

BRIEFING TO THE INCOMING MINISTER FOR SPORT AND RECREATION

October 2017

COVERING:

Sport New Zealand

High Performance Sport New Zealand

Drug Free Sport New Zealand

Sports Tribunal of New Zealand



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INTRODUCTION

1. Congratulations on being appointed to the portfolio of Sport and Recreation. This Briefing to the Incoming Minister (BIM) is mainly focused on Sport New Zealand (Sport NZ) and High Performance Sport New Zealand (HPSNZ), but also covers the activities of Drug Free Sport New Zealand (DFSNZ) and the Sports Tribunal of New Zealand (Sports Tribunal).
2. Sport NZ is the Crown Agency responsible for oversight and leadership of the sport and recreation sector, increasing participation and ensuring that 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 HPSNZ.
3. Sport NZ is unique amongst Crown Agencies in having a full in-house policy function. We are looking forward to working with you closely to shape the direction of sport and recreation in New Zealand. The Ministry of Culture and Heritage is the monitoring agency for Sport NZ.
4. Engagement with you and other ministers is led by the Sport NZ Board Chair Sir Paul Collins and Sport NZ Chief Executive Peter Miskimmin, with the Sport NZ Strategy and Policy Team providing ministerial servicing support across the Sport NZ Group.
5. The Government invests \$85.6 million (2017-18) in Vote Sport and Recreation because sport enriches and inspires New Zealanders. Evidence shows that sport provides significant health, social, economic and cultural benefits to individuals and communities.
6. Sport NZ works with the sport and recreation sector to encourage participation and support teams and athletes to win on the world stage. We also work closely with other government agencies where we can contribute to their outcomes, especially in health and education, through sport.
7. We will be seeking your preferences on how you wish to be briefed in more detail on a series of matters over the coming months. Our immediate priorities (page 4) and activities (page 5) are outlined in this BIM, together with a high level overview of Sport New Zealand Group and the sport and recreation sector.

IMMEDIATE SPORT NZ GROUP PRIORITIES

8. Some high-level information about our key work priorities is provided below. We are happy to provide you with further briefings at your request.

Community Sport challenges

Declining participation

9. New Zealand has traditionally had high rates of participation in sport and recreation by both young people and adults. This provides many benefits for individuals and communities, and a wide pipeline of talent through to high performance. The 2013/14 Active NZ Survey reported that 74% of adults participated at least once a week, and that close to one million adults volunteered in sport and recreation each year. The 2011 Young People's survey showed that 89% of those aged 5-18 participated in at least three hours of formal and informal sport and recreation each week.
10. However, in October 2016 Sport NZ published a report on 16-year trends for adult participation in sport and recreation, which showed a national decline of 7.7% between 1998 and 2014. The decline was most pronounced among:
 - adults aged 18 to 24 (down 13.9%)
 - Pacific communities (down 11.4%)
 - households with a combined income of between \$20,000 and \$40,000 (down 12.6%)
 - men (down 9.2%, compared with women at 6.4%).
11. While we do not currently have trend data for participation among young people, there are indicators that this may also be in decline. Rates of childhood obesity are rising and our research shows a decrease in the quality and quantity of physical education (PE) in primary schools.
12. Our response to this has been the Community Sport Strategy 2015-20, which prioritises young people (aged 5-18 years) and ensuring they have quality early experiences which will lead to a life-long love of sport and recreation. Five of the initiatives in the strategy are also part of the Government's Childhood Obesity Plan, led by the Ministry of Health.
13. In the future we will be better placed to monitor and understand trends in participation through a revised version of our longstanding Active NZ survey, which now involves continuous (rather than four-yearly) sampling of 20,000 adults and 5,000 young people aged 5-18. This has been designed to give greater flexibility over how and when we measure participation, as well as insights into the barriers to, and enablers of, participation. The first full year results will be published in April 2018.

Low-participation communities

14. We have a particular focus on communities where participation is significantly lower, which includes Māori. Between 1998 and 2014, Māori participation in sport and recreation decreased by 8.4%, compared to the national average of 7.7%.
15. In 2016 we commissioned a review to understand how the sport and recreation sector can mobilise to better foster Māori participation. The review's 21 recommendations focused on three key themes of leadership, cultural capability and advice to enable us to build stronger engagement with Māori.
16. In response, we have appointed a Māori Participation Senior Advisor to develop and lead a Māori Participation Plan. Our other immediate priorities are building the Māori cultural capability within Sport NZ, forming a Māori Advisory Group to support the Māori Participation Plan and further developing relationships with key agencies such as Te Puni Kōkiri.
17. Other low-participating communities we are currently focused on are Pasifika, Indian and teenage girls.

Community Sport Activities

Quality experiences for young people - Play.Sport

18. As part of our focus on young people within the Community Sport Strategy 2015-20, we are piloting a new approach to physical education (PE) and sport in schools, called Play.Sport. This is in response to a review which found that both the quality and quantity of PE in schools had declined.
19. Play.sport is based on a Physical Literacy approach, which gives young people the motivation, confidence, physical competence, knowledge and understanding required to be physically active for life. The pilot provides professional development and support for teachers, additional workforce support for schools and establishes community alliances and the sharing of facilities.
20. Play.sport is being piloted over four years in 45 schools across Upper Hutt and Waitakere (reaching 20,000 children). The \$8 million initiative is led by Sport NZ and supported by the Ministry of Education and the Accident Compensation Corporation (ACC).

(Subject to section 9 (2) (f) (iv) of the Official Information Act 1982.)

Secondary School Age Review

22. In the first two years of our Community Sport Strategy, the key focus on young people has been mainly on children of primary school age. This year we are undertaking a new piece of work to understand the challenges and opportunities for young people of secondary school age (aged 12-18 years) better.
23. Sport and recreation can be an important contributor to children's health and wellbeing. The secondary school setting is an important stage for young people's relationship with sport and recreation. It is one of the first opportunities to identify sporting talent and to maintain participation levels the transition from the school to club is crucial.
24. Our aim is to establish a more coordinated, comprehensive approach to meeting the needs of secondary school age New Zealanders and keep them participating throughout their teenage years and beyond. This review is about to get underway and will be completed by July 2018.

Realignment of KiwiSport funding

25. Sport NZ distributes the KiwiSport Regional Partnership Fund (\$8.5 million annually, calculated on a per capita student basis) via Regional Sports Trusts to promote sport for school-aged children. We are currently working to evaluate the impact of Kiwisport and identify opportunities to further realign some of this investment to specifically impact young people in communities where participation rates are low.
26. Current funding has been committed through to July 2020, although we have the opportunity to consider some adjustments from July 2018. The Ministry of Education will consider the KiwiSport Direct Fund (\$13 million annually) component of schools' operational grant funding in the context of the Review of Education Funding Systems.

Review of approach to Disability Sport

27. Sport NZ is currently undertaking a review of our approach to disability sport which is expected to be completed by mid-2018. We expect this to complement the recently completed review of the Government's Disability Strategy.
28. Through the review we are seeking to understand how best to support the sector to provide quality participation opportunities and experiences for those with disabilities and their families/whānau.

Contributing to Cross-government initiatives

29. As part of our current Strategic Plan, we are working to position sport and physical activity more strongly across government and to highlight our contribution to outcomes sought by other parts of government, in particular by the Ministries of Education and Health. Our Community Sport focus areas align with the government's current goals for young people, physical activity, well-being, community impact and supporting outcomes for Māori and Pacific peoples.

30. Capability constraints mean that Sport NZ needs to prioritise relationships that are most aligned to our strategic focus on young people. We are working more closely with the following key agencies: Ministry of Education (physical education and physical literacy), Ministry of Health (Physical Activity Guidelines and Active NZ) and Department of Internal Affairs (connected communities, Class 4 gaming and the Racing Act).
31. To support our value proposition for the contribution that sport and recreation can make to broader societal outcomes we have recently completed a research project on the Value of Sport. This provides a quantitative and qualitative evidence base for the benefits which come from sport and recreation. The report on this work is due to be published in November 2017.

Integrity of sport

32. Globally the value of sport has been undermined in recent years by doping, match-fixing and other forms of corruption. More recently events here at home, including those which led to New Zealand Rugby's Respect and Responsibility Review, suggest there are wider integrity issues which could impact on participation that also warrant attention. These include things like player welfare and child protection, as well as wider diversity and inclusion matters.
33. Sport NZ is currently scoping a Review of Sport Integrity to better understand these issues and ensure both government and the sector are responding appropriately. In May 2018 New Zealand will take over the Oceania seat on the World Anti-Doping Agency (WADA) Executive Committee from Australia for one year. This is an opportunity to show leadership in the region and globally on anti-doping issues.

Pinnacle high performance events

34. The 2018 Winter Olympics will be held in PyeongChang South Korea from February 9-25. HPSNZ has invested in Snow Sports NZ to support a small team to the Games, with a target of winning one medal. Provision has been made for you, should you wish to attend the Games to support our athletes.
35. The 2018 Commonwealth Games will be held on Australia's Gold Coast from April 4-15. This event is a key early milestone in the Tokyo Olympic and Paralympic Cycle, and HPSNZ is working closely with the New Zealand Olympic Committee to plan and deliver an optimum Games environment for the New Zealand team. Sport NZ has also been working with the New Zealand Olympic Committee to develop a program of activity to leverage the profile of the event and the success of the team. It is likely that you will be expected to attend the Games as part of the New Zealand Government delegation.

New Zealand hosted major sporting events

Rugby League World Cup 2017

36. The Rugby League World Cup (RLWC2017) will take place from 27 October – 2 December 2017. The event is being co-hosted by New Zealand and Australia and includes three matches in Papua New Guinea. New Zealand will host seven matches in the tournament, which you will be invited to attend.
37. VIPs and overseas dignitaries, including royalty, are expected to attend some of the matches. The first Ashes Cricket Test in Brisbane coincides with the Auckland RLWC2017 semi-final match. It is a possibility that any guests of government to Australia at that time may also consider visiting New Zealand.

Key New Zealand matches

28 October	New Zealand v Samoa, Auckland
4 November	New Zealand v Scotland, Christchurch Samoa v Tonga, Hamilton
11 November	New Zealand v Tonga, Hamilton
18 November	Quarter Final, Christchurch Quarter Final, Wellington
25 November	Semi Final, Auckland

America's Cup

38. Sport NZ and HPSNZ do not invest in the America's Cup team, but our World Cups Office may have a role to play in co-ordinating across government for the successful delivery of the event, and leverage and legacy activity.
39. Our Chief Executive is part of the Central Government CE's Group that has been established to support government investment in the event, and we are working with officials to progress decisions on longer-term governance and management of the event.
40. The Ministers of Economic Development, Sport and Recreation and Finance will be briefed in more detail by the Ministry of Business, Innovation and Employment.

Sport NZ Board appointment

41. There is currently a vacancy on the Sport NZ Board following the resignation of Dr Brendan O'Neill. The Ministry of Culture and Heritage will support you in making a new appointment to the Board.

ABOUT SPORT NEW ZEALAND

Sport NZ

42. Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002 (the Act). Our purpose is to “promote, encourage and support physical recreation and sport in New Zealand”.
43. Sport NZ has two main operational areas: Community Sport (responsible for participation) and Group Strategic Support (leading and supporting Ministerial engagement, building sector capability and supporting the Community Sport and High Performance strategies).
44. Sport NZ’s statutory functions are set out in Section 8 of the Act. These include investment, promotion of participation, support for capability development and provision of policy advice. The full list of Sport NZ’s statutory functions is set out in Appendix 1.
45. 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.
46. Sport NZ also produces a single set of accountability documents on behalf of the Group. Our current suite of accountability documents comprises our Statement of Intent 2015-2020, Statement of Performance Expectations 2017/18 and Annual Report 2016. The 2017 Annual Report is due to be tabled shortly.
47. We also provide and publish quarterly reports on Organisational Health and Capability, Financial Performance and key results. The Ministry of Culture and Heritage acts as performance monitor across Sport NZ and advises you in this regard.

Senior management

48. The Chief Executive of Sport NZ is Peter Miskimmin who was appointed to this role in April 2008. A biographical note is attached in Appendix 2.
49. The other members of Sport NZ’s Senior Leadership Team (SLT) are:
 - Geoff Barry, General Manager Community Sport
 - Andrea Blackshaw, General Manager Strategy and Policy
 - James Gibson, General Manager Partnerships and Communication
 - Julie Morrison, General Manager Corporate Services.

High Performance Sport NZ

50. 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.
51. Based at the AUT Millennium Institute of Sport and Health (MISH) in Auckland, HPSNZ leads the high performance sport system, working in partnership with national sport organisations, the New Zealand Olympic Committee 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.

Senior management

52. The newly appointed Chief Executive of HPSNZ is Michael Scott. He starts in the role in January 2018. He replaces Alex Baumann who was Chief Executive since the inception of HPSNZ. A biographical note on Michael Scott is attached in Appendix 2.
53. The other members of HPSNZ’s SLT are:
 - Pete Pfitzinger, General Manager Capacity and Expertise (Acting Chief Executive until January 2018)
 - Erik-Jan Koers, General Manager Performance and Strategic Investment
 - Martin Dowson, General Manager Athlete Performance Support
 - Zoltan Varadi, General Manager Business Operations.

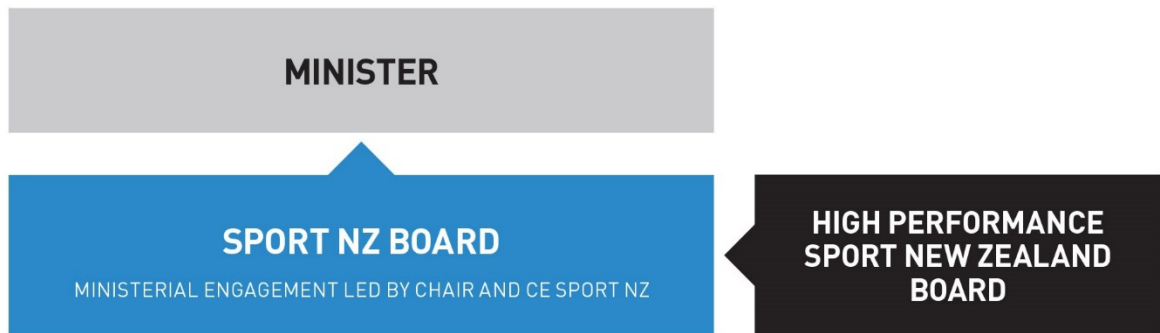
Interface with the New Zealand Olympic Committee (NZOC)

54. Sport NZ and HPSNZ work closely with the NZOC across a number of areas to enable New Zealand’s elite athletes to achieve on the world stage. Under the Memorandum of Understanding between the NZOC and the Sport NZ Group there are twice yearly meetings at Board/CE level, and the NZOC has a seat on the HPSNZ Board. A separate and independent entity, 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 as part of NZOC teams, and therefore HPSNZ works in close partnership with the NZOC’s operational team to ensure athletes are supported seamlessly to allow them to focus on achieving results.

Governance

55. Sport NZ is governed by a board whose members and chairperson are appointed by the Minister for Sport and Recreation. The board is responsible for setting the Sport NZ Group’s strategic direction and for providing governance and leadership for the agency. Board members are listed in Appendix 2.
56. HPSNZ is governed by its own board of directors, appointed by you as the Minister for Sport and Recreation as per its Constitution, on the recommendation of Sport NZ. The members of this board are listed in Appendix 2.

57. Sir Paul Collins chairs both boards. A biographical note is included in Appendix 2.
58. The Sport NZ Board is responsible to you as the Minister for Sport and Recreation. Sport NZ has accountability for the functions of the entire Sport NZ Group (High Performance and Community Sport) and oversight of the whole sporting pathway and ministerial engagement. To ensure Group alignment, three Sport NZ Board members also serve on the HPSNZ Board and the CEO of Sport NZ is an ex-officio board member of HPSNZ.



59. 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. The current governance and structural arrangements have delivered improved performance results and optimal efficiency. We are currently reviewing the operational structure including the shared services model to ensure that it continues to deliver efficiencies and enables HPSNZ to continue to focus on performance.

Funding

60. Sport NZ is funded by both Government and the NZ Lotteries Commission. Lotto funding is heavily dependent on jackpots and can therefore vary significantly from the forecast amount. For 2017/18 we have been allocated \$85.6 million through Vote Sport and Recreation and have forecast \$45 million of Lotto funding. The Board approve investments into the sector of around \$95m per annum, the majority of these are committed until the end of our strategic period and the current Olympic cycle in 2020.
61. Vote funding is provided through three separate output expenses as outlined in the table below:

Sport and Recreation Programmes	\$19.151 million for delivery of programmes in accordance with Sport NZ statutory functions to promote, encourage and support sport and recreation in New Zealand and the provision of policy advice and information relating to sport and recreation.
High Performance Report	\$62.192 million for the delivery of initiatives aimed at improved sports performance at elite level.

Prime Minister's Sports Scholarships	\$4.25 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 and to their career after competition.
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- 62. A more detailed breakdown of the Vote Sport and Recreation funding is provided in Appendix 3.

- 63. We also seek opportunities to increase system funding from the private sector. Our Black Gold programme was established in 2014 as a philanthropy-seeking partnership between the Sport NZ Group and the NZOC to increase investment in the sport system. In the period to the Rio Olympics, Black Gold raised \$9.35 million. The programme has now been re-focused towards the Tokyo Olympic Games in 2020.

NEW ZEALAND'S SPORT AND RECREATION SYSTEM

Participation

64. There are an estimated 15,000 clubs and gyms delivering sport and recreation at a local level in New Zealand. 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:
- 66 National Sports Organisations (NSOs) that are the peak organisations for their sport in New Zealand
 - 14 Regional Sports Trusts (RSTs) that deliver community-level sport, recreation and physical activity initiatives. They form a network of community-based organisations with approximately 50 offices located around New Zealand
 - eight national recreation organisations (NROs), including the Mountain Safety Council and the New Zealand Recreation Association.
65. Community-level sport and recreation is largely funded through territorial authorities (estimated at \$778 million a year), gaming societies (estimated at \$120 million) and community trusts (estimated at \$25 million). Sport NZ's contribution is approximately \$45 million a year. The total value of sport and recreation facilities owned by local government alone is estimated at \$7 billion.
66. 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 physical activity.

High performance

67. While Sport NZ is one of many funders of sport at community level, HPSNZ is the main investor in our targeted high performance sports system (\$66 million a year).
68. HPSNZ works in partnership with targeted NSOs, investing in athletes and teams that can win Olympic and Paralympic medals, and other targeted world championships and pinnacle events.
69. HPSNZ also contributes to exceptional New Zealand sporting achievements in a variety of non-Olympic sports such as cricket, netball, rugby, rugby league, bowls, squash and surf lifesaving.
70. Our medal targets for the 2020 Tokyo Olympics and Paralympics are 16+ Olympic (with a focus on gold medals) and 10-14 Paralympic gold medals.

71. As well as investing in targeted athletes and teams, the Government has also invested in a network of world-class facilities which ensure athletes have a high-quality daily training environment. Since 2010, \$35 million has been invested in high performance infrastructure, leveraged to a total investment of more than \$107 million mostly due to private/public partnerships, including:

- the National Training Centre on Auckland's North Shore
- the Avantidrome in Cambridge
- the high performance centres for rowing and canoe (under construction) at Lake Karapiro
- regional high performance centres in Wellington, Christchurch and Dunedin
- the high performance snow sport centre in Wanaka.

72. However, our current level of international sporting success could be hard to sustain into the future as other larger countries continue to increase their investment into high performance sports significantly.

Economic contribution

73. Sport and active recreation contributes \$4.9 billion or 2.3% to our annual GDP, and the sector employs more than 53,000 New Zealanders. These economic benefits of sport and recreation include:

- the impact on public health costs, both in terms of reduced spending on healthcare and improved general productivity of the population
- expenditure by members of the public on related goods and services such as sporting equipment and club or gym membership
- increases in domestic and international tourism as a result of both consumption of sporting events and participation in sport and recreation activities
- central and local government investment in new facilities for sport and recreation
- the impact of hosting major events, including investment in infrastructure and facilities, visitor spending and event promotions.

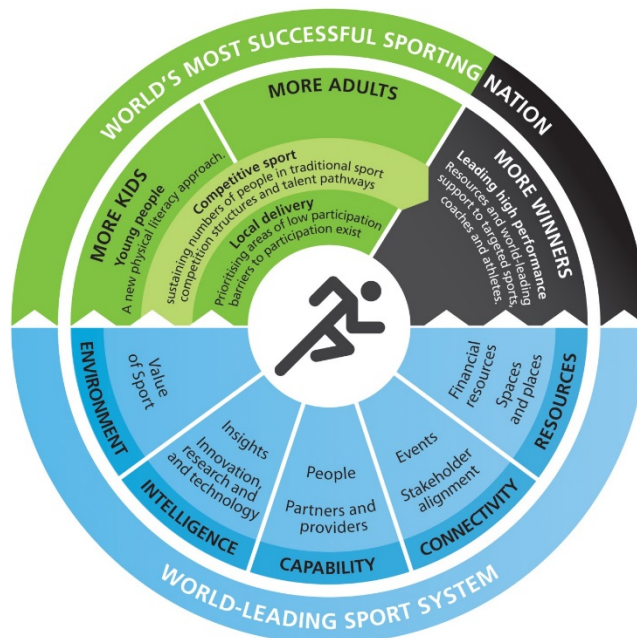
OUR STRATEGIES AND KEY WORK AREAS

Sport NZ Group Strategic Plan 2015-20

74. The Sport NZ Group Strategic Plan 2015-20 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 winners on the world stage.

75. 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.

76. We must have a system that is adaptable, accessible, and reduces the barriers to participation. Within this we still need strong clubs and strong development pathways into the elite world through competitive sport. 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 and, for some, follow in their footsteps.



77. Delivery of this plan is achieved through our Community Sport Strategy 2015-20, the High Performance Strategic Plan 2017-20, and our work in Group Strategic Support (see below).

Community Sport Strategy 2015-20

78. We are now in the third year of our Community Sport Strategy 2015-20, which has seen Sport NZ take important steps towards addressing declining participation by taking a participant focus and improving the quality of sport and recreation opportunities available to New Zealanders.

79. Our focus is on young people (aged 5 to 18 years), so that we can create a life-long love of being physically active. This is being achieved through aligning partner thinking and effort around three key approaches (physical literacy, insights and locally-led delivery) and building partner capability in the following key areas:

- Insights
- Space and places
- Pathways
- People
- Partners and providers.

All of this is underpinned by targeted investment.

Progress in key work areas

80. For the last two years we have been working with the sector to effect a change in the delivery of sport and active recreation, with a focus on improving the quality of opportunities for young people. We are particularly focused on teenage girls, those in competitive sport and those in low participant communities (Māori, Samoan and Indian).
81. At the heart of our approach is Physical Literacy, which is the motivation, confidence, physical competence, knowledge and understanding required by participants that allows them to be physically active for life.
82. We are working with our partners and providers, other government agencies, and others who provide and support physical activity and sport opportunities to develop a shared understanding of this holistic needs approach.
83. Additionally, we are currently piloting a Physical Literacy approach to teaching PE and sport in primary schools. Called Play.sport, the pilot programme provides professional development and support for teachers, additional workforce support for schools and establishes community alliances and the sharing of facilities.
84. Play.sport is being piloted over four years in 45 schools across Upper Hutt and Waitakere (reaching 20,000 children). The \$8 million initiative is led by Sport NZ and supported by the Ministry of Education and the Accident Compensation Corporation (ACC).
85. Another key focus is building the capability of RSTs to work collaboratively with local partners and focus resources and energy into targeted communities. We call this locally-led delivery. Through our research we know that lower level socio-economic communities, as well as communities with larger populations of some ethnicities (such as Indian and Samoan) tend to have lower levels of participation in sport and active recreation. These communities face greater barriers to participation, which requires the sports system to respond differently.

86. In the past year we have made significant progress with our insights programme. This has strengthened our ability to be evidence-led, and we are also working with our partners to help them connect and share information, understand their impact and better respond to participant needs. A key priority for this work is our new Active NZ survey tool.

High Performance Strategic Plan 2017-20

87. Our mission is to create a world-leading, sustainable high performance sport system, and our strategy works towards this through a performance-driven, athlete-focused, coach-led philosophy.

88. Our strategic plan sets out seven priorities:

- Lead a highly effective high performance system that ensures resources are targeted and prioritised to deliver performance outcomes
- Work in partnership to increase the stability and high performance capability of NSOs
- Partner with NSOs to build world-leading coaching and high performance programme leadership
- Deliver world-leading performance support for our athletes and coaches
- Enhance the daily training and competition environments
- Strengthen high performance athlete development systems
- Lead an integrated and robust innovation, technology and knowledge programme to drive increased performance.

Progress in key work areas

89. To support system sustainability, we are working in partnership with 11 targeted NSOs to enhance their capability and capacity to meet the changing requirements for winning performance and increase NSO self-reliance to support athlete success.
90. Our team of experts delivers a world-leading performance support system for New Zealand athletes and coaches. In 2016/17, our team supported 582 athletes and more than 100 coaches through performance knowledge, experience and support.
91. In partnership with NSOs, our goal is to develop world-leading coaching and leadership programmes that prioritise coaching and create an environment where athletes are provided with the quality of coaching they need to win.
92. To support the future of high performance sport in New Zealand, we are committed to strengthening high performance athlete development (HPAD) systems. With evidence-based pathways now in place for 10 targeted sports (and five others in progress), we are supporting NSOs to develop effective HPAD systems and pathways to deliver the number and quality of athletes required to meet or exceed future medal targets.

93. HPSNZ leads an integrated and robust innovation, technology and knowledge programme to drive increased performance. With a constant focus on performance, we ensure resources are effectively allocated and our network of innovation expertise is harnessed to develop and implement solutions to improve athlete performance.
94. We work in partnership with athletes, coaches and sports to develop and deliver applied innovation projects to solve performance issues. We are currently overseeing 17 projects, 15 of which we expect to complete this year. Through our intelligence gathering programme 'Knowledge for Tokyo', our goal is to improve collective NSO capability in pinnacle event learning to enhance decision-making and uncover cross-sport insights.

High performance facilities

95. Over the past eight years, the Government has invested \$35 million in a number of high performance sports facilities¹. This investment has contributed to New Zealand's success on the world stage by enhancing the daily training and competition environments for high performance athletes.
96. Below is a list of high performance facilities completed in the past eight years and those currently under construction. The canoe racing centre is nearing completion and a blessing and opening ceremony is planned for February 2018.

¹ The Government also agreed to invest \$1 million of the High Performance Facilities allocation into Nga Puna Wai (a Community Sports Hub being constructed as part of Christchurch's earthquake recovery).

PROJECTS - Completed
National Training Centre - MISH Auckland
Regional HP Centre - Christchurch (Apollo Centre)
Regional HP Centre - Wellington
Regional HP Centre - Dunedin
Swimming - Aquatic Centre - MISH Auckland
Cycling - Avantidrome - Cambridge
Rowing - HP Centre - Stage 1 - Karapiro
Rowing - HP Centre - Stage 2 - Karapiro
Snow Sports - HP Centre Stage 1 - Wanaka
Athletics - Throws area - MISH Auckland
Canoe Slalom - HP Centre - Wero - South Auckland
Cricket - Hagley Park - Christchurch

PROJECTS - Currently under construction
Canoe Racing - HP Training Centre - Karapiro
Equestrian - HP Centre - Taupo
National Training Centre - (Stage 2) MISH Auckland
Snow Sports - HP Centre Stage 2 - Wanaka

PROJECTS - Approved for investment
Football - NZ Football National Technical Centre
Cricket - NZ Cricket HP Centre

Group Strategic Support

97. Our Community Sport and High Performance strategies are enabled by Group Strategic Support, which includes Corporate Services (HR, IT, Finance), Business Capability, Strategy and Policy and our Partnerships, Communications, and Brand & Commercial teams.

98. Sport NZ has a leading role in ensuring New Zealanders understand the wider value of sport to individuals (health, wellbeing and personal development) and communities (social cohesion). In 2016/17 we conducted a research project to determine a qualitative and quantitative evidence base around how New Zealanders value sport. An initial launch of this is scheduled for November 2017 and from then it will be refreshed regularly. The findings will also inform and be embedded in our communications and marketing activity.

99. To build a sustainable world-leading system, Sport NZ aims to ensure sufficient capability in the sector by working with our partners on individual business capability initiatives, making system-wide improvements and supporting our financially vulnerable partners. A key area for sector capability is quality of governance, and in 2016/17 we awarded the first Sport NZ Governance Mark to Sport Wellington. To achieve the mark, an organisation must have processes in place for director recruitment, clarity on roles, well-structured meetings and a culture of external accountability. A further 19 of our partners are now working towards the mark. Sport NZ and HPSNZ are currently going through the Governance Mark process.
100. A key leadership role for Sport NZ is to facilitate collaboration by bringing people together to explore opportunities for mutual benefit and to learn from one another. This includes bringing our NSO and RST partners together, for example we have hosted sessions with Young People, Insights and Locally-Led Delivery Leads from within RSTs to share ideas and best practice.
101. The sport system benefits from multiple funding sources. Sport NZ has a key role to ensure this funding is both aligned and maximised. One critical source of funding comes from Class 4 Gaming proceeds (gambling in pubs and clubs), which provides approximately \$120 million of funds to amateur sports. In 2016/17, as part of a legislative review of 'Class 4' Gaming, we engaged in a working group to improve the impact and sustainability of Class 4 funding. We also aligned our recently appointed regional partnership managers to the more significant Class 4 societies to build connections and influence.
102. The commission from sports betting is another important and growing source of funding. As part of changes to the Racing Act 2003 proposed in 2016/17, we consulted with our sector and agreed a position with the New Zealand Racing Board on the formula used to calculate the commissions NSOs receive from sports betting. The proposal intends to provide more equitable distribution between the racing and sport sectors with a minimum of 26% of net betting revenue from sports betting recommended to go to NSOs, and 3% of total sports betting revenue proposed to be allocated to Sport NZ to distribute to our sector partners, to ensure a wider distribution of funding.
103. Key to protecting the Government's investment in high performance sport is ensuring a level playing field for our high performance athletes. Sport NZ works with the World Anti-Doping Agency (WADA), Drug Free Sport NZ, and the Sports Tribunal to address doping in sport.
104. In 2016 we undertook a Performance Improvement Framework (PIF) Self Review across both Sport NZ and HPSNZ. The review identified strengths including our strategic plan, relationship management with key stakeholders, staff engagement and Chief Executive leadership. Weaknesses included our organisational alignment, operational planning and prioritisation, and the lack of an evidence base on the value of sport.
105. In response to the review we have developed improvement plans to strengthen our organisational alignment, culture, and cross-government relationships. We are also working to improve the sustainability of the high performance system and conducting a review of our operational support model.

WORLD CUPS OFFICE

106. As Minister for Sport and Recreation you are a member of the Major Events Ministers' Group, chaired by the Minister for Economic Development. The World Cups Office (WCO) and Sport NZ work closely with the Major Events team at the Ministry of Business, Innovation and Employment to provide advice on applications to the Major Events Development Fund and lead the prospecting for future major sporting event bids. We also work with the Ministry of Foreign Affairs and Trade and New Zealand Trade and Enterprise on sports diplomacy opportunities.

107. The WCO in Sport NZ performs an essential role in co-ordinating government support and leveraging around major international sporting events hosted in New Zealand, with a view to consolidating and enhancing New Zealand's reputation as a major event host. The WCO:

- co-ordinates the activities of the 35-40 central government agencies which have support or leveraging roles with local authorities, event organisers, venues, infrastructure and utilities providers, and foreign governments where events are co-hosted
- leads an all-stakeholder risk management and contingency response framework that has proved highly successful in managing the often significant risks inherent in large scale events
- co-ordinates communications, messaging and reporting across government, host regions and event organisers
- where applicable, administers government funding for supporting activities, e.g. host region community and fan engagement programmes and other leveraging programmes for the 2015 Cricket World Cup and DHL NZ Lions Series 2017.

108. The WCO is not currently resourced beyond 2017. The continuation of the WCO's role and functions in supporting any future event (including the delivery of the 2021 America's Cup) is yet to be determined.

MONITORING DEPARTMENT

109. The Ministry for Culture and Heritage (MCH) is Sport NZ's monitoring agency. MCH will provide you with a short BIM covering its responsibilities in relation to Sport NZ.
110. MCH provides you with monitoring and purchase advice about the agencies in the sport and recreation portfolio. It receives \$319,000 per annum for these services, which also covers the costs of your portfolio Private Secretary.
111. Sport NZ alignment with MCH's outcomes for the wider cultural sector is predominantly in the following two areas:
- Engage: Engagement in cultural and sporting activities is increasing
 - Excel: Athletes, artists and organisations achieve excellence
112. MCH also manages the appointments process for the Sport NZ and Drug Free Sport NZ boards as well as for the Sports Tribunal.

YOUR DISCRETIONARY FUND

113. As Minister, you have access to a small discretionary fund of \$44,000 (excluding GST) a year. This can be allocated 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 participation in sport.
114. 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.

WORLD ANTI-DOPING AGENCY

115. As Minister for Sport and Recreation, you are a member of the Foundation Board of the World Anti-Doping Agency (WADA). WADA is responsible for leading the collaborative worldwide movement for doping-free sport. The 38-member Foundation Board is WADA's supreme decision making body.
116. WADA's key activities include scientific research, education, development of anti-doping capacities, and monitoring of the World Anti-Doping Code (WADA Code) – the document harmonising anti-doping policies for all sports and all countries.
117. New Zealand is also a party to the International Convention against Doping in Sport which helps ensure the effectiveness of the WADA Code. The Convention achieves this by providing the legal framework under which governments can address specific areas of the doping problem that are outside the domain of the sports movement.
118. The international anti-doping system has been rocked by recent scandals involving systematic doping within Russia and corruption within the International Athletics Federation. The international system is at a pivotal moment with various proposals for reform having been put forward, many of which New Zealand has been involved in.
119. WADA is currently responding to allegations of state-sponsored doping in Russia. These allegations came to light following an investigation commissioned by WADA and production of a report compiled by Professor Richard McLaren (the McLaren Report). The McLaren Report indicates that the government of Russia undertook a systematic process of subversion of the drug testing processes from at least late 2011 until August 2015.
120. To date, New Zealand has taken a relatively strong stance on Russia and related issues. We would recommend New Zealand continue this strong stance to promote meaningful change.
121. New Zealand will take a seat on WADA's Executive Committee for one year in 2018. The Executive Committee is WADA's ultimate policy making body. This provides an opportunity for New Zealand to show further leadership in this area and influence the global integrity agenda.
122. Hon Justice Warwick Gendall has acted as delegate to the Minister for Sport and Recreation at WADA meetings as required.

DRUG FREE SPORT NEW ZEALAND

123. Drug Free Sport New Zealand (DFSNZ) is New Zealand's National Anti-Doping Organisation which provides technical advice on anti-doping, carries out New Zealand's anti-doping programme, and is a signatory to the WADA Code. It is an independent Crown entity set up under the Sport Anti-Doping Act 2006 (Anti-Doping Act). The Anti-Doping Act is administered by Sport NZ which provides policy advice to the Government on all anti-doping matters.
124. DFSNZ has an annual appropriation of \$3.239 million. Its activities are concentrated on the following three areas:
- 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).
 - Education - of athletes subject to testing, up-and-coming athletes and more broadly in the sporting community.
 - Collaboration - both internationally and nationally as it seeks to create partnerships, tap into additional sources of expertise and to influence policy development.
125. DFSNZ has a strong international reputation in anti-doping, providing leadership on doping issues in Oceania and further afield. Its performance is monitored, on your behalf, by the Ministry for Culture and Heritage.
126. A list of DFSNZ board members and a short biographical note on the Chair, Hon Justice Warwick Gendall, are attached as Appendix 4.

SPORTS TRIBUNAL OF NEW ZEALAND

127. The Sports Tribunal of New Zealand (Tribunal) is an independent statutory body under the Sports Anti-Doping Act 2006. The Tribunal is the national hearing body on anti-doping matters. The majority of New Zealand's sports bodies use the 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 such as appeals against disciplinary decisions and appeals against not being selected for a New Zealand team or squad.
128. The Tribunal members are appointed by the Governor-General on your recommendation, after consultation with the board of Sport NZ. A list of Tribunal members and a biographical note on the Chair, Sir Bruce Robertson, are attached as Appendix 6.
129. A recent review of the Tribunal recommended that a Sports Mediation Service also be established as a low-cost mechanism for resolving certain types of disputes. Sport NZ is currently scoping the establishment of a Sports Mediation Service.

APPENDICES

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 Māori:
- (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: Boards of Sport NZ and HPSNZ

Sport NZ board

Board Member	Term expires
• Sir Paul Collins – Chair	June 2018
• Jason Shoebridge – Deputy Chair	December 2019
• Jackie Barron	June 2018
• Darrin Sykes	December 2018
• Paul Cameron	June 2018
• Bill Moran	December 2019
• Hilary Poole	June 2020
• Kylie Clegg	June 2020
• Dr Chelsea Grootveld (intern)	March 2018
• Vacancy	

HPSNZ board

Board Member	Term expires
• Sir Paul Collins (Chair)	June 2018
• Bill Moran	December 2019
• Simon Wickham ²	December 2017
• Alison Shanks	July 2018
• Ian Hunt	July 2018
• Waimarama Taumaunu	July 2020
• Hilary Poole	December 2019
• Peter Miskimmin, Sport NZ CE	Not applicable (ex officio)

² NZOC representative. Tony Hall to be appointed as Mr Wickham's replacement in December 2017.

Biographical note on Sir Paul Collins

Sir 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 the Hurricanes. Sir Paul was an advisor to the ICC Cricket World Cup 2015 and was chair of the Wellington Regional Stadium Trust from 2000 to 2012.

Sir Paul is a former chief executive of Brierley Investments and has served on the boards of more than 50 listed companies in New Zealand, Australia, Hong Kong, and London. He is chair of the private investment company, Active Equity Holdings Ltd and Chair of the Wairarapa District Health Board and a member of the Ministry of Foreign Affairs and Trade Overseas Property Investment Panel.

Biographical note on Peter Miskimmin

Peter joined Sport NZ in 2006 as General Manager, Sector Development before taking on the CEO role in 2008. Prior to that, Peter had briefly served on the board of Sport NZ. Peter gained considerable experience in the corporate world as Head of Corporate Sales at NZ Post for several years. He was also 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 President of the Olympian Club of New Zealand from 1999 to 2010.

Peter is a two-time 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.

Biographical note on Michael Scott

Currently Chief Executive of Rowing Australia, Michael has 20 years' experience in high performance at both a system and sport level. Prior to joining Rowing Australia in May 2015 he was Performance Director at Swimming Australia from 2013 to 2015.

His former roles also include National Performance Director at British Swimming, Chief Executive of the 2007 World Swimming Championships Corporation and Director of both the Australian Institute of Sport (AIS) and the New South Wales Institute of Sport (NSWIS). His experiences as system leader at the AIS and NSWIS from 1997 to 2005 were during a period when Australian sport performed to its best ever level on the world stage.

Michael takes over as Chief Executive of HPSNZ in January 2018.

Appendix 4: Vote Sport and Recreation and Lotteries Funding 2017/18

Responsible	Crown Funding 2017/18	Lotteries Funding 2017/18*	Total Funding	What it funds
<i>High Performance</i>	\$62.192 million	\$3.000 million		<i>High Performance Sport</i> : for delivery of initiatives aimed at improved sports performance at the elite level
<i>High Performance</i>	\$4.250 million			<i>Prime Minister's sport scholarships</i> : 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
Total High Performance	\$66.442 million	\$3.000 million	\$69.442 million	
<i>Community Sport</i>	\$19.151 million	\$42.000 million		<i>Community Sport Programmes</i> : for delivery of programmes to promote, encourage and support sport and recreation in New Zealand (e.g. community sport initiatives) and includes \$8.485m for Kiwisport. Sector-wide funding, includes capability support across the sector (including both Community Sport and High Performance Sport partners, events and facilities), policy advice, research & running the Sports Tribunal.
Total Community Sport			\$61.151 million	
<i>Drug Free Sport NZ</i>	\$3.239 million		\$3.239 million	<i>Anti-doping</i> : to fund drug testing, investigations, education initiatives and meet international anti-doping obligations
<i>Culture & Heritage</i>	\$0.319 million		\$0.319 million	<i>Monitoring</i> : advice on the performance of sport and recreation agencies and support for board appointments
<i>Culture & Heritage</i>	\$0.044 million		\$0.044 million	<i>Discretionary Fund</i> : miscellaneous grants approved by the Minister for Sport and Recreation supporting sport and recreation activity
TOTAL FUNDING	\$89.195 million	\$45.000 million	\$134.195 million	

*Note as the lotteries figure is a forecast, it is subject to change.

Appendix 5: Drug Free Sport NZ Board

DFSNZ board

- Hon Justice Warwick Gendall QC CNZM (Chair)
- Tim Castle
- Dr John Mayhew ONZM
- Sarah Ulmer ONZM
- Keven Mealamu MNZM

Biographical note on Hon Justice Warwick Gendall

Appointed to the Board in 2013, Hon 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 in 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. Justice Gendall has been the Minister of Sport and Recreation's designated representative at WADA and UNESCO meetings on a number of occasions.

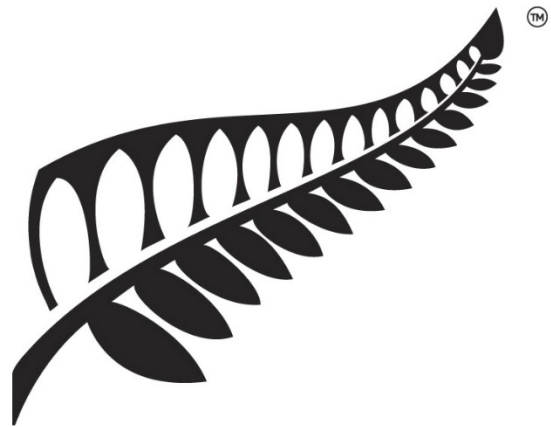
Appendix 6: Sports Tribunal of New Zealand

Tribunal members

- Hon Sir Bruce Robertson KNZM VGSM (Chair)
- Alan Galbraith QC (Deputy Chair)
- Dr Jim Farmer QC (Deputy Chair)
- Dr Lynne Coleman MNZM
- Chantal Brunner
- Robert Hart
- Paula Tesoriero MNZM
- Georgina Earl ONZM
- Ruth Aitken ONZM

Biographical note on Sir Bruce Robertson

Sir Bruce was appointed a High Court Judge in 1987 and a Court of Appeal Judge in 2005. He retired in 2010. Sir Bruce was Chair of the Rugby World Cup Authority in 2010-11 and is a member of the Judicial Control Authority for Racing. Sir Bruce sits on some Pacific Courts of Appeal and the Qatar International and Civil Court in Doha. He was a member of the Legislation Advisory Committee for 20 years and sits on various public legal and community boards.



**SPORT
NEW ZEALAND**