery of programmes in accordance with Sport NZ's statutory functions to promote, encourage and support sport and recreation in New Zealand, and the provision of policy advice on and information relating to sport and recreation, including ministerial servicing.
<i>High performance sport</i>	\$58.192 million for delivery of initiatives aimed at improved sports performance at the elite level. This funding will be used to deliver outcomes for high performance sport.
<i>Prime Minister's sport scholarships</i>	\$4.250 million to fund scholarships for athletes, coaches, officials and other support persons and allow athletes to pursue study or develop skills that contribute to the quality of performance at the elite level.

87. Further Vote allocations to Drug Free Sport NZ and the Ministry for Culture and Heritage are explained in paragraphs 167 and 182.

88. We have recently received a further payment of \$2.151m LGB funding as a one-off payment in 2014/15. This is the result of the NZ Lotteries Commission 2013/14 profits being higher than originally forecast.

Forecast deficits

89. Total operating expenditure for 2014/15 is forecast at \$148.257 million (2013/14: \$130.9 million) and Sport NZ is expected to run a consolidated deficit of \$17.5 million (2013/14: \$21.3 million surplus). This deficit will be funded from reserves as detailed below.

90. Public Equity has peaked during the current four year cycle at 30 June 2014. Included within the equity position of \$45.633 million are the following items:

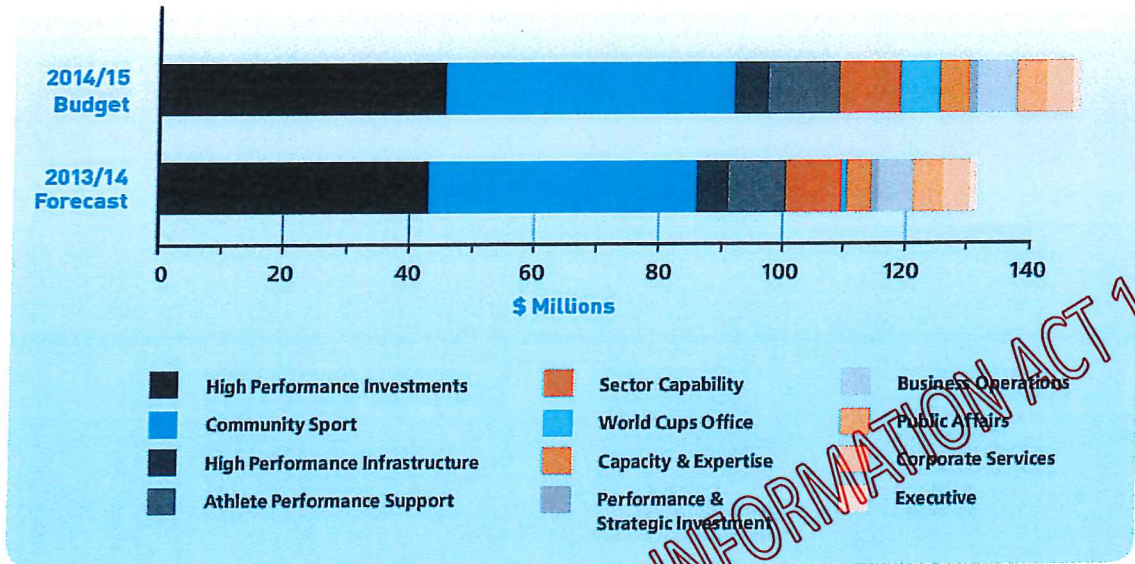
- a) HP infrastructure projects of \$14.131 million developed over the next 2 years
- b) World Cups – leverage & legacy funding of \$5 million for CWC and funding of \$1.5 million for the World Cups Office in support of both the CWC and FIFA U20.
- c) High performance funding of \$10.9 million to be released in the build up towards Rio in 2016, including \$1.4 million for PM scholarships.
- d) Community sport funding of \$12.7 million to be invested in programmes to support implementation of the 2015-20 Strategy and current commitments to partners.

Allocation of funds

91. The large majority of expenditure is budgeted for direct investment into sport and recreation organisations, including infrastructure development. In 2014/15, direct investment is forecast to total nearly \$104 million. This compares to the budget of \$44.3

million on operating expenditure, of which a further \$15.4 million relates to the provision of athlete performance support including medical, physiotherapy, strength and conditioning, nutrition, and psychology.

The table below illustrates the proportional costs of running our business.



92. Further details on the investment approach of Sport NZ and HPSNZ are included in the 'Key Work Areas' section.

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Governance, Boards and Management

Your relationship with Sport NZ

93. The Crown Entities Act 2004 provides clear roles and responsibilities for the Board of Sport NZ and the Minister. The HPSNZ Board's functions are delegated by Sport NZ.
94. You are accountable to Parliament for the funding and performance of Sport NZ and ensuring it meets its obligations under the Crown Entities Act 2004. The Board of Sport NZ is responsible for overseeing the performance of HPSNZ.
95. Ministers and Boards are expected to engage in an 'ongoing conversation' on strategic issues to ensure that Boards have a clear understanding of government policy. To this end, the Chair and Chief Executive of Sport NZ have in the past met monthly (but more often when required) with the Minister to provide updates on issues and progress on behalf of the Group. Sport NZ's Policy Team provides ongoing ministerial servicing support for the Group.
96. The Crown Entities Act 2004 provides that you can formally direct Sport NZ to give effect to a Government policy that relates to the organisation's functions and objectives. However, section 10 of the Sport and Recreation New Zealand Act precludes you from making any directions related to the allocation of funds. HPSNZ is also prevented from making final decisions on the allocation of funds by a provision in the Crown Entities Act. For this reason, all final funding decisions are made by Sport NZ and, where these relate to high performance, they are made after considering the recommendations of HPSNZ.

Board of Sport NZ

97. The Board of Sport NZ is responsible for the governance of Sport NZ and the setting of Sport NZ's strategic direction. It usually holds 10 formal meetings a year.
98. The Board is chaired by Paul Collins. Further details on Paul are included in Appendix 2.
99. Board members are appointed by you after you have consulted with the statutory Nominations Advisory Group. The Ministry for Culture and Heritage manages the appointment process and have provided further details in their BIM.
100. The Board currently comprises 8 members with one vacancy. Current Board members are listed in Appendix 3.

Board of High Performance Sport New Zealand

101. The Board of HPSNZ comprises eight members, including four members who serve concurrently on the Board of Sport NZ and the Chief Executive of Sport NZ who is an ex-officio, non-voting member.
102. Although Sport NZ is the sole shareholder of HPSNZ, you have the power under the constitution of HPSNZ to appoint and remove members of its Board. Sport NZ manages the appointments process.
103. HPSNZ Board members are listed in Appendix 4.

Management of Sport NZ Group

104. The Chief Executive of Sport NZ is Peter Miskimmin who was appointed to this role in April 2008.

105. Peter has previously served on the Board of Sport NZ and has considerable experience in the corporate world as Head of Corporate Sales at NZ Post. Peter was a Board member of the New Zealand Olympic Committee from 1993 to 2000, a Board member of the New Zealand Sports Foundation from 1995 to 1999, Chair of the Olympic Athletes' Commission 1992 to 2000 and was the President of the Olympian Club of New Zealand from 1999 to 2010. Peter is a double Olympian in the sport of hockey, playing 150 test matches over 15 years and was named NZ hockey player of the year twice. Peter is also a high performance hockey coach and national selector.

106. To help provide continuity and coordination between Sport NZ and HPSNZ, Peter sits on the Board of HPSNZ.

107. The other members of Sport NZ's Senior Leadership Team (SLT) are:

- a) Dave Adams, GM Sector Capability
- b) Andrea Blackshaw, GM Public Affairs
- c) Geoff Barry, GM Community Sport
- d) Julie Morrison, GM Corporate Services

Management of HPSNZ

108. The Chief Executive of HPSNZ is Alex Baumann. Alex was formerly the Chief Executive Officer of Own the Podium, Canada's high performance sport programme. Previous roles include Executive Director for the Queensland Academy of Sport and Chief Executive Officer of Queensland Swimming.

109. Alex is also one of Canada's most successful swimmers, winning two gold medals at the 1984 Los Angeles Olympics in both the 200m and 400m individual medley races, and in world record times. He also won five gold medals and two silver medals at the 1982 and 1986 Commonwealth Games. He was twice named World Male Swimmer of the Year, in 1981 and 1984, and is a member of the Canadian Sports and Canadian Amateur Sports Hall of Fame. He has been made an Officer of the Order of Canada and has received the Order of Ontario.

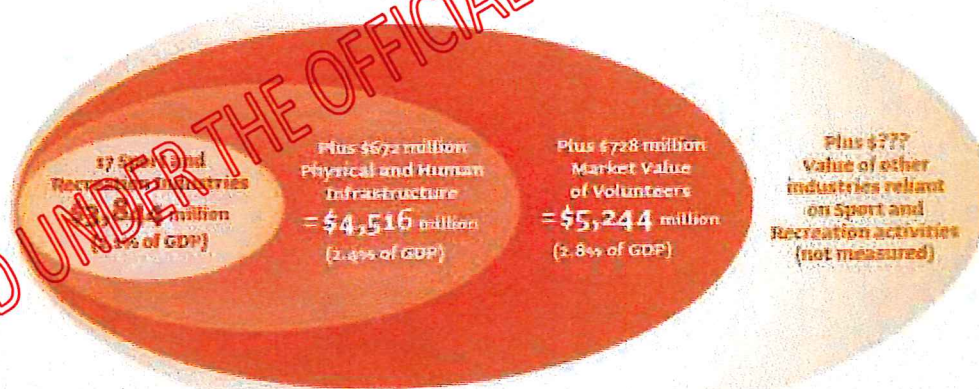
110. The other members of HPSNZ's SLT are:

- a) Pete Pfitzinger, GM Capacity & Expertise
- b) Mike McGovern, GM Performance & Strategic Investment
- c) Zoltan Varadi, GM Business Operations
- d) Martin Dowson, GM Athlete Performance Support

Size and contribution of the sector¹

111. Our Active NZ survey shows that around three quarters of all adults participate in at least one sport during any week.
112. Around a 1/3 of all adult New Zealanders are members of sports clubs or gyms.
113. Nine out of ten young people say they like sport. Nine out of ten young people spend three or more hours a week taking part in organised and informal sport and recreation. Half of all secondary school students are involved in formal school teams.
114. The sector is sustained by over 750,000 volunteers who give over 50 million hours of their time with a market value of over \$700 million.
115. Over 35,000 people work in the sector earning over \$800 million.
116. Using a definition of the sector that includes volunteered services, the value of sport and recreation is \$5.2 billion, or 2.8% of GDP. This puts the sector on the same level as the dairy industry in terms of contribution to GDP.

Estimated Market Value of Sport and Recreation in New Zealand, 2008/09



Estimated Market Value is \$5,244 million or 2.8% of GDP

117. At last count there were an estimated 15,000 clubs and gyms at the local level in New Zealand.
118. Because of the large number of organisations working in the sector Sport NZ mostly works through representative bodies at the national and regional levels, including:
- About 70 NSOs that are the peak organisations for their sport in New Zealand
 - 14 RSTs that deliver community-level ('grassroots') sport, recreation and physical activity initiatives. They form a network of community-based organisations with approximately 50 offices located around New Zealand.

¹ Sources: *Active New Zealand Survey 2007/08* (updated figures due later this year), *Value of Sport Research 2011* (updated figures due early 2015), *Young People Survey 2011* (next survey 2018)

c) Numerous national recreation organisations (NROs), including the Mountain Safety Council and the New Zealand Recreation Association.

119. Sport NZ and HPSNZ will invest almost \$122 million in the sector in 2014/15, mostly from crown funding and New Zealand Lotteries funding.

120. Central government also invests separately in sport and recreation through: schools and education; administration of conservation lands; management of fisheries; and water safety. District Health Boards also invest in the area of physical activity.

121. Community-level sport and recreation is largely funded through territorial authorities (estimated at \$778 million per annum), gaming societies (estimated at \$120 million) and community trusts (estimated at \$25 million). The total value of sport and recreation facilities owned by local government alone is estimated at \$7 billion.

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Future trends and issues for sport and recreation

122. Small changes in society, the economy or via regulation can have far-reaching effects in the sport and recreation sector. Sport NZ utilises monitoring, research and policy review to support the interests, and advocate on behalf of, the sport and recreation sector. We also engage with other government agencies to promote the value of sport and recreation and to ensure that regulatory change does not disadvantage the sector.

123. The following table sets out some of the most significant strategic issues currently facing sport and recreation in New Zealand:

Strategic Issue	Key points
Social and Technological Change	<ul style="list-style-type: none"> - Digital technologies (especially social media) are providing traditional sports far wider access to both current and new membership and other commercialisation opportunities with free or low-cost technology that is easy to use (e.g. online broadcasting) - Increasing time being spent on technology, especially by young people, may see a decline in time spent participating in sport and recreation - Ability to connect with other participants and access coaching and expertise through technology will suit busy lifestyles, but presents a challenge for traditional club membership model
Population Change	<ul style="list-style-type: none"> - In 12 years there will be more elderly Kiwis than young people. Sector organisations will need to meet the demand of a growing but still active older population, as well as cope with replacing large numbers of older workers as they retire - Declining populations in rural New Zealand will have implications for facilities and the viability of sports clubs - Increasing cultural diversity will grow demand for more globally popular sports or currently minor or marginal sports. It also poses the challenge of ensuring the private and public benefits of sport are understood by new New Zealanders, particularly parents
Young People	<ul style="list-style-type: none"> - Sedentary lifestyles, including increasing screen time, may lead to a decline in physical fitness and skill levels as well as a further increase in obesity - Schools, families and sports organisations are likely to need to change their approach in providing PE and sport opportunities for children to grow participation rates - On-going decline in quantity and quality of PE and sport in schools would have implications for future participation levels and skill levels.
Auckland	<ul style="list-style-type: none"> - Auckland's growing population and new local government operating environment will continue to challenge organisations and place a strain on facilities

Strategic Issue	Key points
Sustainability and capability of organisations	<ul style="list-style-type: none"> - Sector organisations generally have a narrow income base and funding streams are highly competitive, so any changes in the regulatory environment (e.g. tax or ACC changes, safety requirements) can create challenges for the sector - With competing demands people are likely to have less time and this could result in less volunteers, who are the lifeblood of many sports clubs
Ethics and Integrity	<ul style="list-style-type: none"> - The sport sector will need to be vigilant to the increasing global threat of criminal involvement in sport, e.g. match-fixing, doping - [withheld under section 9(2)(g)(i) of the Official Information Act to protect the free and frank expression of opinions to Ministers of the Crown]
Environmental Issues	<ul style="list-style-type: none"> - There will be greater environmental demands and challenges for the sport sector, particularly for facilities and sports events (e.g. access to water, renewable energy, waste management, efficient land use)
Christchurch	<ul style="list-style-type: none"> - Continued challenges as part of the rebuild (e.g. new fit-for purpose facilities, addressing funding gaps)

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Key Work Areas

Community Sport & Recreation

More adults in sport and recreation - Community Sport

124. Sport NZ provides community sport investment to over 60 NSOs and all 14 RSTs with the outcomes sought: increased participation, expanded contribution (volunteering, coaches), and improved capability of providers to deliver quality opportunities and experiences (particularly regional sport organisations, clubs, schools).
125. 14 NSOs have been provided with targeted investment by Sport NZ because of their ability to contribute to these community sport outcomes. The sports are:

Netball	Athletics	Tennis
Rugby Union	Triathlon	Basketball
Rugby League	Bowls	Bike
Cricket	Golf	Gymsports
Football	Hockey	

126. A crucial success factor for community sport is coaching. To advance coaching outcomes, a national coaching strategy is in place and Sport NZ invests in, and supports, coaching and coach development leadership in 20 NSOs and the 14 RSTs.
127. Sport NZ also recognises the contribution that volunteers make to sport by partnering with Lotto in the Sport Makers campaign. Over a three year period we will together distribute over a million dollars' worth of merchandise to deserving sports volunteers and clubs across the country, using RSTs as the main distribution channel.

More young people in sport and recreation

128. Sport NZ wants more young people to develop a love of sport and recreation, leading to lifelong participation. To achieve this, young people need to experience a sport and recreation system that addresses their needs. Two key initiatives in this area are KiwiSport and Sport in Education.
129. KiwiSport was established by the Government in 2009 to encourage school-aged children to participate in organised sport. There are two funds: the Direct Fund (administered by the Ministry of Education) and the Regional Partnership Fund (administered by Sport NZ).
130. The Regional Partnership Fund consists of \$8.5 million per annum, which is distributed to RSTs to spend on community-based initiatives. RSTs are required to consult with their communities about how best to spend the fund. They are expected to use it to build partnerships between communities, clubs and schools, and the community is expected to contribute funding to their KiwiSport projects.
131. The Sport in Education project was launched in 2012 with 8 secondary schools. The project uses sport as a context for learning and student engagement to improve academic, social and sporting outcomes for schools and students. It involves five related

work streams: Curriculum, Student Leadership, Culture and Values, Primary School Connections, and Community Links.

132. Each school has seen compelling results in the first year – such as improved student engagement, better academic performance, a reduction in suspensions and referrals, as well as increased sports participation - both in the project schools and in the local primary schools that they're connecting to. Two schools have experienced sport participation growth of 20% and 40% respectively, and an independent evaluation has found that key values and characteristics of sport such as teamwork, competition and effort, were evident within the classroom setting of each.

133. This year more than 20 new schools have joined the Sport in Education project at their own cost. Sport NZ is playing an advisory and leadership role with these new schools.

134. Other areas that we are working on to improve the sport and recreation system for young people are:

- a) Taking a fresh look at school sport and physical education (as per earlier item)
- b) Working with our partners and the wider community to implement the 'Best Practice Principles for Young People in Sport' and 'The Safe Sport Guidelines'.
- c) Investigating how we can support new growth sports and activities, and encourage young people to get involved in informal (participant-led) sport.
- d) Targeting low participation groups, such as teenage girls, to gain a better understanding of how to keep them involved in sport.
- e) Developing new coaches through our secondary school leadership programmes, Growing Coaches and Growing Leaders. Over 1000 students from more than 45 schools participated in the programme in 2013, which not only develops them as coaches but allows them to obtain credits towards NCEA.
- f) Continuing to learn about the sporting lives of young New Zealanders through our Young People's Survey (carried out in 2011), and turning that knowledge into actionable insights for us and our partners.

He Oranga Poutama

135. Sport NZ's He Oranga Poutama initiative promotes the development and implementation of physical recreation and sport in a way that is culturally appropriate to Māori. One example of the success of the program has been the increase in participation in the traditional Māori sport of ki-o-rahi - a fast paced ball sport that incorporates elements of rugby union, netball, touch and Australian rules.

Recreation Sector

136. Sport NZ has been working with the NZ Recreation Association (NZRA) and Outdoors NZ (ONZ) over the last 18 months to create one lead organisation for active recreation. This is designed to achieve greater efficiencies across the sector and create an effective and sustainable lead agency.

137. There have been some challenges with the transition to one lead organisation with ONZ facing financial troubles and as a result no services have been delivered to the outdoor sector this year. Sport NZ is now looking to invest in NZRA as the lead

organisation, preferably with the support of ONZ. There will be a government review of the outdoor sector later this financial year that may lead to further changes.

High Performance

More New Zealanders Winning on the World Stage

138. The Government's high performance investments are made, monitored and managed by HPSNZ with oversight from the Sport NZ Board. Investments are made in line with the HPSNZ Strategic Plan 2013-20 with support provided to the high performance programmes of targeted NSOs, as well as specific campaigns and performance support for elite athletes.

139. In the four year Olympic funding cycle to Rio in 2016, HPSNZ will have invested \$133 million into the high performance programmes of NSOs. A further \$87 million will have been provided to coaches and athletes through Performance Enhancement Grants (PEGs), Prime Minister's Sport Scholarships, HPSNZ Athlete Performance Support, and through innovation and technology.

140. We consider there is a real competitive advantage in our one-stop-shop approach, which allows us to provide strategic investment to NSOs, hand-in-hand with the support from our specialist staff. It means we have in-house expertise, with specialist staff immersed in sports. This ability to target both our investment and our expertise sets us apart from other countries, which we believe has a significant impact on athlete and coach performance.

141. Recent results at the Commonwealth Games and in the World Championships of our targeted sports show that we're tracking well against our 2013-2020 high performance strategy and our target of 14 or more medals, and 8-12 Paralympic gold medals, at Rio.

Sport NZ

Protecting the integrity of sport

142. Protecting the integrity of sport has become a priority for sports organisations around the world. Last year a Sport NZ-led report into the implications for New Zealand of an investigation linking organised crime and banned substances to some Australian sporting codes found no evidence of widespread drug use or organised crime in our sport system. However, it recommended a series of actions to protect our clean sporting reputation.

143. As a result Sport NZ now leads an inter-agency group on behalf of the government tasked with progressing these actions and ensuring intelligence on integrity threats (match fixing and doping in particular) is gathered, analysed and acted upon. This group includes HPSNZ, DFSNZ, NZOC, Police, Customs, the Serious Fraud Office and Medsafe (Ministry of Health).

Match-fixing – National Policy, Education, Legislation

144. In the area of preventing match-fixing Sport NZ has progressed a number of initiatives, including:

- a) launching a national match-fixing policy, which will be implemented by NSOs over the next 18 months
- b) developing an on-line educational tool for athletes, coaches and support staff to help them protect themselves from getting caught up in match fixing

- c) supporting the introduction of the Crimes (Match-fixing) Amendment Bill, which aims to criminalise the most serious elements of match-fixing.

Facilities

145. As mentioned in the 'A World-Leading System at all Levels' section Sport NZ has developed a NZ Sporting Facilities Framework for those involved in the provision and management of sporting facilities. The framework aims to encourage better sharing of resources and facilities between sport organisations while maximising investment to provide facilities that are fit-for-purpose, well-utilised, and future-proofed.

146. In terms of next steps for the high performance facility network, further to the facilities mentioned in the 'Immediate priorities' section, work is also underway on an extension to AUT Millennium on Auckland's North Shore. This year we also announced new funding for a national hockey training centre in Auckland, as well as an extension to the high performance training base for snow sports in Wanaka, and stage two of the Rowing High Performance Centre at Lake Karapiro.

147. Post-earthquake facility development in Christchurch is another focus of our facilities work. As a member of the Sport and Recreation Leadership Group, along with Sport Canterbury and Christchurch City Council, Sport NZ has supported the development of the recovery plan for sport - *Spaces, Places and People Plan*. We are also supporting the development of the Metro Sports Facility (one of the rebuild anchor projects), and a regional sports park at Wigram.

Sector Capability

148. As Sport NZ invests \$110 million in third-party organisations, such as NSOs and RSTs, to achieve our outcomes we have a strong interest in ensuring our partners are capable in terms of the quality of their leadership and organisational effectiveness.

149. Our approach is to prioritise which partners we work with based on their ability to impact on our outcomes. We assess our partner's needs through a range of assessment tools and other intelligence, including that provided by the partner, and we then work with them to develop an improvement programme. The impact we want to achieve is for partners to have skilled people who can adapt and deliver strategies that meet the needs of sport participants.

150. An example of our capability work with partners is New Zealand Football. Our capability work has included: Chief Executive recruitment and support, board appointments, constitutional review, governance evaluation and planning, development of an operational plan, and supporting the development of a national football facility strategy.

151. As our partners continue to increase their base level capability we will increasingly look at improvement opportunities that benefit multiple partners. We will explore opportunities that create operational efficiencies, remove administrative cost, and create growth.

152. During 2014/15 we will focus increasingly on:

- a) partner projects that create stability, better manage financial risk and improve partners ability to adapt to the changing environment
- b) cost reduction and efficiency programmes across the sector
- c) building greater connections between partners so they can work more effectively together

- d) joint regional facilities planning to get better financial return and utilisation of regional facilities
- e) improving capability across the sport sector in the planning and delivery of events.

Auckland

153. Auckland Sport was established late last year to provide leadership and direction to the sport and recreation sector in the Auckland region, and to achieve a range of sporting, health, social and economic outcomes. Auckland Sport released their strategy earlier this year with the vision of becoming the world's most active city.

154. Auckland Sport is now the sole recipient of our RST investment into the Auckland region. Previously we invested directly into 4 local RSTs – Harbour Sport, Sport Waitakere, Sport Auckland and Counties Manukau Sport – however these now align with, and receive funding through, Auckland Sport.

155. It's important that sport and recreation in our biggest city has strong leadership and remains a focal point for the evolution of the city. One of the organisations main aims is to bring more investment and value to Auckland's sport and recreation sector without increasing cost.

156. Sport NZ also actively supports other organisations in Auckland, for example providing facilities advice to Auckland Council and assisting local sports organisations with submissions on the Unitary Plan.

[withheld under section 9(f)(iv) of the Official Information Act to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by officials]

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159. [withheld under section 9(f)(iv) of the Official Information Act to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by officials]

Events

160. Sport NZ has the lead role in the development of a world class sports events system. We aim to ensure that sports events deliver greater economic, social and cultural benefits for New Zealanders. As well as the World Cups mentioned previously the following two items cover off the key components of our events work:

Major Events Development Fund (MEDF)

161. As mentioned above, the MEDF is a government fund that exists to attract, retain, grow and enhance major events. The annual appropriation is currently \$10 million.

162. MEDF is administered by MBIE with a Major Events Investment Panel (MEIP), made up of the Chief Executives of a number of key government agencies (including Sport NZ) providing recommendations to a Major Events Ministers Group.

163. The Ministers Group makes the final decisions on MEDF applications. As Minister for Sport and Recreation you are a member of this Group along with the:

- a) Minister of Tourism

- b) Minister for Economic Development (Chair)
- c) Minister of Foreign Affairs and Trade
- d) Minister for Arts, Culture and Heritage

164. Sport NZ plays an important role in providing advice on proposed sports events. In total, 75% of MEDF funding goes to sports events. We provide advice that aims to ensure sports events that receive government investment are successfully delivered, return strategic value to the sports and deliver on their contracted obligations to central and local government.

Sport NZ Event Prospecting Plan

165. A key aspect of our new sporting events strategy for 2014 is the development of an initial 10 year event prospecting plan that is supported by NZ Inc. agencies. We aim to encourage the hosting of mega and major events that most effectively deliver government agency strategic outcomes and maximise other social and economic benefits.

166. A draft prospecting plan has been developed following consultation with interested parties. The plan is expected to form the basis for a number of event feasibility, funding, bidding and development decisions. We will update you on this work as it progresses.

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Monitoring Department

167. The Ministry for Culture and Heritage (MCH) provides you with monitoring and purchase advice about the agencies in the sport and recreation portfolio. It receives \$318,000 per annum for these services, which also covers the costs of your portfolio Private Secretary.

168. Sport NZ alignment with MCH's outcomes for the wider cultural sector is predominantly in the following two areas:

- a) Engage: Engagement in cultural and sporting activities is increasing
- b) Excel: Athletes, artists and organisations achieve excellence

169. MCH manages the appointments process for the Sport NZ and Drug Free Sport NZ Boards as well as for the Sports Tribunal.

Discretionary fund

170. As Minister, you have access to a small discretionary fund of \$44,000 (excl GST) per annum for allocation "on application to groups, individuals and organisations that are unable to obtain support through organisations such as Sport NZ, local government, or the New Zealand Lottery Grants Board, to support sports-related initiatives including participation in sport and recreation activities."

171. Sport NZ will provide you with advice on any applications you receive for the discretionary fund. The money is held by MCH on your behalf and paid out at your direction.

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Your role on the World Anti-Doping Agency

172. New Zealand athletes have an enviable reputation for being free of doping. As Minister for Sport and Recreation, you represent New Zealand and Oceania on the Foundation Board and the Executive Committee of the World Anti-Doping Agency (WADA). The Director General of WADA is New Zealand lawyer David Howman.

173. The 38 member Foundation Board is WADA's supreme decision making body, composed equally of representatives from the Olympic movement and governments. The Executive Committee comprises 12 members; it represents the Foundation Board in the management and administration of WADA, and is WADA's ultimate policy-making body.

174. The Chairman and Vice-Chairman of the Foundation Board automatically hold the positions of Chairman and Vice-Chairman of the Executive Committee. Of the remaining ten members of the Executive Committee, five are drawn from the Olympic Movement and five are from governments (one representative from each of the regions, including Oceania).

175. [withheld under section 9(2)(g)(i) of the Official Information Act to protect the free and frank expression of opinions to Ministers of the Crown]. Executive Committee meetings are generally held three times a year - in May, September and November.

176. The most recent WADA Executive Committee meeting was held on 20 September 2014 with Hon Peter Dutton represented by the head of Australia's National Integrity of Sport Unit. The next WADA jointly held Executive Committee and Foundation Board meetings are on 15 and 16 November 2014.

177. The Chair of DFSNZ, Warwick Gendall, has represented the Minister for Sport and Recreation at recent Foundation Board meetings and at the 2013 WADA World Conference on Doping in Sport held in Johannesburg.

Anti-doping agencies

178. The Government's interest in anti-doping matters is represented by three agencies:

- a) **Drug Free Sport NZ**, New Zealand's National Anti-Doping Organisation (NADO), which provides technical advice on anti-doping, carries out New Zealand's anti-doping programme, and is a signatory to the World Anti-Doping Code. DFSNZ works closely with NSOs to help them meet their obligations set out in the Sports Anti-doping Rules, which flow from the World Anti-Doping Code.
- b) **Sport NZ** provides policy advice on anti-doping (including legislation) and represents New Zealand's international policy interests at government-to-government level including through UNESCO's International Convention Against Doping in Sport. In addition, New Zealand, by way of the Minister's agreement, is a party to the International Anti-Doping Arrangement (IADA) along with nine other leading nations in the field. The joint structure of IADA means that both the NADO and Government (through Sport NZ) provide representation at the annual meeting of this group.
- c) The **Sports Tribunal of New Zealand** is the national hearing body on anti-doping matters. The majority of NZ sports bodies' use the Sports Tribunal, but they may establish their own tribunal under the Sports Anti-doping Rules should they

choose. The Sports Tribunal also hears other sports disputes (as outlined further below).

179. All three agencies have a collaborative relationship and work closely together (bearing in mind the overriding need for the Sports Tribunal to be independent). The NZOC also works closely with DFSNZ on anti-doping issues.

Drug Free Sport NZ

180. Drug Free Sport NZ is an Independent Crown Entity set up under the Sports Anti-Doping Act 2006. Its five members are appointed by the Governor-General on your recommendation. Hon Justice Warwick Gendall is the current chair of DFSNZ.

181. The agency's performance is monitored, on your behalf, by MCH.

182. DFSNZ has an annual appropriation of \$2.1 million. Its activities are concentrated into three programme areas:

- a) Regulation - involves testing, primarily elite, athletes through both blood and urine samples and investigating evidence of doping from other sources such as NZ Customs (with which it has a memorandum of understanding).
- b) Education - of athletes subject to testing, up-and-coming athletes and more broadly in the sporting community
- c) Collaboration both internationally and nationally as it seeks to create partnerships, tap into additional sources of expertise and to influence policy development.

183. An important process DFSNZ is currently involved in is consulting the sport sector on new draft Sports Anti-doping Rules. These are required in preparation for a new version of the World Anti-Doping Code which will come into force on January 1 2015.

184. As well as conducting its own programme, DFSNZ helps NSOs and International Federations by conducting additional tests under contract. Many organisations running international events in New Zealand are required by their international federations to conduct a significant amount of expensive testing, for which they DFSNZ. This contract testing is designed to break even and turns over on average about \$0.3 m per annum.

185. DFSNZ has a strong international reputation in anti-doping, providing leadership on doping issues in Oceania and further afield.

186. The Chief Executive of DFSNZ is Graeme Steel. Graeme has led the anti-doping programme in New Zealand since it was established in 1989.

187. DFSNZ Board members are listed in Appendix 5 of this briefing.

Sports Tribunal of New Zealand

188. The Sports Tribunal is an independent, statutory body that hears disputes on sporting matters (e.g. selection issues) and handles anti-doping cases brought by Drug Free Sport NZ. Its members are appointed by the Governor-General on your recommendation, after consultation with the Board of Sport NZ. The current Chairperson of the Sports Tribunal is Hon Sir Bruce Robertson, a retired Court of Appeal Judge.

189. Sport NZ established the Sports Tribunal in 2003. The Sports Tribunal was given a statutory footing under the Sports Anti-Doping Act 2006, which also expanded the Tribunal's anti-doping functions.

190. The members of the Sports Tribunal are listed in Appendix 6 of this briefing.

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Appendix 1: List of Sport NZ's statutory functions

Section 8 of the Sport and Recreation New Zealand Act 2002 outlines the functions for which Sport NZ is responsible:

The functions of the Agency 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 well-being:
- (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 Maori:
- (g) encourage participation in physical recreation and sport by Pacific peoples, 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.

Appendix 2: [withheld under section 9(2)(g)(i) of the Official Information Act to protect the free and frank expression of opinions to Ministers of the Crown]

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Appendix 3: Sport NZ Board Members

Name	Term expiry date
Paul Collins (Chair)	31 December 2016
Bill Birnie	31 December 2016
Darrin Sykes	30 June 2016
Katie Sadleir	31 May 2015
Jackie Barron	30 April 2016
Joanna Perry	30 June 2017
Murray Gutry	30 June 2017
Paul Allison	31 May 2015

Biographical note on the Chairperson:

Paul Collins has extensive governance experience in business and sport. He was a governor of the New Zealand Sports Foundation from 1986 to 1999, and was chairman for seven years (1992-1999).

In 2005 he was a member of the Rugby 2011 World Cup Bid Committee which won the hosting rights for the 2011 World Cup, and was a director of Rugby New Zealand 2011 Limited. He is a director of Wellington Rugby and the Hurricanes. Paul was also an advisor to the ICC Cricket World Cup 2015 and chair of the Wellington Regional Stadium Trust from 2000 to 2012.

Paul is a former chief executive of Brierley Investments has served on the board of more than 50 listed companies in New Zealand, Australia, Hong Kong, and London. He is executive director of the private investment company, Active Equity Holdings Ltd.

Appendix 4: HPSNZ Board Members

Name	Term expiry date
Paul Collins (Chair)*	December 2016
Bill Birnie*	December 2016
Katie Sadleir*	May 2015**
Murray Gutry*	July 2017
Mike Stanley	July 2017
Simon Wickham	July 2017
Peter Cox	July 2015
Peter Miskimmin, Sport NZ Chief Executive (ex officio)	

* Concurrent member of Sport NZ Board

** Coincides with retirement from Sport NZ Board.

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Appendix 5: Drug Free Sport NZ Board Members

Name	Term expiry date
Hon Justice Warwick Gendall QC (Chair)	30 June 2015
Dr Lesley Rumball	30 June 2015
Mr Stewart Walsh	31 July 2015
Stephen Cottrell	30 January 2014
Sarah Ulmer	30 June 2014

Biographical note on the Chairperson:

Newly appointed to the Board in 2013, Justice Warwick Gendall is a former High Court Judge and current Chair of the New Zealand Parole Board. His background in football spans over 50 years. He represented Hutt Valley and Wellington football at Senior level. Justice Gendall is a Life Member of the New Zealand Football Association and coached and refereed junior football for many years. He has been involved and remains involved with many sporting and charitable organisations.

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Appendix 6: Sports Tribunal of New Zealand

Name	Term expiry date
Hon Sir Bruce Robertson (Chair)	31 August 2016
Alan Galbraith QC (Deputy Chair)	31 August 2015
Dr Jim Farmer QC (Deputy Chair)	31 August 2016
Ron Cheatley MBE	31 August 2016
Dr Lynne Coleman	31 August 2018
Chantal Brunner	30 September 2018
Rob Hart	30 September 2018
Paula Tesoriero	30 April 2019
Georgina Earl	31 May 2017

Biographical note on the Chairperson:

Sir Bruce was appointed a High Court Judge in 1987 and a Court of Appeal Judge in 2005. He retired in 2010. He is President of the Court of Appeal in Vanuatu and of the Court of Appeal in Pitcairn Island. He has also sat on the Court of Appeal in Samoa. Sir Bruce was Chair of the Rugby World Cup Authority. He holds and has held several other appointments in legal and judicial circles, many of them of an international nature, and in community affairs.