

**Manatū  
Taonga**

Ministry  
for Culture  
& Heritage

# Briefing to the Incoming Minister for Sport and Recreation

OCTOBER 2017

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## 1. Introduction

Nau mai haere mai ki te Kohinga Papa Tākaro me te Papa Rehia.

Nō mātou te hōnore ki te mahi tahi, kōrero tahi me te whakamanahia ō whakaharatau mō tēnei kohinga toi me tērā a Te Manatū Taonga, a, kia mahi ngātahi ai mō tō māhere rautaki mō Aotearoa whānui.

Welcome to the Sport and Recreation portfolio.

We look forward to talking with you about your priorities for the portfolio and expectations of the Ministry for Culture and Heritage, and to working with you to deliver your strategic agenda for sport and recreation in New Zealand.

## 2. Portfolio overview

### **Sport is part of the wider cultural sector**

New Zealand's vibrant cultural sector – including sport and recreation – is vital to New Zealanders' individual wellbeing, to thriving and connected communities and cities, and to our individual and shared sense of what it means to be a New Zealander.

New Zealand's rich sporting tradition generates excitement and moments of shared celebration. From taking our children to weekend sports to celebrating the successes of our Olympic athletes, sport remains a central figure of the nation's cultural landscape. It is integral to how New Zealanders define themselves in the world and is a source of national pride and inspiration.

There is significant evidence of positive social impacts from participation in sport and exercise. The highest quality evidence concerns health benefits, and there is also substantial evidence that sports participation improves social behaviour and reduces crime, particularly for young men. Positive outcomes in studies include reduced social and ethnic tensions, and more collective action and community involvement. There is also considerable evidence of the positive effect of sport and exercise on educational outcomes, including psychological and cognitive benefits<sup>1</sup>.

These positive social impacts have a lot in common with the Government's wider objectives for the cultural sector. Arts, media, heritage and sport all contribute to a diverse range of social and economic objectives, including health, education, social cohesion, tourism, innovation, and regional development. For these reasons several countries, including New Zealand, locate sport within an arts, media and heritage cluster, rather than associate it directly with a particular government function such as health or education.

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<sup>1</sup> A review of the Social Impacts of Culture and Sport. The Culture and Sport Evidence (CASE) programme, United Kingdom, March 2015.

Operationally too, the government's primary mechanisms for investing in sport are similar to those used for the wider cultural sector. Using an arm's-length model, the government makes funds available to distribution agencies, which make their own decisions about which programmes and organisations to support. They do this within the bounds of a broad statutory mandate and/or agreement with the government of the day. New Zealand's primary distribution agency for sport is Sport New Zealand (Sport NZ). Similar distribution agencies exist for the arts (such as Creative New Zealand and New Zealand On Air).

### **Government's role**

Much sporting activity happens without government involvement, but central government has for decades invested to support the volunteer core of the sport delivery system at the community grassroots level. More recently, substantial government investment in elite sport has allowed us to value and celebrate sporting excellence and provide pathways to the top for our very best athletes.

Government's lead organisation in the sports sector is Sport NZ, which is a Crown entity established under the Sport and Recreation New Zealand Act 2002. Sport NZ's purpose is to "*promote, encourage and support physical recreation and sport in New Zealand*". Sport NZ, rather than the Ministry for Culture and Heritage, has responsibility for providing Ministers with advice on sport and recreation policy. It also provides advice on anti-doping policy, which is implemented by a second Crown entity, Drug Free Sport NZ. A further statutory body, the Sports Tribunal, determines certain types of disputes for the sports sector.

The Ministry retains an interest in sports-related policy, and is keen to explore how the investment that Government makes in Vote Sport and Recreation can be leveraged both for wider cultural sector outcomes, and also for broader social and economic objectives in portfolios such as health, education, and regional economic development.

Sport NZ will be providing you with a separate briefing on the Sport and Recreation Sector, which will focus on the activities of Sport NZ and High Performance Sport NZ, along with Drug Free Sport NZ and the Sports Tribunal of New Zealand.

### **Government investment in elite and community sport**

The level of government funding for sport is currently at its highest ever. Over the last decade, Crown funding of sport through Sport NZ and Drug Free Sport NZ has risen from \$41.466 million in 2004/2005 to \$88.832 million in 2017/2018. Funding to Sport NZ is augmented annually by around \$40 million in lottery funds.<sup>2</sup>

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<sup>2</sup> This data excludes one-off contributions to sport from other public sources such as the Major Events Development Fund in Vote Economic Development, the Lottery Grants Board Committees and local government.

### 3. Portfolio responsibilities

As Minister for Sport and Recreation, you have responsibility for a vibrant portfolio comprising the Ministry for Culture and Heritage, Sport NZ and Drug Free Sport NZ (see Annex 1). You, the Ministry and funded agencies each has a set of responsibilities laid out in key reference documents such as *The Cabinet Manual* (2017) and *Statutory Crown Entities: A Guide for Ministers* (2014).

#### Ministerial Responsibilities

Your new portfolio presents you with unique and extensive opportunities to engage with and experience New Zealand's distinctive sporting culture, and to support and shape a resilient and valued sports and recreation sector.

As the Appropriation Minister for Vote Sport and Recreation you will work directly with Sport NZ to decide the direction of and priorities for the sport and recreation portfolio. You can also work with the Minister for Arts, Culture and Heritage to influence the Ministry for Culture and Heritage's direction and priorities, most notably through the Four-Year Plan process.

You are responsible for oversight and management of the Crown's interests in the Crown entities within your portfolio, as described in the Crown Entities Act 2014. This involves making sure that effective boards are in place, and participating in setting the strategic direction and annual performance expectations of Crown entities. Much of your strategy and priorities for the sector will be delivered by the Crown entities in your Sport and Recreation portfolio, and working with these entities will be a significant part of your new role.

You are also responsible for spending decisions made under Vote Sport and Recreation. This extends to considering potential Budget bids, which we will seek to engage you on shortly. Appropriations in the Vote for the 2017/18 financial year cover the following:

- a total of over \$62 million to support high performance sport, supplied by Sport NZ
- a total of over \$19 million for a wide range of functions to benefit sport and physical recreation within New Zealand, and policy advice on sport and physical recreation matters, supplied by Sport NZ
- a total of over \$4 million to provide scholarships enabling talented New Zealanders to pursue tertiary study and elite level sport development concurrently, and/or to develop skills that contribute to the quality of New Zealand's sport performance at the elite level
- a total of over \$3 million to support anti-doping arrangements, supplied by Drug Free Sport
- a total of \$319,000 for advice on the performance of sport and recreation Crown entities, and support for board appointment processes, supplied by the Ministry for Culture and Heritage
- a total of \$44,000 for miscellaneous grants supporting sport and recreation activity.

You have a range of other responsibilities as Minister for Sport and Recreation, such as administering a number of statutes and funding programmes. Sport NZ will provide you with further details on the portfolio, including information about any imminent actions or decisions you will need to take.

The Ministry for Culture and Heritage can support you in working with your Ministerial colleagues to build connections between the Sport and Recreation portfolio and other portfolios, to leverage the many wider benefits of sporting activity.

### **Responsibilities of the Ministry for Culture and Heritage**

The Ministry is here to support you in carrying out your Ministerial duties and realising your priorities for the sport and recreation sector. The Ministry's primary role is to assist you to meet your Ministerial duties and obligations under the Crown Entities Act, by providing advice on: board appointments and governance issues; draft agency planning documents; and performance issues. The Ministry has no formal role or capacity to provide sports-related policy advice.

As the Ministry's Chief Executive, Paul James is your main point of contact with the Ministry. He is responsible to you as portfolio Minister under section 32 of the State Sector Act 1988.

### **Responsibilities of Sport NZ**

The Sport and Recreation New Zealand Act 2002 assigns responsibility for the development and implementation of national sport and recreation policies and strategies to Sport NZ.

Sport NZ develops and implements policy and strategy that aligns with your objectives, provides advice on issues relevant to the Sport and Recreation portfolio, including drug free sport policy, and implements decisions of the government of the day.

In 2011, the Sport NZ Board established High Performance Sport NZ (HPSNZ) as a wholly-owned subsidiary to lead the high performance sport system in New Zealand. HPSNZ allocates resources to sports organisations and athletes, and works in partnership with national sport organisations to impact performance.

### **Responsibilities of Drug Free Sport NZ**

Drug Free Sport NZ is responsible under the Sports Anti-Doping Act 2006 for implementing the World Anti-Doping Code. The Code is the global document upon which the World Anti-Doping Program in sport is based. The purpose of the Code is to advance the anti-doping effort through universal harmonisation of core anti-doping elements.

## Agency Board Responsibilities

The Sport NZ and Drug Free Sport NZ Boards have primary responsibility for monitoring their agency's performance, consistent with the arms-length principle underpinning Crown entity governance. However, you have a number of levers available to assist you to get the outcomes you expect from Crown-funded agencies. Crown entities are expected to adhere to the 'no surprises' convention, whereby they keep you informed about issues "that may be discussed in the public arena or that may require a ministerial response."<sup>3</sup>

## 4. About Manatū Taonga

### The Ministry's strategy

As government's adviser on cultural issues, the Ministry for Culture and Heritage provides strategic leadership across the government funded cultural sector and maintains a comprehensive overview of the sector.

Our engagement with funded cultural agencies, with the wider cultural sector and with government's wider objectives has shaped our recently refreshed purpose of *He ngākau titikaha, he hononga tangata - Promoting a confident and connected culture.*

In support of our purpose the Ministry has also adopted a direction statement *Te hono i te iwi nui tonu ki te ahurea o Aotearoa - connecting more people with New Zealand's culture.* To deliver on this direction the Ministry has identified the following strategic priorities:

- *Creating opportunities for New Zealanders to engage with Māori culture – creating an inclusive New Zealand whakapapa:*
  - We work with our partners to support Iwi-Māori cultural priorities.
  - We assist all New Zealanders to appreciate, understand and engage with Māori culture.
- *Valuing diversity in the cultures of Aotearoa:*
  - We promote the diversity of New Zealand in the cultural sector, so all New Zealanders can connect to and see themselves in it.
- *Investing in culture for the well-being and prosperity of New Zealanders:*
  - We shape government thinking about investing in culture, leveraging impact and encouraging the pursuit of excellence and innovation across the sector.
  - We support our sector agencies to remain fit for the future.

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<sup>3</sup> Source: Enduring Letter of Expectations (2012), Minister of Finance and Minister of State Services.

- *Caring for the nation's taonga and identity:*
  - We connect people with New Zealand's culture by sharing stories.
  - We act as a responsible guardian to the tangible and intangible cultural heritage under our care as it continues to evolve.

To achieve our strategy, Manatū Taonga aims to be a successful Treaty partner, sector leader and high performing public sector agency.

### **The Ministry's structure**

The Ministry is led by Chief Executive Paul James, and comprises three Groups:

- The *Policy and Sector Performance Group* provides policy advice to the Government on arts, media and heritage issues. The Group also monitors the Government's interest in Crown funded cultural sector agencies, including Sport NZ and Drug Free Sport NZ.
- The *Delivery Group* connects people with New Zealand's culture and heritage by caring for and sharing the nation's taonga and stories. The Group oversees the national commemoration programme (including WW100); manages important national memorials (including Pukeahu National War Memorial Park); and administers legislation and capital funding programmes.
- The *Organisational Performance Group* supports the Ministry by providing finance, human resources, information management, legal and communications services.
- The Ministry is also supported by the *Pou Ārahi Whakahaere*, who works across the Ministry and sector to influence how the Ministry supports Māori culture.

### **The Ministry's staff**

The Ministry's total staffing establishment as at 30 June 2017 is 121 (including fixed term and vacancies, but excluding casual staff). Our primary offices are the Public Trust Building on Lambton Quay. We also have full time staff based at the education centre at the Pukeahu National War Memorial.



## The Ministry's Leadership team



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## Annex 1: Sport and Recreation agencies

<p><b>Sport New Zealand</b></p> <p>A Crown agent governed by the Sport and Recreation Act 2002 and Crown Entities Act 2004. High Performance Sport NZ is a wholly-owned subsidiary of Sport NZ.</p> <p>Responsible for developing and implementing national policies and strategies for physical recreation and sport, and providing advice to the Minister on issues relating to physical recreation and sport.</p> <p>2017/18 Crown funding (excluding lotteries): \$85.593 million</p>	<p><b>Drug Free Sport New Zealand</b></p> <p>An Independent Crown entity governed by the Sports Anti-Doping Act 2006 and Crown Entities Act 2004.</p> <p>Responsible for implementing and applying the World Anti-Doping Code in New Zealand.</p> <p>2017/18 Crown funding: \$3.239 million</p>
<p></p> <p>Chair: Sir Paul Collins 9(2)(a) <a href="mailto:paul@aehi.co.nz">paul@aehi.co.nz</a></p> <p></p>	<p></p> <p>Chair: Hon. Justice Warwick Gendall CNZM 9(2)(a) <a href="mailto:justice.gendall@paroleboard.govt.nz">justice.gendall@paroleboard.govt.nz</a></p> <p></p>