



Briefing to the Incoming Minister for Sport and Active Recreation

November 2020

Covering:

Sport New Zealand Ihi Aotearoa
High Performance Sport New Zealand
Drug Free Sport New Zealand
Sports Tribunal of New Zealand

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Introduction

Some information contained in this report is subject to an obligation of confidence under section 9 (2) (ba) of the Official Information Act 1982.

1. Congratulations on being reappointed to the Sport and Recreation portfolio. This Briefing to the Incoming Minister (BIM) is mainly focused on Sport New Zealand Ihi Aotearoa (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. DFSNZ has also prepared a separate BIM for your reference.
3. The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand, referred to as Sport NZ Ihi Aotearoa (Sport NZ), and its wholly owned subsidiary High Performance Sport NZ Limited (HPSNZ).
4. Sport NZ is the Crown agency responsible for oversight and leadership of the play, active recreation and sport system. Sport NZ is the kaitiaki of the play, active recreation and sport system in Aotearoa New Zealand. We develop and nurture the strength, capability and integrity of this system in order to improve participation and high performance outcomes. As a Crown agency, we promote and support quality experiences in play, active recreation and sport (including elite sport), to increase levels of physical activity and, through this, ensure the greatest impact on wellbeing for all those living within New Zealand.
5. We are committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.
6. Together, Sport NZ and HPSNZ provide end-to-end leadership of the play, active recreation and sport system. Sport NZ and HPSNZ have a shared purpose – to contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring play, active recreation and sport system. Together, we believe that growing the quality of participation opportunities helps to maximise wellbeing and feeds the pathway to elite sport, and our success on the world stage. The way in which we achieve that success in turn helps to inspire New Zealanders and instil a sense of national and community pride.
7. The launch of Sport NZ's 2020-2024 Strategic Plan and accompanying strategic direction of 'Every Body Active' by 2032 has provided a strong platform for Sport NZ's work over the medium term to advance the key priority areas. The strategy is focused on encouraging more activity in play, active recreation and sport for young people and those who are currently less active, such as people with disabilities, Māori, low socio-economic groups, and women and girls. COVID-19 has meant some immediate aspects of the strategy might require modifications, and Sport NZ is working through this process now. The overall strategic direction of Every Body Active by 2032 remains unchanged.
8. The launch of Sport NZ's Disability Plan (October 2019) and the continuation of a number of initiatives under the Women and Girls in Sport and Active Recreation Strategy (October 2018) has meant we have made more inroads into addressing inequalities in play, active

recreation and sport and providing more platforms and opportunities for all New Zealanders to participate in a range of sports and activities.

9. The implementation of the Healthy Active Learning initiative across more than 300 schools and kura in eight regions around the country has demonstrated the value of cross government collaboration in improving the wellbeing of our children and young people through building healthy and active learning environments.
10. Safeguarding play, active recreation and sport by ensuring that all participants are both safe and competing on a level playing field is vitally important. Sport New Zealand is well underway on the implementation of the 22 recommendations made as part of the Sport Integrity Review in 2019. The recommendations extend beyond sport and are focused on safeguarding the play, active recreation and sport system at all levels, for all New Zealanders.
11. The high performance sport system is continuing its focus on ensuring an integrity-based, integrated, sustainable system that enables athletes and coaches to deliver repeatable success at pinnacle events, while simultaneously motivating and inspiring the nation and its communities. This continued evolution will be built on three key system shifts focused on performance pathways, wellbeing and engagement, and funding and investment.
12. As your lead policy agency in this portfolio, Sport NZ looks forward to working closely with you to shape the direction of play, active recreation and sport in New Zealand.
13. Engagement with you and other Ministers is led by the Sport NZ Board Chair and Sport NZ Chief Executive, with the Sport NZ Policy Team providing policy advice and ministerial servicing support for the Sport NZ Group (Sport NZ and HPSNZ).
14. You will be briefed in more detail over the coming months on a series of matters. An overview of our immediate priorities and future trends and issues is outlined in this BIM. This includes the impact of COVID-19 on the play, active recreation and sport sector as well as on Sport NZ and HPSNZ as organisations.

COVID-19 Impact and Response

Initial impact of COVID-19 on the play, active recreation and sport sector

15. The play, active recreation and sport sector (the sector) in both New Zealand and internationally has been significantly affected by the outbreak of COVID-19. The nationwide lockdown imposed on 25 March 2020 meant that no public gatherings could take place, including participating in or attending sport matches and other active recreation and sporting events.
16. Looking at how we can best support the sector through the \$264.6 million Sport Recovery Package to recover, rebuild and adapt post COVID-19 will be a key focus going forward. Sport NZ will lead the delivery of the Recovery Package, working with HPSNZ and collaborating closely with organisations across the play, active recreation and sport system. This collaboration will extend beyond Sport NZ's current investment partners to include professional franchises and other key stakeholders and investors in the sector.

Community play, active recreation and sport sector

17. Community level sector activities were progressively suspended from early March 2020. This included the remaining competitions in the summer sport season as well as pre-season training for winter sports codes. Sports and active recreation clubs have been financially affected by loss of income through membership fees and gate takings. More significant was the loss of Class 4 gambling revenues during Alert Level 3 and 4 restrictions. The sport and recreation sector lost about \$14 million of funds for each of the three months gaming activity did not occur during Alert levels 3 and 4. Additionally, approximately \$15 million of funds were lost during the second Auckland period at Alert Level 3. The Auckland region received \$76 million of funds from Class 4 gaming revenues in 2018.
18. Since the relaxation of lockdown restrictions, all community level play, active recreation and sport in New Zealand has resumed as have many of the professional and semi-professional sports leagues. Our surveying showed that by 1 July 2020, approximately 90% of sport participation had resumed. We are working to gain data about the longer term impact of the pandemic on physical activity.
19. Active NZ, our nationwide participation survey, was paused due to COVID-19 between April and June 2020. Instead, the Active NZ Re-contact Survey was conducted during COVID-19 pandemic alert level 4 in April, and again in June and September 2020. It surveyed respondents from previous Active NZ surveys who had given permission to be re-contacted, online. Results from the April survey showed a decline in participation among the previously most active people but an increase in activity among those who had previously reported 0 minutes of physical activity. The June data shows these gains did not continue but that people are gradually returning to play, active recreation and sport but it is taking some time. We are currently analysing the September survey results.
20. The amendment to the wage subsidy scheme on 23 March 2020 to include registered charities, non-governmental organisations, incorporated societies and post-settlement

governance entities had a positive impact on the sport and recreation sector. Many local sports clubs are incorporated societies that were able to access the wage subsidy if they had paid employees. National Sport Organisations (NSOs) were also able to access wage subsidies.

International sport

21. International sport has been significantly disrupted by the COVID-19 pandemic. Many events, including those outlined below have been cancelled or postponed.
22. We are now seeing international sport competitions beginning to resume in limited controlled bubble formats. New Zealand's border settings and managed isolation requirements as currently set make it difficult to accommodate these touring bubbles on the schedule that international sports would like. It is likely that we will see more requests for bubble tournaments in New Zealand.
23. On 24 March the 2020 Olympic and Paralympic Games, which were scheduled to be held in Tokyo in July/August (Olympics) and September (Paralympics), were postponed to 2021, with the new competition dates set for the Olympics (23 July to 8 August) and for the Paralympics (24 August to 5 September). New Zealand's high performance athletes' preparations for the Olympics and Paralympics continue to be significantly disrupted because of travel restrictions around the globe, preventing attendance at warm-up events or final qualifying events in many cases. Changes in Alert Levels throughout the year have also impacted the ability for elite athletes to train in optimum environments within New Zealand. HPSNZ is working to support these athletes, through their NSO high performance programmes.
24. The ICC Women's Cricket World Cup 2021, which was scheduled to be held in New Zealand in February 2021, has been postponed to 2022. At this stage, the 36th America's Cup 2021 and the Rugby World Cup 2021 for women are still scheduled to proceed as planned.
25. The All Blacks have travelled to Australia to take part in the Rugby Championship between 7 November and 12 December 2020. The Australian team travelled to New Zealand to play two Bledisloe Cup matches in October 2020.
26. Netball New Zealand has announced that the Silver Ferns will play the England Roses in three test matches on 28 and 30 October and 1 November 2020.
27. New Zealand Cricket has announced the schedule for the upcoming home international season. The Black Caps will play the West Indies between 27 November and 15 December, followed by Pakistan between 18 December and 7 January. There are also plans for Australia and Bangladesh to tour in early 2021. However, these tours have not yet been approved for immigration exemptions which will be sought as soon as possible. The international schedule for the White Ferns is yet to be finalised.
28. Sport NZ is currently working with the sport sector to assess the demand across other sports for bringing international competitors into the country. Sport NZ will be providing further advice to you in the near future.

Professional sport

29. Professional sports leagues such as the Australian based National Rugby League (NRL) and Football A-League, in which the Vodafone Warriors and Wellington Phoenix compete, ceased operating and the Super Rugby competition was also suspended. The ANZ Premiership netball competition was suspended and the remaining scheduled Black Caps' international season was cancelled. The suspensions caused significant loss of income for these clubs and NSOs through reduced broadcasting rights, sponsorships, sport betting, and Class 4 gambling. There was also a flow-on effect for the major venues that host professional sport.
30. Once lockdown restrictions were eased in May and June, these teams were able to take part in revamped leagues in both New Zealand and Australia. The Super Rugby Aotearoa competition was played between the five New Zealand franchises and the ANZ Netball Championship was also played. The Warriors and the Phoenix relocated to Australia and were able to compete in their respective leagues. While this provided some financial relief for the codes, significant revenue was lost through reduced gate takings (particularly for the Warriors and Phoenix) and reduced income from broadcasting rights and sponsors.

Privately run clubs and gyms

31. Privately operated gyms and active recreation businesses were also affected through loss of income from membership fees but were eligible for the Government's wage and leave subsidy. These organisations resumed operating when the size of indoor gatherings was increased in late May.

Sport NZ and HPSNZ

32. From 23 March, Sport NZ and HPSNZ implemented a work-from-home policy. Staff remained connected with each other through digital meeting technology. Technology worked well for most people. Since the lifting of restrictions, staff have been permitted to continue working from home but most have returned to the offices for the majority of their scheduled work hours.
33. Sport NZ's annual Connections Conference connecting all our investment partners was postponed until 2021. Our annual staff hui was also postponed and will now take place in late November 2020.
34. HPSNZ's annual all-staff meeting has been cancelled, but we are holding regular online meetings/hui to keep people connected.
35. Sport NZ's work priorities have changed to reflect the impact of COVID-19 on the play, active recreation and sport sector.

Sport NZ's initial response to national partner organisations

36. In early March 2020, Sport NZ commissioned accounting firm KPMG to analyse the financial impact of COVID-19 on our sector. Initially KPMG focused on the NSOs affected by the cancelling of international, national and professional league events, particularly in relation to loss of income from broadcasting rights and ticket sales, sponsorships and sport betting revenue. The second phase looked more broadly at the wider sector. This work supported Sport NZ in developing a recovery package for the play, active recreation and sport sector. KPMG's report was proactively released on Sport NZ's website in July.
37. Sport NZ placed the implementation of its new 2020-2024 Strategic Plan on hold. More detail about the revised strategic plan is set out later in this document. The partnership investment decisions announced publicly on 16 March were suspended and all national partner organisations will continue to receive the annual investment levels agreed under the previous 2016-2020 Community Sport Strategy. This action proved reassuring for all NSOs, particularly those which were due to receive significant reductions in investment over the next four years. As new investment levels for 2020-2024 had already been notified to Regional Sports Trusts (RSTs) in 2019, these have remained in place.
38. To mitigate the disruption caused by COVID-19 across the sport sector in the first half of 2020, including the postponement of the Olympic and Paralympic Games, an immediate reset was required to ensure a successful transition to the 'new normal' and to continue to enhance Aotearoa New Zealand's competitive advantage.
39. Our investment partner organisations have experienced significant hardship as a result of COVID-19 impacts and we responded quickly to put in place ways of supporting them.
40. HPSNZ confirmed core investment for all NSOs at 100% of current levels to the end of 2021 and for tier 1 and 2 Olympic and Paralympic sports at a minimum of 70% from 2022-2024. Performance Enhancement Grants were also confirmed at 100% of current levels for the remainder of their current term.
41. HPSNZ also developed and secured funding for two reset and recovery initiatives designed to mitigate the impacts of COVID-19:
 - Pathway Development - Target coach and athlete support to facilitate pathways that deliver performances and enhance system sustainability.
 - Regional Performance Pods - Enhance national daily training environments to enable COVID-19 restrictions to be turned to a competitive advantage for New Zealand athletes.
42. Sport NZ launched a \$25 million Relief Fund to support the sector to survive the immediate impact of COVID-19. The funds were made available through savings achieved from the reprioritisation of Sport NZ's work programme in the wake of COVID-19, as well as the drawing down on cash reserves. The fund was initially split into four components:
 - \$15 million for the first round of the Community Resilience Fund (CRF1), which has now closed

- \$1.0 million Exceptional Systems Support Fund (supplemented by \$500,000 from New Zealand Sports Foundation Charitable Trust)
- \$6 million Partner Support Fund
- \$3 million for an additional fund that was not implemented.

Community Resilience Fund (CRF1)

43. The \$15 million Community Resilience Fund (CRF1) opened on 11 May and closed on 19 June 2020. It was administered through New Zealand's 14 RSTs.
44. This fund aimed to provide immediate relief to grassroots sport. We funded 1,996 local and regional organisations around New Zealand. Total funding distributed was \$6,215,851 million. Grants were capped at \$1,000 for clubs and \$40,000 for regional bodies. A complete list of the successful organisations and the amounts they received was published proactively on Sport NZ's website.
45. A further \$823,000 from this fund was then allocated to RSTs to support the "Safe return to play" campaign.
46. The unallocated funds (\$7.9 million) were returned to Sport NZ and reapplied against re-prioritised sector investments.

Exceptional Systems Support Fund

47. A \$1.5 million Exceptional Systems Support Fund was also launched in early June and closed on 28 June 2020. This fund aimed to cover the fixed costs of national organisations across the sector that do not already receive investment directly from Sport NZ and were experiencing short-term financial hardship due to the impact of COVID-19.
48. It was intended for organisations that were not eligible for support through Sport NZ's Community Resilience Fund or the Partner Support Fund and that could demonstrate that their programmes cater to people who have historically been underrepresented in sport and physical activity, including those with disabilities, Māori, Pacifica and women and girls.
49. A total of 38 organisations received \$1,881,092. The New Zealand Sports Foundation Charitable Trust contributed \$0.5 million towards this, and Sport NZ increased the budget by \$381,092.
50. There was a good mix of eligible organisations including disability providers, recreation organisations and Māori national sporting organisations. A list of recipients and their amounts was published proactively on Sport NZ's website.

Partner Support Fund – open until 30 September 2020

51. The \$6 million Partner Support Fund was designed to provide additional financial support to current investment partners. This fund bridges a short-term cash flow gap alleviating acute financial hardship through until 30 September 2020 and costs of change to improve viability of the organisation in the long term.

52. As at 15 October 2020, we have received applications from 32 organisations and confirmed \$2.8 million in support. Some applications are still being processed and final amounts allocated are not yet available. In addition, business capability projects have been recommended to strengthen the systems, processes and policies in some organisations together with Sport NZ's ongoing involvement in that process.

Professional sport

53. Sport NZ also engaged former New Zealand Rugby Chief Executive Steve Tew to write a report on the effect of the pandemic on New Zealand's professional sports leagues. This report recommended an immediate cash injection of \$4.6 million for the ANZ Premiership Netball League and clubs, Wellington Phoenix, Vodafone Warriors and Super Rugby teams to help them remain viable and return to competition. Funding has been provided from the Government's Budget 2020 sport recovery package. This decision was announced on 4 June and a summary of the associated report has been proactively released on Sport NZ's website.

Government Sport Recovery Package

54. On 17 May 2020, you announced a recovery package of \$264.6 million in new funding for the play, active recreation and sport system, over four years. This was part of Budget 2020 and is intended to address significantly reduced funding streams resulting from COVID-19, and help the sector rebuild and adapt to the future. This package is also intended to provide support for professional and semi-professional franchises impacted by COVID-19, and for Olympic and Paralympic sports.
55. Sport NZ is leading the delivery of the recovery package, working with HPSNZ and collaborating closely with organisations across the play, active recreation and sport system. We are compiling quarterly reports of insights gained through partner intelligence, population surveys, and what we are learning through relief and recovery investment processes. These will be made available to the sector and for public use.
56. A summary of the three investment outcomes is set out below.

Reset and Rebuild - \$82.6 million in short-term support to help play, active recreation and sport organisations get through the initial impact of COVID-19. This includes the \$4.6 million paid to the professional sports leagues in 2019/20.

Strengthen and Adapt - \$104 million to help organisations rebuild in the medium term and make changes in order to operate successfully in the post-pandemic environment.

Different and Better - \$78 million for innovative approaches to sustainably delivering play, active recreation and sport into the future.

57. The Recovery Package has a broad focus across the entire play, active recreation and sport system. In the short-term, the focus has been on helping organisations to survive the immediate financial impact of COVID-19 with funding available for local, regional and national organisations and professional leagues.
58. The Recovery Package also provides the opportunity for Sport NZ to partner with new organisations to deliver physical activity opportunities. This may include organisations that have not previously had a relationship with Sport NZ, especially if they can deliver programmes to priority groups such as Māori, those with disabilities, women and girls, or those from lower socio-economic areas.
59. In accordance with CAB-20-Min-0219.26, any spending against the Recovery Package is subject to the Minister for Sport and Recreation and the Minister of Finance being jointly satisfied that the proposed spending is cost effective and implementation ready. Money cannot be drawn down until joint Ministerial approval has been received. Any and all underspends are required to be returned to Government.

60. A summary of the total funding packages is set out below.

Investment/package	Amount	Breakdown of components
Rollover of current investment levels for Sport NZ's and HPSNZ's investment partners and confirmation that current levels of funding would be rolled over to the end of June 2021 (Sport NZ) and 31 December (HPSNZ), with flexibility on how these funds could be used to reflect the challenging circumstances created by COVID-19.	Over \$60 million	Sport NZ investment \$25 million HPSNZ investment \$36.7 million = \$61.7 million in 2020/21
Sport NZ's Sector Relief Fund	\$25 million	\$6.215 million Community Resilience Fund and \$823,000 Safe return to Play = \$7.038 million \$1,881,092 Exceptional System Support Fund \$2.8 million Partner Support Fund Unallocated funds were returned to Sport NZ and reapplied against reprioritised sector investments
Sport Recovery Package	\$264.6 million	\$4.6 million professional sport franchises (4 June) \$78 million in short-term support (from 1 July) \$104 million to help organisations rebuild \$78 million for innovative approaches
TOTAL	Approximately \$350 million	

61. Sport NZ's plan for the Recovery Package is built around three investment outcomes – Immediate Relief, Reset and Rebuild; Strengthen and Adapt; and Different and Better.

Investment Outcome	2019/20 actual (\$m)	2020/21 budget (\$m)	2021/22 budget (\$m)	2022/23 budget (\$m)	2023/24 budget (\$m)	Total (\$m)
Reset and Rebuild	4.6	78.0				82.6
Strengthen and Adapt		57.0	37.0	10.0		104.0
Different and Better		10.0	26.0	22.0	20.0	78.0
Total Sport Recovery Package	4.6	145.0	63.0	32.0	20.0	264.6

Recovery Package funds

62. As at 16 October 2020, \$134 million (50.5%) of the \$264.6 million has been committed to initiatives across the sector with \$100.7 million (34.6%) of this funding expected to be paid out by the end of the 2020/21 financial year. This leaves a total of \$130 million (49.5%) Recovery Package funding that has not yet been allocated. A summary of the funding allocated is set out below and in the accompanying tables and graphs.

Recovery funds approved to date

63. **Tū Manawa Active Aotearoa** – \$68 million over four years to support play, active recreation and sport. This builds on the Kiwisport Regional Partnership Fund (RPF) to provide quality opportunities for tamariki (children 5-11 years) and rangatahi (young people 12-18 years) who are missing out, particularly in higher deprivation areas. This funding comprises \$34 million from the Recovery Package and \$34 million from Sport NZ baseline funding for Kiwisport.
64. **National Partner Support** – \$25.407 million in the 2020/21 financial year for bespoke assistance for national partners (including both sporting and recreational organisations) to reflect their specific circumstances. This fund will include:
- \$7.5 million for any short-term support required by national partners to cover operational costs that are critical for the delivery of outcomes that Sport NZ Group invests for
 - \$12.6 million to help partners future proof their organisation and network – in early July Sport NZ invited 11 national partners to form the first wave of partners to test this approach
 - any support necessary for national leagues (up to a maximum of \$300,000 per national league) - \$4.9 million for 14 national partners to help run their premier national leagues

- any additional support that may be required by professional sports franchises to help them recover from the impact of COVID-19
 - approximately \$0.4 million high performance funding for Snowsports NZ to develop a world class daily training environment for our winter athletes as they prepare for the 2022 Winter Olympic Games.
65. **World Cup Ready and Community Legacy Accessible Facilities Fund** – \$9.313 million in the 2020/21 financial year to improve facilities for forthcoming World Cups hosted by New Zealand.
66. **Community Resilience Fund Phase 2** – \$15 million in the 2020/21 financial year for an expanded Community Resilience Fund (CRF1)¹ to provide short-term assistance to a broader range of community organisations across the play, active recreation and sport sector, which have been impacted by the loss of membership fees and Class 4 revenues.
67. **Individual Financial Hardship** – \$3 million in the 2020/21 financial year will provide direct support to individuals in financial hardship to support them to access quality physical activity opportunities. The funding will be delivered in partnership with organisations that already provide support for those most in need.
68. **Kaupapa Māori Response Plan** - \$7.003 million over four years across the following components:
- Support for Māori NSOs to help them with the cost of participation and attendance at national Māori sports tournaments. The majority of these organisations have not traditionally been funded by Sport NZ – approximately \$0.35 million.
 - An expansion of He Oranga Poutama to Te Waipounamu (the South Island) and other regions not currently covered (the Manawatu, Tairāwhiti, South Taranaki, Wairarapa and Wellington) so it provides nationwide coverage – approximately \$4.45 million.
 - Funding for MaraeFit Aotearoa - a marae-centric 'Everybody Active' initiative that would provide opportunities for sport and recreation organisations, whānau, hapū and marae to increase physical activity using digital platforms – approximately \$1.1 million.
 - Funding for a Te Ihi activation fund to activate and increase Māori participation by supporting existing culturally distinctive organisations and channels that contribute to the Ihi Aotearoa Māori Outcomes Framework – approximately \$1.1 million.

69.

s9(2)(f)(iv)

- **s9(2)(f)(iv)**

¹ The original Community Resilience Fund was announced in May 2020 as part of a Sport NZ Relief Package and provided grants of up to \$1,000 for community organisations and up to \$40,000 for regional organisations towards fixed costs they were unable to meet because of COVID-19.

- [REDACTED] s9(2)(f)(iv) [REDACTED]

70. **Alert Level Contingency Fund** - \$25 million approved in principle so it can be quickly deployed if it is needed in the future in case future outbreaks of COVID-19 require the country (or particular regions) to be placed in higher alert levels. The Alert Level Contingency Fund would only be used for further iterations of:

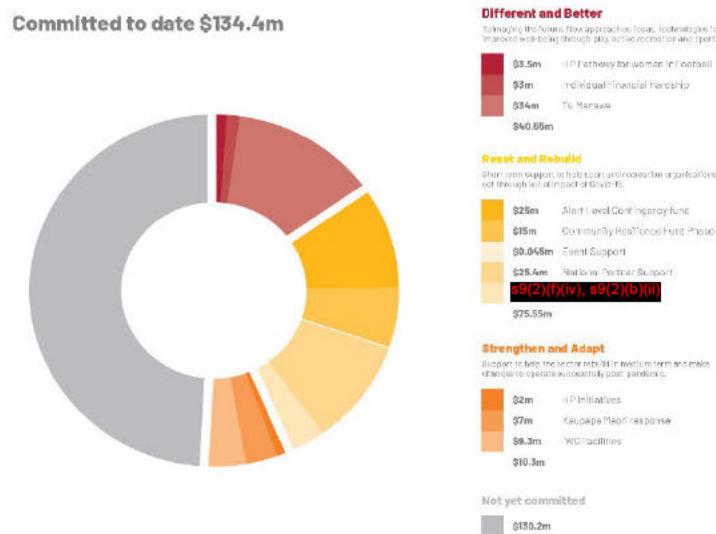
- the Community Resilience Fund (using the same criteria as Phase Two)
- the Partner Support Fund (using the original criteria)
- the Return to Play Fund (using the original criteria).

The detailed criteria and design of the specific funds that would be used in the event of further COVID-19 outbreaks would be approved by the Sport NZ Board.

71. [REDACTED] s9(2)(f)(iv), s9(2)(b)(ii) [REDACTED]

72. [REDACTED] s9(2)(f)(iv), s9(2)(b)(ii) [REDACTED]

73. **NZ Golf Open** - \$45,000 to support the NZ Golf Open tournament organisers' costs until a decision can be made on the potential event deferral to 2022 and how any additional costs associated with that deferral can be met.
74. As at 16 October 2020, total life-to-date (from March 2020) commitments for investment in the sector are as follows:



75. A summary of the approved funding packages is set out in the following table.

Recovery Investment Initiative	Recovery Package investment required by financial year (\$m)					Total (\$m)
	2019/20	2020/21	2021/22	2022/23	2023/24	
Tū Manawa Active Aotearoa		8.500	8.500	8.500	8.500	34.000
A World Cup Ready and Community Legacy Accessible Facilities Fund		9.313	-	-	-	9.313
National Partner support (including support for national leagues and snowsport halfpipe)		25.407	-	-	-	25.407
Community Resilience Fund Phase 2		15.000	-	-	-	15.000
Individual financial hardship		3.000	-	-	-	3.000
Kaupapa Māori Response		1.603	1.800	1.800	1.800	7.003
High Performance initiatives (pathway development and performance hubs and pods)		1.250	0.750	-	-	2.000
Alert Level Contingency Fund		25.000	-	-	-	25.000
Funding for Professional Sport	4.600	s9(2)(f)(iv), s9(2)(b)(ii)				
	s9(2)(f)(iv), s9(2)(b)(ii)					
Funding for the NZ Golf Open		0.045	-	-	-	0.045
Total	4.600	96.118	12.050	11.300	10.300	134.368

Different and Better - Futures work

76. In May 2019 Sport NZ's Board approved an approach to the strategic foresight (Futures) work to explore the future of play, active recreation, and sport. The COVID-19 pandemic has heightened the importance and urgency of the work, including it being a key part of our Different and Better recovery workstream.
77. From July to December 2020 Sport NZ is undertaking broad consultation and engagement with partners and across the wider system to help inform decisions about future Sport NZ and HPSNZ strategy and potential investment relating to the 'different and better' recovery investment outcome. The Futures work was announced to the sector on 7 July 2020 as part of the investment recovery engagement.
78. It aims to provide a greater understanding of the likely drivers of change for the sector and how we can respond to them. Sport NZ is in the process of consulting with a broad range of the sector and other stakeholders and a report will be produced that identifies a range of

innovative reforms and options that will assist Sport NZ, HPSNZ and the sector to remain relevant, fit for purpose, and regenerative. This will also inform the ‘different and better’ component of our recovery investment.

79. The external consultation began in August and included engagement with the sector and external participant groups, workshops, and an online survey. The feedback from these groups is being considered and ideas from it accelerated by a Working Group and Te Tuarā Group of external sector and non-sector leaders.
80. The first progress reports have been produced. They covered a review of the environmental scans that identified the drivers of change and possible implications for play, active recreation and sport, and a short narrative of a possible baseline future; and a Māori perspective on the challenges of current approaches and aspirations for the future of physical activity and wellbeing for Māori.
81. A second round of progress reports in mid-October will show how some of the trends, signs of change and system challenges can be used to create a set of plausible futures for physical activity in New Zealand. The final progress report will identify a preferred future and a range of options and reforms we need to consider to advance toward that future. The progress reports will be collated into a final report, which is expected to be completed by December 2020.
82. Further information on the Futures Project, including interim progress reports outlining what we have learnt to-date from engagement and consultation with external working groups, can be [found here](#).
83. We will provide you with regular updates on the Futures work as it progresses.

Border issues and international travel

84. Sport NZ has undertaken a survey of all our NSO partners to understand their needs from January to October 2021 regarding sending athletes overseas and hosting overseas athletes and teams in New Zealand. Both the International Olympic Committee (IOC) and New Zealand Olympic Committee (NZOC) are strongly of the view that the Tokyo Olympics and Paralympics will go ahead in 2021. Accordingly, the NZOC and HPSNZ are working through a range of scenarios as to how this may play out, and working alongside sports in this regard.
85. Current advice from the Ministry of Foreign Affairs and Trade (MFAT) is that New Zealanders should not travel overseas. However, there are a number of athletes and teams that are seeking to travel, especially those that are looking to attend qualification events for the Olympic and Paralympic Games. We are working with sports so that they can understand their responsibilities to their athletes and prepare travel plans to manage the risks of travelling at this time. Our advice remains to follow government travel advice. We are aware of the potential impact on athlete wellbeing of being unable to compete and HPSNZ is working with NSOs to manage this.

86. Regarding athletes coming into New Zealand from overseas, we are preparing advice on the expected pipeline and will be seeking to engage with you on this shortly after the election. Sport NZ continues to work with the Ministry of Business, Innovation and Employment (MBIE) and the Ministry of Health (MoH) on Managed Isolation and Quarantine (MIQ) and immigration exemptions issues.
87. Training MIQ environments are currently being trialled by rugby, netball and shortly cricket. We are keen to engage with Ministers on options for longer term sport MIQ facilities following the election.

About Sport NZ

Sport NZ

88. Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002. Under the Act, our purpose is to “promote, encourage and support physical recreation and sport in New Zealand”.
89. Sport NZ’s statutory functions are set out in section 8 of the Act. These cover investment, promotion of participation, support for capability development and provision of policy advice. A list of Sport NZ’s statutory functions is set out in Appendix 1.
90. Our purpose is to contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring play, active recreation and sport system. We are committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.
91. Sport NZ holds a privileged position in the play, active recreation and sport system. Our five leadership responsibilities are:
 - Direction setting – uniting people behind a common vision of ‘every body active’ and leading and championing collective action across the system to ensure all New Zealanders are realising their potential in and through play, active recreation and sport.
 - Insights – improving our understanding of participant needs and the drivers of behavioural change (what works and why).
 - Advocacy – promoting the importance of all New Zealanders being active for their health and wellbeing and championing the importance of cultural capability, diversity and inclusion, including women and girls, those with disability and all ethnicities.
 - Collaboration – developing strategic partnerships at regional, national and international levels, aimed at improving participation opportunities.
 - Investments – identifying and working with partners who can influence the participant-focused initiatives that best meet the needs of their local communities.
92. Our investment focus is on partnerships, funds and programmes:
 - Partnerships – we work together with our partners to understand and agree on their initiatives that best meet the needs of tamariki and rangatahi in their communities.
 - Funds – we provide investment to boost access to opportunities for specific groups and to organisations where we do not invest in maintaining the partnership, for example the Activation Fund for Young Women.
 - Programmes – we advise the system regarding our own initiatives and how we will lead and deliver these, many of these being with partners, for example Healthy Active Living.

93. Our Strategic Direction 2020-2032, Strategic Priorities 2020-2021 and Strategic Plan 2020-2024 set out these priorities and our specific plans for achieving them.

High Performance Sport New Zealand

94. 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. Our key objective is “making New Zealand the most successful sporting nation in the world by developing high performance sport”. Other objectives are set out in its constitution, detailed in Appendix 2.
95. Based at the AUT Millennium Institute of Sport and Health in Auckland, HPSNZ leads the high performance sport system in New Zealand, working in partnership with NSOs and others to enable and empower world class performance in an environment that values wellbeing.
96. Working in partnership with NSOs, we provide strategic investment and contribute specialist resources and expertise directly into targeted sports, athletes, coaches and their high performance programmes to enhance success on the world stage. HPSNZ also provides support to the wider high performance sport system (non-Olympic and Paralympic sports) with independent advice and knowledge.
97. HPSNZ’s success is seen through more sporting performances that inspire New Zealanders, and more New Zealanders winning on the world stage at Olympic, Paralympic Games, and at World Championships. Our sporting performances aim to inspire New Zealanders by making them proud of the results and the way they are achieved. In doing so they connect people and communities across the country and in turn inspire future success.
98. Our partnerships with sports, the existing trust and relationships across the high performance sport system and our ability to be agile and act decisively are the key elements of our competitive advantage.
99. Our 2032 High Performance System Strategy and HPSNZ 2024 Strategy (to be launched in November 2020) set out these priorities and our specific plans for achieving them.

Interface with the New Zealand Olympic Committee (NZOC)

100. 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. A separate and independent entity, the NZOC represents both the Olympic and Commonwealth Games movements in New Zealand. It leads athlete selection, logistics and operations for New Zealand teams attending these events, and ensures they have the best performance environment possible at Games time. HPSNZ’s role is 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.

Interface with Paralympics New Zealand (Paralympics NZ)

101. Sport NZ and HPSNZ work closely with Paralympics NZ and the NSOs that have integrated Paralympic programmes across a number of areas to enable New Zealand’s elite Para

athletes to compete and achieve on the world stage. A separate and independent entity, Paralympics NZ represents the Paralympic Games movement in New Zealand. As a National Paralympic Committee Paralympics NZ leads athlete selection, logistics and operations for New Zealand teams attending World Championships, Commonwealth Games and Paralympic Games, and ensures they have the best wellbeing and performance environment possible at competition time.

102. HPSNZ's role is to invest in Paralympics NZ to support the Paralympic Games delivery and also the preparation of Para athletes, coaches and support staff to compete and perform as part of Paralympics NZ teams. HPSNZ also invests into NSOs that have fully integrated Para athlete programmes and works in close partnership with Paralympics NZ's operational team. HPSNZ also supports the delivery of athlete performance support services, the potential for Para athletes to earn a Performance Enhancement Grant and Prime Ministers Scholarship's to enhance the potential of athletes, coaches and staff of the Paralympic Programmes to prepare for life post competition.

Governance

103. 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. The Board also approves Sport NZ's investment decisions. Section 10 of the Sport and Recreation Act 2002 expressly prohibits the Minister for Sport and Recreation from influencing or interfering in such decisions.
104. The Sport NZ board is:
 - Bill Moran – Chair
 - Jason Shoebridge – Deputy Chair
 - Hilary Poole
 - Kylie Clegg
 - Raewyn Lovett
 - Dr Farah Palmer
 - Rowan Simpson
 - Beatrice Faumuina
 - Cameron Leslie, Intern
 - Michael Scott, HPSNZ Chief Executive (ex officio).

105. HPSNZ is governed by its own board of directors, appointed by the Minister for Sport and Recreation on the recommendation of the Sport NZ Board as per its Constitution. The members of this board are:

- Bill Moran – Chair
- Hilary Poole – Deputy Chair
- Alison Shanks
- Ian Hunt
- Waimarama Taumaunu (to be replaced from 1 January 2021 by Martin Toomey)
- Kylie Clegg
- Dr Chelsea Grootveld

- Hetty Van Hale
 - Rowan Simpson
 - Annette Purvis (NZOC nominee)
 - Peter Miskimmin, Sport NZ Chief Executive (ex officio).
106. The Sport NZ Board is responsible to the Minister for Sport and Recreation. The Sport NZ Board has accountability for the functions of the entire Sport NZ Group (Sport NZ and HPSNZ) and oversight of the whole sporting pathway and ministerial engagement. To ensure Group alignment, four Sport NZ Board members also serve on the HPSNZ Board. The Chair of Sport NZ is also the Chair of HPSNZ, the CEO of Sport NZ is an ex-officio Board member of HPSNZ, and the CEO of HPSNZ is an ex-officio Board member of Sport NZ.
107. 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.
108. As the ‘parent’ the Sport NZ Board 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.
109. 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.
110. Our current suite of accountability documents comprises our Statement of Intent 2018-2022, Statement of Performance Expectations 2020/21 and Annual Report 2019. We also provide quarterly reports to the Minister on Sport NZ’s performance and, from 1 July 2020, monthly reports on our progress on spending against the Sport Recovery Package (Budget 2020) and achieving the expected outcomes.
111. The Statement of Intent is due to be refreshed, in accordance with legislative timeframes, by 30 June 2021. The Annual Report 2020 is due to be completed no later than mid-December 2020, within the COVID-19 extended legislative timeframes.
112. There are a number of Board sub-committees that operate across both Sport NZ and HPSNZ with shared membership. These are:
- Audit, Finance and Risk Committee – Jason Shoebridge, Chairperson
 - Human Resources Committee – Alison Shanks, Chairperson
 - Recovery Investment Advisory Committee² – Raewyn Lovett, Chairperson
 - Integrity Committee – Bill Moran, Chairperson.

² Includes two independent members; Jenny Gill and Duane Kale

Senior management

113. The current Chief Executive of Sport NZ is Peter Miskimmin who was appointed to this role in April 2008. Peter is standing down from this role on 11 December 2020.
114. Peter had 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 NZOC from 1993 to 2000, a board member of the New Zealand Sports Foundation (1995 to 1999), Chair of the NZOC's Athletes' Commission (1992 to 2000) and was the President of the Olympian Club of New Zealand (1999 to 2010). Peter is a double Olympian in the sport of hockey, playing 150 test matches over 15 years and was named New Zealand hockey player of the year twice. Peter is also a high performance hockey coach and national selector.
115. Sport NZ's newly appointed Chief Executive is Raelene Castle ONZM who will take up her position on 15 December 2020.
116. Raelene is one of Australasia's leading sports administrators, having most recently held the positions of CEO at Rugby Australia and the Canterbury-Bankstown Bulldogs. Prior to this she was CEO of Netball New Zealand from 2007 to 2013. Outside of her extensive leadership experience, she has held several governance roles in sport, previously serving as a board director of SANZAR (Super Rugby and The Rugby Championship), the ANZ Championship netball competition and the International Netball Federation (INF). Raelene moved into sports administration after a fifteen-year commercial career, working in management roles for some of New Zealand's leading companies. She was made an Officer of the New Zealand Order of Merit (ONZM) in 2015 for services to Business and Sport. Raelene has publicly stated her passionate commitment to diversity and inclusion.
117. The other members of Sport NZ's Senior Leadership Team (SLT) are:
 - Geoff Barry, General Manager Community Activation
 - Jennah Wootten, General Manager Partnerships and Communication
 - Julie Morrison, General Manager Strategy, Policy and Corporate.
118. The Chief Executive of HPSNZ is Michael Scott who was appointed to this role in January 2018. Michael has over 20 years' experience in high performance at both a system and sport level. He was most recently Chief Executive of Rowing Australia having previously held a number of leadership roles internationally and across the system including Performance Director at Swimming Australia, National Performance Director at British Swimming as well as Chief Executive of the 2007 World Swimming Championships Corporation. At a system leadership level, Michael was the sixth Director of the Australian Institute of Sport having previously been appointed the inaugural Director of the New South Wales Institute of Sport. Michael holds a Master of Science in Physical Education from Eastern Kentucky University.

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

- Stafford Murray, Interim General Manager, Athlete Performance Support
- Paula Halliday, Project Manager 2032 High Performance System Strategy (fixed term position to 30 June 2021)
- Paul Brabin, General Manger Operations (fixed term position to 29 January 2021)
- Eddie Kohlhase, General Manager Performance Partnerships
- Neena Ullal, General Counsel
- Simon Roche, Strategic Communications Manager.

Sport NZ and HPSNZ 'working together charter'

120. The Charter serves as a key link between the Operating Principles of Sport NZ and HPSNZ, where the relationship between the two organisations is based on partnership and collaboration. Each organisation depends on the other in terms of success meeting and exceeding stakeholder expectations.
121. Broadly, Sport NZ provides two types of services to HPSNZ: Partnership Services and Shared Services.
122. Partnership Services capture those services which are typically sector facing. They include, but are not limited to: partnerships, business capability, events and facilities. The quality and value of these services is highly dependent on both Sport NZ and HPSNZ operating in partnership and collaborating where relevant.
123. Shared Services capture the provision of policy and corporate services to HPSNZ. They include Policy advice, Ministerial Services, Information Technology and Human Resources.
124. Sport NZ also provides office management and receptionist services to its sub-tenants in shared office spaces in both Auckland and Wellington.
125. Sport NZ and HPSNZ also enter into a number of joint procurement arrangements including insurance brokerage, internal audit, stationery, motor vehicles, IT services, branded clothing etc. They also look to take advantage of all of government procurement arrangements where appropriate. Sport NZ also has a number of joint procurement arrangements with its sub-tenants in shared office space in both Auckland and Wellington.

Commitment to Māori wellbeing

126. Māori are significant contributors to the play, active recreation, and sport sector. It is a sector that attracts Māori and one in which Māori excel. The uniqueness that Māori culture brings to play, active recreation and sport is critical to our national identity and wellbeing. Sporting teams incorporate elements of Māori culture to elevate performance and engender passion and pride in being New Zealanders.
127. Between 1998 and 2014, Māori participation in sport and recreation decreased by 8.4%, compared to the national average of 7.7%.
128. In January 2017 Sport NZ commissioned a “whole of system approach” Review of Māori Participation in Community Sport to understand the opportunities for and barriers to enabling and investing in long-term outcomes for Sport NZ and Māori. Three key themes from the 21 recommendations emerged: leadership and partnership, cultural capability for both Sport NZ and the sector, and resourcing.
129. In response, Sport NZ recruited a Toihautū Principal Advisor Māori in November 2017 to give effect to the Review recommendations with a focus on increasing the cultural capability of Sport NZ and re-establishing genuine partnerships and relationships with Māori.
130. In October 2018, Phase 1 of Sport NZ’s cultural capability programme, named Tū Te Ihi, was launched, with the Chief Executive’s expectation that all staff participate in all workshops. The structure of the programme was supported by the Board and co-designed with the Senior Leadership Team. It is based on four key modules:
 - Te Tiriti o Waitangi / Dimensions of The Treaty of Waitangi
 - Whanaungatanga / Strengthening Connections with Māori
 - He Tirohanga Māori / A Māori Worldview
 - Te Reo Māori, Tikanga Māori / Māori Language, Customs and Protocols.
131. Tū Te Ihi Programme results showed:
 - 83% staff completion rate.
 - The initial Tū Te Ihi survey undertaken delivered a cultural baseline score of 3.02. The final Tū Te Ihi survey delivered a cultural baseline score of 6.00, an increase of 100%.

Tū Te Ihi is now embedded into the Sport NZ induction programme for new staff members and provides a re-fresher platform for current staff.
132. Phase 2, named Tū Te Wehi, is ensuring our system reflects Te Tiriti o Waitangi and the Treaty principles. Some of the deliverables for this work are:
 - Sport NZ Outcomes Framework and Māori Outcomes Framework (in progress)
 - Toward 2032 Strategic Direction, Strategic Plan and Priorities
 - Business Planning (in progress)
 - Commissioning Investment Framework (in progress)

- Integrity policies, processes and procedures (in progress).
133. Phase 3, Tū Te Wana, is about supporting the sector with building their cultural capability. Currently the Toihautū is providing advocacy. Through Sport NZ's bi-cultural commitment, the cultural shift Sport NZ is demonstrating and the Futures Project, the demand from the sector is increasing. This is an area that we will need to address through the next strategic priority period.
134. The Board and Sport NZ co-designed our Te Tiriti o Waitangi commitment statement and articulated the Treaty Principles from a play, active recreation and sport perspective. We are committed to honouring these aspirational statements, through our role as kaitiaki of the play, active recreation and sport system.
135. The Sport NZ Outcomes Framework articulates that the play, active recreation and sport system must reflect Te Tiriti o Waitangi and the Treaty principles of Partnership, Protection and Participation. There is also a Cultural Vitality outcome which enables tangata whenua and all New Zealanders to be able to participate and succeed as themselves – Māori are enabled to participate and succeed as Māori.
136. The Sport NZ Outcomes Framework is not a bi-cultural framework. The Board is expecting a Māori Outcomes Framework to be developed that will sit alongside it, with both frameworks strengthening each other and forming Sport NZ's position in giving effect to the Government's Wellbeing Outcomes.
137. Sport NZ recognised the significance and enormity of the work that lay ahead of the Toihautū and welcomed the creation of the Rautaki Māori Team (Māori Strategy Team) that sits within the Community Activation Business Unit.
138. Sport NZ is privileged to be kaitiaki of three mauri pounamu that came from the Arahura River and the Weepu whānau of Ngāti Waewae. The pounamu are a tangible reminder of our Te Tiriti commitment and grounds our cultural journey. Following such a significant moment came two more significant events:
- The revival and launch of our new name, Sport NZ Ihi Aotearoa – Ihi the energy within oneself that compels, ignites and activates our physical being. It was gifted to Sport NZ some 13 years ago by the then Sport NZ Māori Advisory Group.
 - The launch of our new tohu – our new branding device named Te Ihi. The three koru have significant meaning to Sport NZ, they depict our past, present and future; our mauri pounamu – Kia Pono, Kia Tika, Me Aroha; and the play, active recreation and sport pathways.
139. Sport NZ's cultural journey and on-going commitment to a bi-cultural future has not only strengthened us as a Treaty-led organisation but also is well-aligned to the expectations set out in the new Public Service Act 2020 (Act) which came into force on 7 August 2020. The Act provides a modern legislative framework that enables a more adaptive, agile and collaborative public service and includes stronger recognition of the role of the public service in supporting the partnership between Māori and the Crown.

140. COVID-19 has proved challenging for our sector and heightened the existence of inequities for Māori within our system. The COVID-19 Kaupapa Māori Response Plan and the Futures Project go some way to start to reconcile these inequities.
141. The COVID-19 Kaupapa Māori Response Plan (the Plan) will be launched within the second quarter of 2020-2021. There are four main kaupapa (initiatives) within the Plan that will enable the exploration of new relationships with Māori and strengthen current partnerships.

He Oranga Poutama – increase national reach

- Hillary Commission commenced a Māori programme that evolved into He Oranga Poutama, continued at SPARC (Sport and Recreation Commission) and continues to be Sport NZ's only kaupapa Māori programme. As all current contracts were due to end on 30 June 2020, it was decided to go back out to the market calling for organisations to apply for the He Oranga Poutama contract. The application process was delayed due to COVID-19 and all current He Oranga Poutama Partners contracts were extended until 30 June 2021 as part of Tranche 1 of the Sport NZ Relief package.
- After a number of hui with the Māori He Oranga Poutama Partner Leaders, Sport NZ decided to hold a closed tender process with the current He Oranga Poutama Partners. This includes five RSTs and six Māori organisations. The closed process will commence in Quarter 2 2020-2021.

Māori National Sport Organisations

- Sport NZ Ihi Aotearoa (Ihi Aotearoa) acknowledges the valuable contribution that the Māori NSOs have given to the sector and Aotearoa. Ihi Aotearoa is committed to a bi-cultural future through Te Tiriti o Waitangi and see this acknowledgement, and the fund, as a start to building stronger relationships and partnerships with the Māori NSO network.
- The intention of the fund is to support the re-engagement of their membership, to remove some of the barriers to participation, enable their unique way of being to survive these trying times and go someway to acknowledging their insurmountable contribution to the sport and recreation sector for over 100 years.

MaraeFit Aotearoa

- Maraefit Aotearoa is a marae-centric 'Every Body Active' initiative that provides opportunities for sport and recreation organisations, whānau, hapū and marae to increase physical activity.
- There are three main areas of work to this kaupapa:
 - IT Digital solution and infrastructure build (scope completed and currently seeking RFP from the market)
 - Data Strategy. Maraefit is also a catalyst for the development of a Sport NZ Data strategy. To receive authentic taonga (Māori data) Sport NZ will co-design and co- develop the strategy to include governance principles, Crown requirements and standards, kaitiakitanga of the taonga, principles under which the taonga will be collected, how the taonga collected will be used. Sport NZ is aware of the National Iwi Chairs Forum 'Mana-Ōrite Agreement' with Statistics NZ, which will be considered when developing our strategy.

- Workforce Development – will commence once the IT digital solution is ready for testing.

Te Ihi Fund

- Purpose of the fund is to activate and increase Māori participation by supporting existing culturally distinctive organisations and channels that contribute to Sport NZ's Māori Outcomes Framework.
 - The Rautaki Māori Team will proactively approach Māori organisations that we haven't traditionally engaged with; a tikanga Māori approach is necessary.
 - In the first year we will evaluate and case study the chosen organisations.
 - In out years, we will be looking to build on the learning and the wider network of opportunities.
142. Sport NZ continues to strengthen its relationships with National Iwi Leaders Group – Māori Sport, Te Arawhiti and Te Puni Kōkiri. We are also establishing new relationships with Mental Health and Wellbeing Commission and the MoH – Māori Health Directorate.

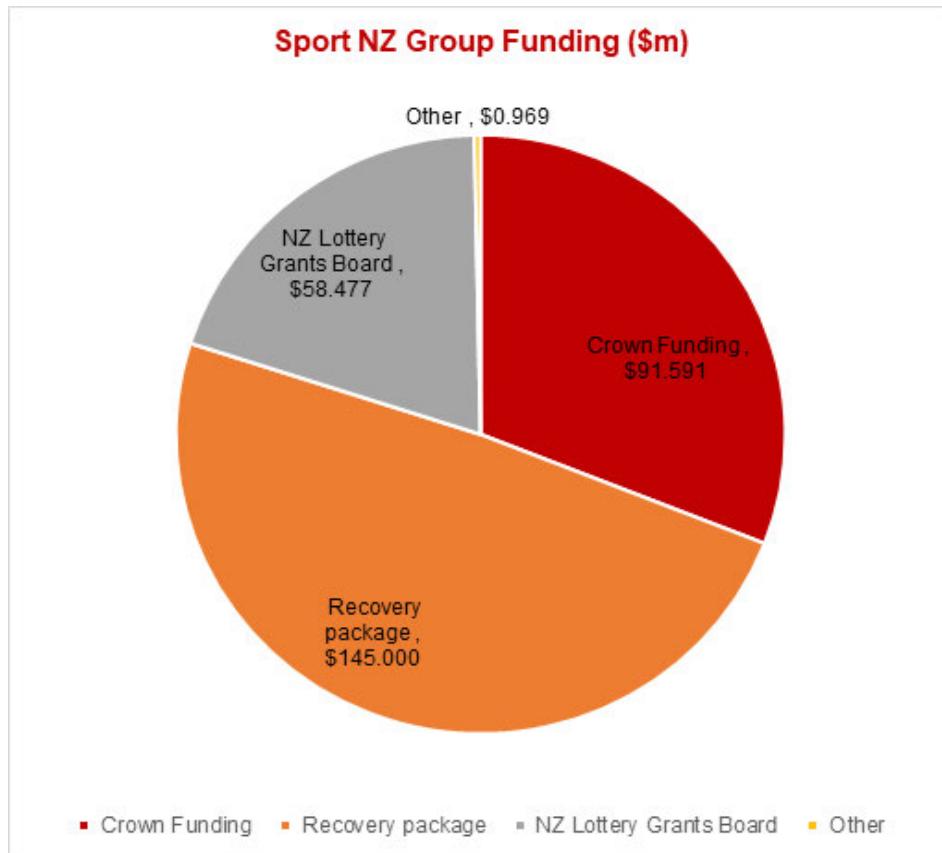
Bi-cultural initiatives

143. Tapuwaekura Project is the part of Healthy Active Learning programme that is appropriate for kura. More detail is provided in the section on Healthy Active Learning.
144. Tū Manawa Active Aotearoa, which has replaced the Kiwisport Regional Partnership Fund, recognises the cultural distinctiveness that Māori bring to the sector. All kaupapa Māori-based applications are given equitable opportunity to apply and the decision-making process is inclusive of a tikanga Māori that is to be led by Māori. Each RST decision-making panel must be inclusive of a kaupapa Māori perspective.
145. Sport NZ is investing in RSTs to lead in and show positive influence in the play, active recreation, sport and PE systems for tamariki and rangatahi in their region. Within the investment allocated to this area, it is anticipated that RSTs will identify a senior leadership position within their organisation that has responsibility for play, PE, active recreation and sport for tamariki and rangatahi. Any funding required to grow the internal Māori/bi-cultural capability should be allocated from this investment area.
146. The Sport NZ Play Action Plan is under development. Sport NZ will ensure that:
- the plan is reflective of our commitment to Te Tiriti o Waitangi
 - a bicultural foundation and set of principles is the aspiration and the strength of our Aotearoa Play System
 - the journey is just beginning and that we still have large amounts of consultation and connecting to undertake to “construct” the Kaupapa Māori Pou and development Poutama of our Play Whare.
147. The Women and Girls Strategy is yet to fully realise the Māori cultural whakataukī (proverb) within the strategy. “Me aro ki te hā o Hineahuone” (to ensure the breath of Hineahuone, the first woman) creates the space for the wahine Māori voice to be heard from a cultural perspective. Wahine and Kotiro Māori roles within Te Ao Māori are culturally distinctive

pathways of strengthening that will be acknowledged and valued throughout the strategic period.

Funding and sector investment

148. Sport NZ and HPSNZ are funded by both Government appropriations and the NZ Lotteries Commission. The following diagram depicts the makeup of our 2020/21 revenue.



149. Sport NZ is heavily reliant on Lotteries funding, making up around 36% (\$56 million/\$153.573 million) of our annual revenue, excluding the COVID-19 recovery and Water Safety investment packages. This funding almost entirely supports our direct investments into the play, active recreation and sport sector. The proportion of Lotto funding to Sport NZ is based on a historical Cabinet decision, set at 25% of Lotto NZ net profits. Lotto funding is heavily dependent on jackpots and can therefore vary significantly from the forecast amount.
150. For 2020/21 we have been allocated \$236.591 million through Vote Sport and Recreation and have forecast \$56 million of Lotto funding.

151. Vote funding is provided through three separate output expenses as outlined in the table below. These figures are for 2020/21:

Sport and Recreation Programmes	\$25.149 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. \$143.750 million to support the recovery of the play, active recreation and sport sector.
High Performance Sport	\$62.192 million for the delivery of initiatives aimed at improved sports performance at elite level. \$1.250 million to support high performance outcomes in the wake of COVID-19.
Prime Minister's Sports Scholarships	\$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.

Philanthropic fundraising

152. To align with the Government's interest in public-private partnerships, we also seek opportunities to increase system funding from the private sector (be it individuals or organisations).
153. Our BlackGold 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. From January 2017 to June 2020, BlackGold raised \$18.5 million for the sport sector, at a cost of approximately \$1.15 million (funded by the Sport NZ Group and NZOC).
154. An internal review of BlackGold found that while there has been success across the two Olympic cycles, sport philanthropy is under-developed and there is much more that could be achieved through a more deliberate and focused effort.
155. In order to provide the best solution or vehicle to attract philanthropic funding to sport, we have commissioned an external review to look at philanthropy across the play, active recreation and sport sector. This will help us understand the opportunity to grow and attract philanthropic income sources into New Zealand's wider sport sector, and the role of the Sport NZ Group in this activity. Sport NZ has engaged JBWere's Philanthropic Services to assist us with this work, as a leading provider of services in Australia and New Zealand which serve a broad range of purpose-driven organisations, institutions, corporations, families and individuals.
156. We are also underway with a crowdfunding initiative for the play, active recreation and sport sector, called BoostedSport, by way of a licensing arrangement with The Arts Foundation of New Zealand. Sport NZ and the New Zealand Sports Foundation Charitable Trust are

teaming up to launch and manage this platform for the sector. Boosted (soon to become BoostedArts) is a very successful crowdfunding platform originally started by the Arts Foundation of New Zealand. This is an example of the arts and sports sectors working together for mutual benefit.

Sport NZ annual sector investment

157. Our investment categories are:

- **Partnerships** – we work together with our partners to understand and agree to their interventions that best meet the needs of tamariki and rangatahi in their communities.
- **Funds** – we provide investment to boost access to opportunities for specific groups; and to organisations where we do not invest in maintaining the partnership.
- **Programmes** – we advise the sector regarding our own interventions and how we will lead and deliver these; many of these being ‘with’ partners.

158. Sport NZ annual investment (not Recovery related) in the play, active recreation and sport sector is summarised below.

Partnerships	Funds	Programmes
Regional Sports Trusts (\$13m)	Rural Travel Fund (\$0.4m)	Regional Sports Directors (\$1 m)
National Sports Organisations (\$9.3 m)	Tū Manawa (\$8.485m)	He Oranga Poutama (\$1.8 m)
National Education Organisations (\$0.17m)	Women in Sport (\$0.8m)	Play.Sport (\$1.2m)
National Disability Organisations (\$1.2m)	No Exceptions (\$0.4m)	Business Capability Support (\$1.2m)
National Recreation Organisations (\$1.3m)		Healthy Active Learning (\$4.6m)
		Water Safety (\$2.5m)

Partnership

159. In response to COVID-19, all partnership investment was extended for a one-year period to 30 June 2021. Normally, partnerships investment would have a four-year term in line with our strategic plan period.

160. Sport NZ is currently going through the process for funding allocations of Partnerships investment for the 2021-24 period aligned with our strategic plan to 2024. The steps in this process are:

- Complete the funding allocation model – October 2020
- Funding allocation model signed off by the Board Advisory Committee – October 2020
- Board approval - November 2020
- Finalised report to the Minister – December 2020
- New partnerships investment in place – July 2021.

Funds

161. **Rural Travel Fund** – this fund is distributed by local authorities where the population of the region is less than 10,000. The fund is to subsidise or provide travel for rural tamariki and rangatahi to get to sports competitions, to represent either their club or their school.
162. **Tū Manawa Active Aotearoa** – Tū Manawa Active Aotearoa provides funding for programmes or projects delivering play, active recreation and sport experiences for tamariki and rangatahi. It is particularly focused on groups that are less active, due to barriers that mean they miss out on opportunities to be active. As part of the Recovery Package, the value of the fund for the next four years has been doubled.
163. **Women in sport** – Sport NZ invited funding applications in 2019, for initiatives that address barriers to participation to grow play, recreation and sport engagement among young women (12-18 years) by increasing the number of quality, meaningful and relevant opportunities they have to participate in movement their way. Young women are empowered and enabled to be the voice to lead change in their school settings and communities by driving innovative, inclusive and exciting initiatives to meet their needs and by becoming advocates for female participation.
164. **No Exceptions** – No Exceptions investment links directly to Sport NZ's Strategy and aligns with the New Zealand Disability Strategy and the United Nation's Convention on the Rights of Persons with Disabilities. A large proportion of this fund is managed by Halberg Foundation, and some is invested in Sport NZ partners to ensure that disabled tamariki and rangatahi have more opportunities to participate in play, active recreation and sport.

Programmes

165. **Regional Sports Directors (RSDs)** – this funding is intended to develop, support and maintain the provision of a quality sporting environment for secondary school aged students. RSDs are responsible for ensuring that secondary school students can access quality sport opportunities in their region by working collaboratively with other regional and local sporting organisations to improve the delivery of opportunities.
166. **He Oranga Poutama** – He Oranga Poutama investment is centred on Māori cultural distinctiveness and is aimed at supporting community leadership and participation in play, active recreation and sport for Māori. It recognises the importance of creating accessible pathways that are for and by Māori as part of Sport NZ's aim to see all New Zealanders being active. Through the Recovery Package, this fund will be extended to provide national reach.
167. **Business capability** – this funding is to ensure that Partners who receive Sport NZ and HPSNZ partnerships funding are stable and capable so they can deliver on our investment outcomes. This means they have the necessary capability (personal and organisational skills and abilities) and capacity (quantity and quality of resources) in the following areas: Governance, Leadership and Culture, Finance, Human Resources, Technology, and Communications and Stakeholder Engagement.

168. **Healthy Active Learning** – is a collaborative joint agency wellbeing initiative between Sport NZ and the Ministries of Health and Education. Healthy Active Learning supports schools and kura across Aotearoa to improve the wellbeing of tamariki and rangatahi through healthy eating and drinking, and quality physical activity.
169. **Play.Sport** - Play.Sport (the precursor to Healthy Active Learning) is a collaborative intervention led by Sport NZ to improve:
- the quality of physical education (PE), sport, physical activity and play experiences in schools
 - the connection between schools and their communities, including sports clubs and the home.
170. **Water Safety** – to provide funding for water safety programmes to New Zealand, including water safety education for children, knowledge, attitude and behaviour change campaigns and an efficient and fit-for-purpose water safety sector.

High Performance Sport NZ annual sector investment

171. Our investment categories are:
- **Core Investment** – direct investment into NSOs to support high performance leadership, coaching, pathway development, international and domestic competition, and operations with the greatest probability of winning on the world stage. This includes partnering with the peak bodies, NZOC and Paralympics NZ.
 - **Performance Enhancement Grants** – direct grant to priority athletes based on performance at pinnacle events, including both established and emerging athletes.
 - **Women in High Performance Sport Initiative** – a pilot project aiming to enable greater representation of women in high performance leadership and coaching positions.
 - **Prime Minister's Scholarships** – to assist athletes achieve tertiary and vocational qualifications while competing at the highest level, and professional development for coaches, officials and support team members.
172. **Core investment** – annual investment into 12 targeted/campaign sports and 18 non-targeted/campaign sports. There is a 2-4 year investment commitment into Tier 1, 2 and 3 targeted summer and winter Olympic and Paralympic sports based on four contestable criteria of past performance, future potential, quality of individual sports high performance programme and individual sport context. Non-targeted sports receive contestable 1-2 year investment directly into a targeted campaign. Due to the postponement of the Tokyo Olympics and Paralympics, all core investment was committed for a further 12 months until December 2021. Support with peak bodies, NZOC and Paralympics NZ, is on a four-year commitment and extended at current levels to December 2021.
173. **Performance Enhancement Grants (PEGs)** – direct financial support to athletes to enable them to commit to longer periods of training and competition, which are necessary if they are to progress and achieve podium placings in international pinnacle sports events. Eligibility is based on athletes in PEGs qualifying sports, and on the athlete's international results at agreed pinnacle events. Athletes may be on the pathway to qualifying for the Olympics or Paralympics or as an emerging talent. As a result of COVID-19, closed

international borders and cancellation of events, international competition ceased. Those athletes still committed and tracking, have been guaranteed their existing PEG until the next agreed pinnacle event and/or the Tokyo Olympic and Paralympic Games.

174. **Women in High Performance Sport** – a pilot project to take active and targeted steps to address systemic issues associated with gender equity in New Zealand’s high performance sport system. \$2.689 million in Prime Minister’s Scholarship reserves has been allocated to fund the pilot project through to June 2022. There are three core project streams – Women in High Performance Sport Residency Fund, Te Hāpaitanga (coach initiative designed to develop a talent pool of emerging and future female high performance coaches) and the High Performance Environment.
175. **Prime Minister’s Scholarships** – support to eligible recipients to achieve education and professional development outcomes relevant to work and experience in their designated sport or area of expertise within high performance sport. With an annual budget of \$4.25 million to allocate, indicative amounts of up to \$2.0 million (athlete), \$1.2 million (coaches), \$0.85 million (support team) and \$0.2 million (officials) is available each year.

New Zealand's Sport and Active Recreation System

176. There is compelling evidence that being active has significant physical, mental, cognitive and social benefits - enhancing the wellbeing of New Zealanders.³ It is every New Zealander's right to experience the benefits of participating in play, active recreation and sport.
177. Yet between 1998 and 2014 the rate of national adult participation declined, with steeper declines by some population sub-groups including younger adults, Māori and Pacific and New Zealanders from low income households.⁴ These inequities continue, with variation in participation by age, gender, ethnicity, disability and socio-economic deprivation^{5⁶⁷}, and extend through to elite sport pathways where success on the world stage contributes to national pride.
178. Sport NZ and its subsidiary HPSNZ provide end-to-end leadership of the play, active recreation and sport system focused on growing the quality of experiences people have when they are active to develop a life-long love of physical activity.⁸

Participation rates

179. In October 2016 Sport NZ published a report on 16-year adult participation trends in sport and recreation. This showed that New Zealand was not immune to the global trend of declining participation.
180. National adult participation had declined by 7.7% over this period, with the decline most profound among adults aged 18 to 24, Pacific communities, households with a combined income of between \$20,000 and \$40,000, and men.
181. In 2017 we launched a new annual survey of active recreation and sports participation – Active NZ. The survey measures nationwide participation in play, active recreation and sport. The survey typically covers 5,500 young people and 25,000 adults annually and provides a more accurate picture of New Zealanders' participation levels than its predecessors.
182. The data for the first three years show that:
 - 72% of adults (aged 18 and over) participate in any given week (2019)
 - (72% in 2018 and 73% in 2017)
 - 94% of young people aged 5-17 years participate in any given week (2019)
 - (94% in 2018 and 95% in 2017)

³ <https://sportnz.org.nz/resources/the-value-of-sport/>

⁴ <https://sportnz.org.nz/resources/participant-trends-report/>

⁵ <https://sportnz.org.nz/resources/active-nz-survey-2018/>

⁶ <https://sportnz.org.nz/resources/spotlight-on-deprivation/>

⁷ <https://sportnz.org.nz/resources/spotlight-on-disability/>

⁸ <https://sportnz.org.nz/resources/physical-literacy-approach/>

- weekly participation peaks between ages 12 and 14 (consistent across three years)
 - participation drops for the first time between ages 15 and 17 (consistent across three years).
183. Sport NZ's Strategic Plan 2020-2024 is focused on increasing the participation levels of tamariki and rangatahi by improving their experience of play, active recreation, sport and PE and finding ways to encourage less active young people to become more active.
184. The outbreak of COVID-19 created a need for new solutions and approaches. Accordingly, we reviewed our Towards 2032 Strategic Direction and our 2020-2024 Strategic Plan to ensure that we could respond to urgent system and participant needs.
185. Sport NZ's 2020-2021 Strategic Priorities document builds from the Strategic Plan. It outlines the new context created by the pandemic in New Zealand and acknowledges Sport NZ's new investment responsibilities related to the Government's \$264.6 million Recovery Package.
186. In its role as kaitiaki, Sport NZ has been tasked with leading this work, not only to respond to immediate sector needs, but also drive transformation for the betterment of generations to come. Following the conclusions from our Futures work and the insights we have gained during COVID-19, we will again look to assess our strategic response for 2021 to 2024 against the current Strategic Plan.

High Performance success

187. Under HPSNZ's leadership, the New Zealand high performance sport system continues to experience an unprecedented level of podium success. In 2008, New Zealand was ranked 26th in the world with nine medals at the Beijing Olympic Games. In 2016, New Zealand rose to 14th in the world with 18 medals at the Rio Olympic Games, surpassing our previous best of 13 medals and exceeding the agreed target of 14 plus.
188. New Zealand Paralympians are also reaching new levels of performance with 21 medals achieved in Rio (including nine Gold), exceeding the agreed target of 18 medals overall and retaining the number one world ranking per capita. The Rio medal count was up from 12 in Beijing in 2008 and 17 in London in 2012.
189. We have sustained that momentum into the Tokyo Olympiad. In PyeongChang, our Winter Olympians delivered New Zealand's most successful Winter Games (two medals) and our Winter Paralympians also recorded their most successful games ever, winning two medals. On the Gold Coast, New Zealand's Commonwealth Games team secured their best away games performance to date (46 medals).
190. The second half of 2019 and early 2020 represented another strong period of performance, including four gold medals at the 2019 Rowing World Championships, two golds at the 2019 Canoe Sprint World Championships, wins in the 49er Yachting World Championships in 2019 and 2020 and in the Finn World Championship in 2019, a win for the Black Ferns Sevens in the Rugby Sevens World Series 2019, a World Cup win for the Silver Ferns

(2019) and an exceptional runner-up performance by the Black Caps at the 2019 ICC Cricket World Cup. New Zealand also won five gold medals at the 2019 Para Swimming World Championships and three at the Para Cycling World Championship.

191. Our medal targets for the 2020 Tokyo Olympics and Paralympics are 16+ Olympic (with a focus on gold medal conversion) and 10-14 Paralympic. These targets are unaffected by the disruption to the scheduled Games.
192. 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:
 - the National Training Centre on Auckland's North Shore
 - the Avantidrome in Cambridge
 - the high performance centre for rowing at Lake Karapiro
 - regional high performance centres in Wellington, Christchurch, Dunedin and Wanaka.
193. A further critical success factor is the highly effective partnership model between HPSNZ and the country's NSOs. Working in partnership with NSOs, HPSNZ provides strategic investment and contributes specialist resources and expertise directly into targeted sports, athletes, coaches and their high performance programmes to enhance success on the world stage. HPSNZ also provides support to the wider high performance sport system (non-Olympic and Paralympic sports) with independent advice and knowledge.

Active recreation and sports bodies

194. At last count there were an estimated 15,000 clubs and gyms at the local level in New Zealand.
195. 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.
 - numerous national recreation organisations (NROs), including the Mountain Safety Council and Recreation Aotearoa
 - national education and national disability organisations
 - Iwi, including the National Iwi Chairs Forum.
196. 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.

197. Community-level sport and recreation is largely funded through territorial authorities (estimated at \$900 million per annum), gaming societies (estimated at \$170 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.

Economic contribution

198. A report into the economic value of sport and active recreation to New Zealand, published in 2015, showed this sector contributed \$4.9 billion or 2.3% to our annual GDP, and employed more than 60,000 New Zealanders.⁹

199. Other 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 on infrastructure and facilities, visitor spending and event promotions.

Value of Sport

200. In 2017 Sport NZ released a report titled the Value of Sport.¹⁰ The report looked at the impacts of, and the value of, sport and active recreation to New Zealanders.

201. The research showed that the majority of New Zealanders agree that physical activity through sport, exercise and recreation is valuable. Whether individuals are ‘active’ or not, whether they are ‘sporty’ or not, whether they even like sport or not, most New Zealanders see value in sport and active recreation.

202. Evidence from a wide range of international and national sources support many of New Zealanders’ perceptions, confirming that sport adds value to the lives of individuals, communities and the nation. Put simply, sport and active recreation creates happier, healthier people, better connected communities, and a stronger New Zealand.

⁹ Economic Value of Sport and Outdoor Recreation to New Zealand report is an update to 2011 data and was undertaken by the Agribusiness and Economics Research Unit at Lincoln University, published in 2015: <https://sportnz.org.nz/media/1676/aeru-sportnz-econ-value-updated-final.pdf>

¹⁰ <https://sportnz.org.nz/resources/the-value-of-sport/>

Our Strategies

Sport NZ 2020-32 Strategic Direction

203. The Sport NZ Strategic Direction 2020-2032 introduced a new vision and purpose for the organisation. These reflect the lessons learned from our 2015-2020 Community Sport Strategy, the changing nature of Aotearoa New Zealand and trends in how people engage in play, active recreation and sport.
204. Our **purpose** is to contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring play, active recreation and sport system.
205. Our **vision** is 'Every Body Active'. This means:
- All tamariki, rangatahi and adults being physically active through play, active recreation and sport.
 - No one missing out on the benefits of play, active recreation and sport, regardless of factors such as gender, ethnicity, sexual orientation or where in Aotearoa New Zealand they live.
 - Every New Zealander is able to access a quality experience at home, within their neighbourhood and across their community.
 - Communities are collaborating, generating ideas, and owning the creation and promotion of opportunities for all New Zealanders to be active.
206. We know that being more active has significant physical, mental, cognitive and social benefits. New Zealand used to be a very active population, but activity levels are now declining due to a range of social, economic, technological and environmental factors.
207. By 2032 we aim to achieve four outcomes that contribute to wellbeing:
- Improved frequency, intensity, time and type of participation in play, active recreation and sport.
 - Enhanced experience of participants, supporters, volunteers and workforce.
 - Increased variety of culturally distinct pathways for tangata whenua and all New Zealanders.
 - Improved system that is capable, inclusive, trusted and reflects Te Tiriti o Waitangi and the principles of partnership, protection and participation.
208. Delivery of this strategic direction will be achieved through our Strategic Plan 2020-24 and 2020-2021 Strategic Priorities.

Sport NZ Outcomes Framework

209. In 2019 Sport NZ published its 2020-2032 evidence-based Outcomes Framework, which draws on the Treasury's Living Standards Framework and Dashboard to identify key ways in which play, active recreation and sport contribute to the wellbeing of people living in New Zealand. The Framework is a central component of Sport NZ's 2020-2032 Strategic Direction.

210. Sport NZ will use the Outcomes Framework to develop interventions, to help measure the impact of our work, and to promote the role of play, active recreation and sport in promoting population-level physical activity across government.
211. The Sport NZ Outcomes Framework is not a bi-cultural framework. A Māori Outcomes Framework is being developed to sit alongside the existing Outcomes Framework, with both frameworks strengthening each other and forming Sport NZ's position in giving effect to the Government's Wellbeing Outcomes.

Sport NZ Strategic Plan 2020-2024 and 2020-2021 Strategic Priorities

212. Sport NZ's Strategic Plan 2020-2024 is focused on increasing the participation levels of tamariki and rangatahi by improving their experience of play, active recreation, sport and PE and finding ways to encourage less active young people to become more active.
213. The outbreak of COVID-19 created a need for new solutions and approaches. Accordingly, we reviewed our Towards 2032 Strategic Direction and our 2020-2024 Strategic Plan to ensure that we could respond to urgent system and participant needs.
214. Sport NZ's 2020-2021 Strategic Priorities document builds from the Strategic Plan. It outlines the new context created by the pandemic in New Zealand and acknowledges Sport NZ's new investment responsibilities related to the Government's \$264.6 million Recovery Package.
215. The Recovery Investment Portfolio requires an immediate scaling up of effort and capability to wisely invest the Government's \$264.6 million Recovery Package, helping the system reset post-pandemic to become better and stronger. The investments will be made over four years with the bulk of funding to be allocated in the first year, 2020-21.
216. Four themes guide our work during 2020-2021:
 - A better future
 - Equitable opportunity
 - Valuing physical activity
 - Honouring Te Tiriti.
217. The Futures Project will provide a reference point for the future of play, active recreation and sport and clarify our role as kaitiaki. This knowledge will be applied primarily to actions and decisions from July 2021. There will be opportunities to engage with you during this process.
218. Our 2020-2024 Strategic Plan focused on tamariki (5-11 years) and rangatahi (12-18 years). This group remains central to our work but the disruption caused by the pandemic has meant we need to broaden our focus to enable the whole play, active recreation and sport system to survive and recover. All recovery package funding will continue to place a specific emphasis on groups who are traditionally less active or are missing out, including women and girls, Māori, disabled people and our high deprivation communities.

219. Our three approaches (Insights, Locally-led and Physical Literacy) remain at the heart of what we do. They promote the importance of using evidence, community input and a holistic approach to create a better quality of experience for participants.

2032 High Performance System Strategy

220. HPSNZ launched the 2032 High Performance System Strategy in 2020.
221. The Strategy was developed collaboratively by representatives of New Zealand's high performance sport system. The outcome was a strategy that clearly identifies and prioritises what the high performance sport system must achieve over the next three Olympic and Paralympic cycles and the system shifts required to deliver this.
222. The Strategy's vision is to create an integrated, competitive and sustainable world-leading high performance sport system that emphasises the wellbeing of all our people.
223. The Strategy sets out five strategic objectives:
- Deliver repeatable and sustainable success.
 - Enhance our competitive advantage by creating pathways for athletes and coaches.
 - Ensure a healthy balance between wellbeing and the requirements of elite sport.
 - Achieve excellence in sports that inspire and unite all New Zealanders.
 - Provide a greater contribution to Brand New Zealand.
224. Key system shifts were identified as fundamental to delivering the transformation required between now and 2032, each aligning and contributing to the High Performance Outcomes Framework and the New Zealand High Performance Sport System Strategic Objectives.
225. Focusing on the fundamentals of Performance Pathways, Wellbeing and Engagement, and Funding and Investment, the 2032 High Performance System Strategy will deliver a world-leading system that enables New Zealand to achieve sustainable success on the world stage and leverages that success to inspire the nation and its communities.
226. Backed up by investment in Performance Support, Intelligence and Performance Solutions, NSO Capability and Leveraging Success, the strategy sets the direction for the HPSNZ 2024 Strategy.

HPSNZ 2024 Strategy

227. The HPSNZ 2024 Strategy is currently being finalised with the launch planned for November 2020. The strategy focuses on taking action to evolve the way we work to enable and empower world class performance in an environment that values wellbeing. We will brief you about the strategy prior to its launch.
228. The HPSNZ 2024 Strategy is effectively the first four year phase of implementation of the 2032 High Performance System Strategy.

229. Its priorities will accelerate the delivery of the three key strategic system shifts:
- Performance Pathways
 - Wellbeing and Engagement
 - Funding and Investment.
230. Performance Pathways is the anchor point of the Strategy and includes the priority with the aim of creating greatly enhanced, sport-led performance pathways delivering an accessible national performance network for the development of future talent, while providing our elite athletes with the support they need to become world class.
231. As well as integrated performance pathway development, this area includes a focus on performance hubs and pods, performance support future direction, innovation and research, intelligence.
232. The Strategy also includes a strong wellbeing and integrity focus with a comprehensive wellbeing programme and an extension of the Women in High Performance Sport programme included in the wellbeing and engagement section.
233. The funding and investment focus area also contains some significant shifts including a base training grant for supported athletes and a new Targeted Investment Framework that features the introduction of the first phase of an Aspirational Fund to support a wider variety of sports that have the potential to inspire New Zealanders.
234. The 2024 Strategy aims to build a high performance sport system that is inclusive, fair and that achieves the right balance between wellbeing and the requirements of elite sport. The wellbeing of our people is not only important for the individuals personally but is a critical enabler of performance for our organisation and the athletes, coaches and sports we support. It also impacts on our ability to retain, develop and attract people to sustain a world-leading HP sport system. Everyone in the HP sport system must be safe and well so they can consistently perform at their best – whether that is on the field of play, in the office or working within a sport.
235. HPSNZ remains committed to working with New Zealand's sport sector to address the gender imbalance that persists in leadership and coaching roles within high performance sport. New Zealand's high performance system has the potential to be world leading and influential with regards to gender equity and equal opportunity. Raising the visibility and demonstrating the valuable contribution made by female leaders, coaches, and athletes in high performance sport will inspire future generations and help position New Zealand for future sporting success.

Key Focus Areas

236. You will be briefed in more detail over the coming months on a series of matters. Meanwhile, a summary of Sport NZ's current main workstreams is set out below.
237. We would be happy to provide you with further briefings on any other subjects in this BIM at your request.

Women and Girls in Sport Strategy

238. The Women and Girls in Sport Strategy was launched in October 2018. This strategy aims to create an equitable and inclusive sport and recreation culture for Aotearoa New Zealand, and a system that empowers and supports all women and girls – as active participants, athletes and leaders.
239. A total of \$12.7 million of additional money is being invested in women and girls over the period 2019-2022:
- \$10 million on initiatives to enable more women and girls to realise their potential in and through sport and active recreation, allocated from Sport NZ's Lottery Board funding
 - \$2.7 million to support women in high performance coaching and leadership, committed by HPSNZ, allocated from Prime Minister Scholarship reserves.
240. Alongside the strategy, Sport NZ published 24 commitments to support the strategic outcomes of leadership, participation and value and visibility:
241. Highlights for the first two years of the strategy are:

Leadership

- Board Diversity Target - profiling the 40% target alongside case studies of women in governance positions; driving the key messages on why we have taken this action of more diverse boards to make better decisions.
- Women in Leadership Programmes - 15 women participated in the programme in 2018 from across the sector. Ongoing work is underway to increase leadership opportunities and mentoring for women across the sector.
- Two Women and Girls Summits were held in October 2019 and October 2020, funded by Sport NZ but delivered by Women in Sport Aotearoa (WISPA) and SHIFT.
- Women in High Performance Pilot project was established in 2019 with a focus on enabling greater representation of women in high performance leadership and coaching positions. Key investments to date include:
 - Women in High Performance Sport Residency Fund - which is developing a cohort of future female leaders and high performance coaches through funding eight fixed-term employment opportunities for women in national sports organisations' high performance programme.

- Te Hāpaitanga is an 18 month holistic coach development initiative that is developing the talent of 14 future and emerging female high performance coaches through providing a range of opportunities that will test and develop their coaching capability, and to help them acquire new skills to navigate a complex and challenging career in high performance sport.
- Te Hāpaitanga Satellite Group is connecting a further 23 emerging and future female high performance coaches into a community of practice. The Satellite Group will operate predominantly online and will provide a platform for coaches to share insights with each other and to become part of an online community exchanging ideas, reflections, and solutions in a forum of female coaches.
- As part of the above pilot project, the first Women in High Performance Sport Symposium was held on Friday 4 October 2019.

Participation

- Activation Fund - announcement of \$2 million for nine new projects over the next three years supporting young women to be physically active. The Young Women's Activation Fund has supported the nine projects into Year Two of a three-year funding programme. These projects are providing opportunities for young women to increase their time spent being physically active in both active recreation and sport. They are also investing in the development of young women to lead those activities and trial different ways of delivering opportunities that are fun and inclusive.
- Innovation Fund - \$200,000 for eight new projects supporting young women. The Innovations for Young Women Fund was created to encourage and support the development of new and bright ideas. It supported eight smaller organisations or teams to develop their best innovative ideas to target young women aged 12-18 to get and stay active. Successful teams were invited to a design challenge weekend and were supported by a mentor for twelve months as they delivered their projects.
- Develop and launch an integrated campaign to support more young women to be physically active. Research is underway targeting young women aged 15 – 18 to discover the motivation and barriers to participation. The findings will then guide a targeted media campaign.

Visibility and Value

- Best Coverage of Women's Sport Award – Sport NZ sponsored a new award category at the 2018 TP McLean Awards.
- Deliver the 2nd Annual Women and Girls Summit from 7-9 October 2020. This year's national conference was delivered online over three afternoons and was free of charge. Regional groups across the country were invited to stage their own local in-person events on one or more of these afternoons followed by networking opportunities.
- Data and Insights - 2019 Active NZ data showed that, overall, young women spend 85 minutes fewer each week being active than young males. Adult males spend 34 minutes more in weekly participation than adult females. The 2% drop in weekly participation for adult females between 2017 and 2018 has not declined further in 2019.
- New Zealand is hosting three major international sporting events for women between now and 2023 - the 2021 ICC Women's Cricket World Cup (postponed

from 2021 to 2022), the 2021 Rugby World Cup (18 September to 18 October 2021) and the 2023 FIFA Women's World Cup (which we are co-hosting with Australia).

- **International Working Group on Women in Sport (IWG)** -New Zealand is hosting the IWG secretariat from 2018 to 2022. At the end of that period New Zealand will host the IWG's 8th World Conference in Auckland from 5-8 May 2022.
 - On 8 March 2019, former Prime Minister Rt Hon Helen Clark was appointed patron of IWG and WISPA. WISPA's CEO, Rachel Froggatt, is the IWG General Secretary for 2018-2022.
 - The IWG is the world's largest network dedicated to advancing sport by empowering women and girls. Every four years it stages the world's largest conference dedicated to women and girls in sport attracting around 1,500 global experts on gender equity in sport.
- We have engaged iSentia to undertake a two-year media and social media analysis study to enable us to gain a clear picture of gender balance/imbalance within media coverage and media reporting and social media content published by sporting bodies.
 - The media analysis will involve analysis of 40,000 news items a year for two years, representing over half of total sports coverage.
 - The social media component is a study of gender balance or imbalance in the content published by organisations within the sport and recreation sector.
- Headline findings from the first of the surveys (undertaken between June 2019 and August 2020, and disrupted because of COVID-19) show:

Media Coverage

- Overall, you are six times more likely to see coverage of men's sport.
- Women are represented in 15% of sports coverage. For males this is 84%.
- The 15% figure is consistent across print, broadcast and internet media.
- 20% of sports coverage is bylined by women, 80% by men.
- Women outside of an athletic role (e.g. coaches and leaders) are represented in 4% of coverage, compared to 22% for men.
- Where media are themselves offering comment or opinion on an athlete (rather than a source), 43% of this commentary directly praises the performance of female athletes, compared to 32% for men.

Social Media Content of Sporting Bodies

- Mentions of males and females are equally shared (both 32% of all posts).
- Undertake a paid workforce diversity and inclusion survey to understand the diversity of the play, active recreation and sport sector as well as understanding any gender pay inequities that exist within the sector. Sport NZ has 4000+ participants across 120-150 partner and aligned play, active recreation and sector organisations receiving the survey in early October 2020.
 - The survey will support several of the measures identified in the Leadership outcome of the Strategy. It will also help investment partners to make

organisational changes to improve the diversity and inclusion of their governance and workforce.

Disability

242. The Sport NZ Disability Plan was launched in October 2019 at the opening ceremony of the Halberg Games. The Plan is Sport NZ's response to the Disability Active Recreation and Sport Report which it commissioned in 2018. Sport NZ recruited a Disability Consultant in December 2019 to steer the implementation of the Plan.
243. The Plan aligns with Sport NZ's overall vision of 'Every Body Active' outlined in the 2032 Strategic Direction and in Sport NZ's commitment to the New Zealand Disability Strategy and associated cross-Government action plan. Sport NZ's vision means no one missing out on the benefits of physical activity regardless of gender, ethnicity, disability, sexual orientation or where you live. However, there are inequalities for disabled people when it comes to participation, and their wider involvement within the play, active recreation and sport sector.
244. The Plan is designed to support the creation of an inclusive and enabling play, active recreation and sport system where disabled people have an equal opportunity to achieve their goals and aspirations, fulfilling their potential as a result of all those within the system working together.
245. Sport NZ is focusing on supporting disabled tamariki and rangatahi, as part of our 2020 - 2024 Strategic Plan.
246. Among many other actions, Sport NZ will:
 - advocate for policies and programmes that support disabled tamariki and rangatahi to be actively engaged in play, active recreation and sport both within Sport NZ and with our partners
 - leverage existing cross-government (local and national) relationships to promote the value of participation in play, active recreation and sport and influencing government policy across disability, health, education, social welfare
 - help shape the play, active recreation and sport sectors, especially the disability sport sector, to ensure all disabled tamariki and rangatahi have the opportunity to participate in quality and equitable play, active recreation and sport or their choice
 - invest in partnerships, funds and programmes supporting less active tamariki and rangatahi.
247. To achieve this, Sport NZ's Board will invest a further \$7 million over the 2020-24 strategy period. This funding will help to support disabled tamariki and rangatahi to actively engage in play, active recreation and sport regardless of impairment. Sport NZ's Disability Consultant will determine the best use of the funding aligned to the delivery of the Outcomes Framework. The funding will be distributed across partnerships, programmes and funding rounds.
248. The 2020/21 financial year is the final year of the No Exceptions Investment, which will become part of a reshaped, new Disability Fund. This year No Exceptions Investment into

NSOs has been administered by Sport NZ rather than the Halberg Foundation, as was the case previously.

249. Work planned for 2020:

- continue to work with Sport NZ staff to put a disability lens on their work and ensure that it meets the needs of disabled tamariki and rangatahi
- work with Sport NZ partners to ensure they are meeting the needs of disabled tamariki and rangatahi
- develop Sport NZ's working relationships with government departments, both national and local, to promote the importance of play, active recreation and sport for disabled people
- complete a scoping exercise to meet Commitment Four of the Sport NZ Disability Plan, which is to understand and articulate the roles and responsibilities of different agencies working across disability play, active recreation and sport to highlight the gaps, identify potential partners and create a clear participant road map for disabled tamariki and rangatahi
- identify where investment from the Disability Fund is required and confirm applications criteria and process by the end of 2020, with initiatives starting at the beginning of 2021.

Sport Integrity

250. Sport NZ initiated a Sport Integrity Review in 2018 in recognition of the growing evidence that the integrity of sport is increasingly threatened both globally and in New Zealand by issues such as match-fixing, corruption, doping, and abusive behaviour.

251. In recent years, an increased focus on the importance of athlete voice and wellbeing has become a critical component of integrity. Our integrity work aims to change the system to ensure athletes have a strong voice and that their wellbeing is paramount. Previous attitudes towards athletes are no longer acceptable, and while we have made some positive progress on this front in recent years, sustained and meaningful change will take time. It is important we do take the time to get this right.

252. While New Zealand has various initiatives in place to protect and promote the integrity of sport, the environment indicated a review was needed to determine whether these measures are enough. We established a reference group to guide the project.

253. The Sport Integrity Review was conducted in two phases. The first phase of the review assessed the current environment, identified priority areas where current policies and protections may be insufficient, and gathered evidence to support future interventions. In September 2019, Sport NZ released its findings from this consultation and made 22 recommendations; the implementation of which has formed the basis of Phase 2 of the review.

254. Sport NZ is well underway on the implementation of these 22 recommendations. There are currently four key areas of work being progressed as a priority over the coming months:

- a pilot complaints management and/or dispute resolution service

- establishment of an expert integrity advisory group
- a safeguarding and protection of children education and training pilot incorporating updating Sport NZ's Safe Sport for Children guide
- the development of a sport integrity portal within the Sport NZ website.

Feasibility study into a complaints management and/or dispute resolution service

255. Simpson Grierson was commissioned to conduct the feasibility study and then to recommend no more than three workable options for Sport NZ's consideration. The study was undertaken by partners Phillipa Muir and John Rooney. Simpson Grierson's final report was delivered on 9 September 2020.
256. Sport NZ is currently undertaking an open tender process for a third-party provider to deliver such a service for the play, active recreation and sport system. Sport NZ is aiming to have the service in place by the end of 2020.

Safeguarding and protection of children education and training pilot

257. Significant progress has been made in the priority projects relating to the protection and safeguarding of children. Sport NZ has been working with the charity organisation, Safeguarding Children Initiative, which was tasked with helping develop a pilot to test the proposed rollout of child protection and safeguarding education and training to the sector.
258. The pilot, which involves national, community and regional organisations, RSTs, parents/caregivers, Sport NZ and HPSNZ was originally scheduled to get underway in April/May this year. Work on this was postponed during COVID-19 restrictions and recommenced in late June when inter-regional travel was allowed to resume.

Expert Advisory Group

259. Sport NZ recently sought expressions of interest from the sector to join a play, active recreation and sport system integrity arrangements advisory group. This group will provide advice to the Sport NZ and HPSNZ Boards on the integrity arrangements for the system, including whether a sport integrity unit and/or sports ombudsman should be established, oversee the implementation of the 22 Sport Integrity Review recommendations, and monitor the soon-to-be established system complaints handling and dispute resolution service. The group will be asked to report back to the Board by 31 March 2021 on the recommended integrity arrangements.

Integrity website

260. The integrity website is designed to serve as the authoritative resource for sport integrity advice, education and resources for the system. The four main areas to the website include:
- a community-based guide to sport integrity resource
 - a policies, procedures and legislation library
 - an education-based resources section on all themes within the integrity framework

- the complaints handling mechanism once the preferred option is selected following the feasibility study conclusion.
261. The first three areas were completed in mid-October and are housed within the Sport NZ website.
262. The complaints handling mechanism will go live at a later date due to the agreed completion date of the feasibility study, the requirement to test the proposed options arising from the study and time it will take to develop a national rollout of the preferred option.

The United Nations Office of Drugs and Crime conference

263. New Zealand was scheduled to host this conference, incorporating a series of workshops relating to corruption in sport, in early July 2020. However, the COVID-19 restrictions prevented this happening. The conference is now pencilled in for July 2021. In the meantime, the United Nations and INTERPOL hosted a virtual sport integrity workshop for the Pacific region in July 2020. Key stakeholders from across the New Zealand sport, active recreation and play system attended the virtual workshop.

Healthy Active Learning

264. Healthy Active Learning is a joint government initiative between Sport NZ and the Ministries of Health and Education to improve the wellbeing of children and young people through healthy eating and drinking, and quality physical activity.
265. This initiative builds on the successes of government programmes across physical activity and nutrition. It is an action under the wider Government Child and Youth Wellbeing Strategy and comprises three general components:
- **Ministry of Health** – nutrition toolkits and health promotion staff to support healthy food and water-only (and plain milk) environments in early learning settings, primary and secondary schools and kura. The toolkits will be developed in Te Reo Māori and English.
 - **Ministry of Education** - resources to support all primary, intermediate and secondary schools and kura enhance the understanding, planning and delivery of Health and Physical Education (HPE) and Hauora curriculum, and physical activity. The resources will be developed in Te Reo Māori and English.
 - **Sport NZ** – a physical activity workforce to support 800 primary and intermediate schools and kura to create healthy and active learning environments, and better connection to their local communities.
266. Cross-agency collaboration is integral to the success of the initiative. Sport NZ and the Ministries of Health and Education have maintained positive engagement in the initiative to date, with continued commitment to aligning and implementing their respective components.

Sport NZ component

Phase one implementation 2020-2022

267. Sport NZ has partnered with seven RSTs to employ the physical activity workforce to work with 300 schools and kura in phase one in the following regions:
- Northland
 - Auckland
 - Bay of Plenty
 - Gisborne Tairāwhiti
 - Wellington
 - Canterbury
 - Southland.
268. Sport NZ worked with the Ministry of Education (MoE) in identifying schools and kura that will receive the support from the physical activity workforce, with a focus on supporting schools and kura that are deciles 1 – 4. The initiative is opt-in and is of no extra cost to schools and kura.
269. To date, seven regional leads and 30 physical activity advisors are working with schools, kura and communities to implement Healthy Active Learning. RSTs have also recently begun the recruitment of community connectors (previously named activators) who will begin their work with communities and schools and kura in 2021.
270. While COVID-19 caused some disruption to the implementation of Healthy Active Learning through school closures, the physical activity workforce has been able to build strong connections within schools and communities.
271. Despite this disruption, there are currently 259 schools and kura moderately to highly engaged in Healthy Active Learning (exclusive of kura involved in the Tapuwaekura Pilot Project). There has also been positive engagement regionally, between RSTs regional education offices and public health units through regional steering groups.

Phase two implementation 2022 – 2024

272. Healthy Active Learning will expand from 300 to 800 schools and kura in phase two implementation 2022 – 2024.
273. Sport NZ is yet to confirm decisions regarding the implementation of phase two and we have earlier communicated our intention to inform RSTs of phase two implementation details by May 2021. In making these decisions, we will work with the MoE and focus on alignment to our strategic priorities for this period and reflections from phase one implementation.

Tapuwaekura Pilot Project

274. The Tapuwaekura Pilot Project is a separate pilot being delivered in 2020 - 2021 working with kura (Māori medium schools) to achieve wellbeing outcomes through a kaupapa that holds relevance and meaning to tamariki and rangatahi Māori.

- 275. The pilot sits within Healthy Active Learning and is also included in the initiatives in the Sport New Zealand Māori Participation Plan 2020-2024.
- 276. The pilot will be delivered to 13 kura (Māori medium schools) in 2020 – 2021 through testing and reviewing the Atua Matua approach. Atua Matua is a Māori health and wellbeing framework that uses traditional Māori environmental knowledge and the different environments of Aotearoa to encourage lifestyle changes through physical activity and healthy eating.

Monitoring and evaluation

- 277. Sport NZ, MoH and MoE officials have worked with the evaluation provider to create an evaluation design that best suits the complex nature of the initiative. Baseline data collection is due to finish in December 2021 and baseline reporting is expected in March 2021.

Tū Manawa Active Aotearoa - realignment of Kiwispot Regional Partnership Fund

- 278. Since 2009, Sport NZ has invested \$8.485 million a year in the Kiwispot Regional Partnership Fund (Kiwispot) to promote sport for school-aged children. This funding has been distributed to community organisations through the RSTs. Alongside this fund, the Ministry for Education distributes the Kiwispot Direct Fund - approximately \$14 million per annum - direct to schools through their operating grants.
- 279. In February 2018 Sport NZ commissioned a review of Kiwispot. This was the first formal review of Kiwispot since its inception and its purpose was to determine whether the objectives remain fit for purpose, how well they align to Sport NZ's strategy and to consider the efficiency and effectiveness of how the funds are distributed. The review was considered by the Sport NZ Board in July 2018 and published in April 2019. Between February and April 2019 Sport NZ met with RSTs to discuss possible changes to the Kiwispot Regional Partnership Fund.
- 280. Over the four years 2020-24 the fund, renamed Tū Manawa Active Aotearoa (Tū Manawa), will remain focused on tamariki and rangatahi (aged 5 to 18) but broadened to support play, active recreation and sport (as opposed to just organised sport) opportunities and will seek outcomes consistent with Sport NZ's Strategic Direction 2032.
- 281. Tū Manawa includes a kaupapa Māori pathway for all regions, with a process that encourages Māori-led engagement, which was not part of the previous Kiwispot fund. Applications submitted using the kaupapa Māori pathway will be assessed against "Te Whetu Rehua", a tool that identifies participation "as Māori" that includes "by and for Māori".
- 282. For 2020/21 identification of priority population groups has been informed by Sport NZ's research and may change over time (post July 2021). For 2020/21 these will include tamariki, rangatahi and their whānau living in high-deprivation communities, girls and young women 5-18 years, disabled tamariki and rangatahi, as well as those most impacted by COVID-19 - young women aged 19-24.

283. RSTs will be expected, and supported, to broaden the network of organisations from those they have traditionally supported with Kiwisport to include those that can best reach the population groups we want to impact. In addition to schools, incorporated societies and charitable organisations, these may include hapū/iwi/Māori organisations, for-profit organisations, local authorities and social enterprises.

284. Tū Manawa's objectives will be amended slightly from those of Kiwisport to:

- Increase the **provision and accessibility** of play, active recreation and sport opportunities for tamariki and rangatahi (especially those who are less active).
- Ensure tamariki and rangatahi have **quality experiences** in play, active recreation and sport that meet their needs and are culturally appropriate.
- Ensure play, active recreation and sport experiences support tamariki and rangatahi to **develop confidence, competence, knowledge, and ongoing motivation** to be active for life.

285. The total cost of Tū Manawa will be \$68 million over four years - \$34 million from the Budget 2020 Recovery Package and \$34 million from the Kiwisport appropriation. Subject to any further amendments, the fund will return to \$8.485 million per annum in out-years.

286. Further to the proposed \$16 million annual distribution, we have also allocated \$1 million per annum to support both robust monitoring and evaluation of the fund and a management fee to RSTs to support improved administration and distribution of the fund.

287. The rationale for the increase in funding is:

- The focus of the Kiwisport RPF over the last 10 years has been on organised sport for school aged children. The new fund will have a broader requirement to support play, active recreation and sport opportunities that will require RSTs to support a wider range of eligible organisations and initiatives.
- An increase in priority population groups that we are interested in, including increasing the age range to include 19-24 year old young women, and supporting a whānau-centred approach.
- Over recent years the Kiwisport RPF has been substantially oversubscribed.

288. Kiwisport was previously allocated based on the number of children and young people on school rolls. The review recommended a change to allocation based on total population of tamariki and rangatahi per region. We have developed a regional allocation model based on total tamariki and rangatahi living in deprivation areas 6-10 (a similar weighting given to our Partnerships investment distribution to RSTs for 2020/21). This allocation approach recognises that Tū Manawa is particularly focused on tamariki and rangatahi who are less active, or missing out on opportunities for play, active recreation and sport – these populations tend to be over-represented in areas of higher deprivation.

Improving young people's experience of sport

Balance is Better

289. Fundamental to our 2020-2024 Strategic Plan is the belief that the best way to ensure children and young people have a life-long love of sport and recreation is to provide them with a quality experience.
290. The Active NZ Survey has investigated the reasons why children and young people participate in sport. The main motivation for children is fun and for young people it is increasingly for physical wellbeing. Other Sport NZ research shows that children and young people have very different motivations when playing sport compared to adults.
291. In 2016 Sport NZ released the Talent Plan 2016-2020 (Balance is Better) which challenged long-standing myths about children and young people's involvement in sport, such as: childhood success is a reliable predictor of adult success, early specialisation is good for young people and a focus on winning is important. The research shows none of these beliefs is true.
292. The objective of the Balance is Better philosophy is to ensure the sport system provides opportunities for ALL tamariki and rangatahi (young people aged 5-18) to positively experience the benefits of sport participation and to realise their potential at the right time.
293. In 2019, five major sports organisations made a public commitment and signed up to Balance is Better: NZ Cricket, NZ Football, Hockey NZ, Netball NZ, and NZ Rugby. They have each committed to ensuring that all young people who play these sports receive a quality experience, irrespective of their level of competition. They are leading attitudinal change among sport leaders, coaches, and parents, and working with schools to ensure young people get to play a variety of sports and that development opportunities are available to all.
294. Prior to the start of the 2020 winter sports season, Sport NZ ran a six-week campaign (Keep up with the Play) to promote this philosophy more widely. Sport NZ expects that reducing competitive expectations and encouraging fun will lead to more children and young people participating in sport for longer and have a better chance of reaching their potential as a senior athlete.
295. From 1 October 2020, committing to this philosophy will be a formal condition of investment of the partners that Sport NZ invests into for sport outcomes (primarily NSOs).
296. Sport NZ is focusing its effort on youth sport changes for those aged 12-18 years.

Active Recreation Strategy

297. Sport NZ undertook a review of active recreation in 2015 and 2016. The review identified that Sport NZ needed to become more involved in the active recreation space, as it had been earlier in its tenure. This is reflected in Sport NZ's 2020-2024 Strategic Plan and in our 2020-2021 Strategic Priorities.
298. In May 2019, the Board agreed to increase the level of investment in active recreation from \$1.325 million to \$3.19 million a year, aligned to the 2020-2024 Strategic Plan. This additional funding was placed on hold because the implementation of the new strategy was delayed because of the COVID-19 pandemic. Eight national recreation organisations had their existing funding rolled over for 2020-2021.
299. Other investment areas that contribute to active recreation outcomes are the new Tū Manawa Active Aotearoa Fund, Women and Girls Innovation and Activation Funds, RST investment and disability investment.
300. Sport NZ will undertake further work to develop our active recreation plan prior to finalising the balance of the active recreation investment allocation for 2021-2024.
301. In July 2020, Sport NZ appointed an Active Recreation Lead to further develop the Active Recreation Plan and apply the balance of the Active Recreation investment (2021-2024) through new partners and opportunities via Funds and Programmes.
302. To better understand the active recreation opportunities for rangatahi, we have appointed two Regional Active Recreation Advisors for a one-year pilot in two RSTs – Sport Tasman and Sport Hawke's Bay. These advisors will support our understanding of regional active recreation opportunities for rangatahi by mapping the regional stakeholders and helping to build capability to better meet the needs of rangatahi in this space.

Play

303. Play is a vital part of the physical and cognitive development of our tamariki. Alongside PE, play is the foundation of physical literacy. Sport NZ's Principles of Play recognise, value and aim to protect the right of young New Zealanders to play, as highlighted in Article 31 of the UN Convention on the Rights of the Child.
304. It has been taken for granted that play has always been, and will always be, a part of childhood for those growing up in Aotearoa New Zealand. However, levels of play are in decline due to shifting values, increasingly sedentary lives, and changes in urbanisation resulting in fears about the safety of our tamariki.
305. Over the past three years, we have been developing, testing and refining our approach to play. We have grown our knowledge and understanding of play for tamariki. We have developed frameworks and created resources such as our Play Principles and Five Phases of Play Development guidelines. Importantly, we have achieved success in piloting collaborative projects.

306. We have advocated for play opportunities for all those living in Aotearoa New Zealand and have encouraged regions to create and lead their own play development activities. To date we have:
- established a network of ‘play champions and advocates’, leaders and experts in their field to share knowledge
 - held workshops with territorial authorities and regional groups
 - shared case studies of successful play initiatives from around the country.
307. Connecting and enhancing the Aotearoa New Zealand play system will be a primary focus over 2020-24. Our influence will help shift mindsets and investment to support play for all tamariki – preserving the freedom to play that we cannot take for granted.
308. Play has emerged as a key aspect of our work programme in our current strategy planning documents. Key milestones are:
- Play was recognised for the first time in our 2015-2020 Strategy as a key part of the Community Sport physical activity environment.
 - In March 2015, we appointed a Lead for Play and have been building our understanding of play and ‘where it fits’ within the context of our vision and work programme.
 - The increased importance of play was confirmed in our 2020-24 Strategy.
 - Play is now a specific ‘investment area’ within partnerships investment. RSTs will be expected to increase their effort and commitment to play outcomes across their regions.
309. Our continued focus on play will be set out in our Ihi Aotearoa bicultural Play Plan which is currently in development. This will be supported by ongoing partnerships investment and other funds such as Tū Manawa Active Aotearoa, which provides funding for programmes or projects delivering play, active recreation and sport experiences for tamariki and rangatahi.
310. The emergence of the Government’s Child Youth Wellbeing Strategy, oversight of which sits with the Prime Minister and the Department of the Prime Minister and Cabinet, has reinforced the material role that play and the Healthy Active Learning initiative have within that strategy.

Sport NZ's sector insights tools

311. Sport NZ conducts research and provides insights to help us and the wider sector understand how people in Aotearoa New Zealand are participating and to use this evidence to make participant-focused decisions. Our current measurement and insights tools are summarised below.

Measuring participation

312. Active NZ surveys more than 30,000 children and adults per year to measure nationwide participation in play, active recreation and sport. Redesigned in 2017, the survey is a point in time snapshot of participation, using a continuous data collection method over the course of the calendar year. The survey provides rich information through the lenses of age, gender, ethnicity and deprivation.

313. The third year results (Active NZ 2019) will be published later in 2020, with the date still to be determined. These results show:

- Weekly participation peaks between ages 12 and 14 before declining between ages 15 and 17 (90%).
- Between ages 18 and 24, a new adult participation baseline is set in weekly participation. Weekly participation peaks between ages 35 and 49 before declining significantly from age 65-plus.
- Young people are much more active than adults. In any given week, 94% of young people and 72% of adults participate in play, active recreation and sport.
- Young people spend an average of 10.9 hours participating in 5.2 sports and activities. Adults average 5.2 hours participating in 2.2 sports and activities.

314. Using the survey data, we have also published stand-alone reports that focus on particular sections of the population. These include:

- Spotlight on Disability
- Spotlight on Deprivation.

315. Active NZ was paused due to COVID-19 between April and June 2020. Instead, the Active NZ Re-contact Survey was conducted during COVID-19 pandemic Alert Level 4 in April, and again in June and September. It surveyed respondents from previous Active NZ surveys who had given permission to be re-contacted, online.

Key findings from April 2020

316. COVID-19 lockdown impacted New Zealanders unequally.

- Populations where physical activity behaviours worsened were:
 - adults from high deprivation areas
 - rangatahi 15-17 and adults 18-34 years old
 - Asian young people.

- Populations where physical activity behaviours relatively improved were:
 - adult females (18+)
 - adults aged 50-plus
 - tamariki 5-7 years old.

317. Physical activity behaviours changed through lock down.

- COVID-19 data indicates that overall there was a decline in time spent being physically active for both young people and adults. From reviewing the underlying data, the decline was influenced by a decrease amongst the most active portion of the population (i.e. the population we are less concerned about).
- Contrary to the decline in the most active portion of the population, there was a significant decline (2%) in adults doing 0 minutes of physical activity. This was a significant positive behaviour change. In adults this was supported by 4 in 10 stating that they started or re-started sports and activities (primarily walking and running).

Key findings from June 2020

318. Adults:

- The positive change we experienced during lockdown, which saw participation levels rise significantly, was not sustained in June (at Alert Level 1). Participation levels were down significantly in June (compared with April), and were indeed significantly lower than normal June levels.
- Walking, cycling and yoga, which all saw their participation levels sit significantly higher than a normal April, all dropped significantly in June. Further, walking levels were below an average June.
- Participation in a number of sports and activities increased significantly in June compared to April, with golf sitting the same as an average June. However, other sports and activities that saw increases in participation were still somewhat below their usual levels in a normal June, suggesting people are returning to sport but it is taking some time.

319. Children and young peoples' participation is recovering:

- In contrast to adults, participation rose significantly for young people in June compared with April. However, participation levels were still below an average June, suggesting young people are coming back to play, active recreation and sport but it is taking some time.
- While 7 in 10 young people said their everyday activities were back to normal, this was significantly lower for rangatahi (12-17 year olds). Further, 2 in 5 young people said their participation changed because of COVID-19, with rangatahi significantly more likely to say so.
- In terms of overall participation, June saw some important improvements, namely for girls, 12-17 year olds and those from high deprivation communities – all current focus areas for Sport NZ.

320. Analysis of the Re-contact Survey September wave is currently underway to understand the impact on participation in play, active recreation and sport of different COVID-19 alert levels.

Subjective wellbeing valuation

- 321. As part of Sport NZ's wider programme of work to establish our impact, we have started to explore the value of our outcomes to New Zealanders and the value for money of our investment.
- 322. Typically, the outcomes of play, active recreation, and sport are 'non-market outcomes'; they do not have a financial value and cannot be traded in markets. This means that traditional methods for understanding value are unsuitable, and 'non-market valuation methods' must be employed.
- 323. Subjective wellbeing valuation is a non-market valuation method: it values an outcome or a good based on the impact that it has on someone's self-reported life satisfaction.
- 324. Sport NZ has used subjective wellbeing valuation to value 35 outcomes of play, active recreation, and sport, including: playing team sport regularly, meeting MoH physical activity recommendations, and volunteering in sport regularly.
- 325. These values are to be included in the Treasury's cost benefit assessment tool (CBAx) this year and we are in the process of integrating them into our investment schedule, with a view to better understanding the value for money of our investment in future.

Customer experience projects

'Voice of Participant' Research

- 326. Voice of Participant, also known as the Club Experience Survey, was launched by Sport NZ in 2016 as a tool for NSOs to gain a greater understanding of the experience of their club members. The research looks at behaviours, attitudes and needs as they relate to specific interaction points across total engagement within a club context. This helps partners understand how different interactions are perceived, and what is important to get right to retain and grow membership.
- 327. The survey takes place twice yearly (summer and winter). While the survey primarily benefits partner organisations, Sport NZ periodically looks at results across multiple sports to understand trends. To date, 20 NSOs and one recreation partner have participated in Voice of Participant, with 14 of these organisations taking part more than once.
- 328. On average across sports, around 6 in 10 members are very or extremely satisfied with their overall club experience, with another 3 in 10 satisfied and 1 in 10 dissatisfied or extremely dissatisfied. Player development programmes is the number one aspect of club experience members would like to see improved.

Partner Confidence Survey

- 329. The Partner Confidence Survey is Sport NZ Group's annual stakeholder survey to understand partners' perspectives on leadership, strategies, support, and engagement. The survey includes a range of measures required for compliance reporting (as outlined in the Statement of Intent and Statement of Performance Expectations).

330. The survey is conducted online and covers both Sport NZ and HPSNZ. It is sent to a range of partner organisations, including RSTs, NSOs, Territorial Authorities, and Recreation organisations.
331. In 2019, Sport NZ results were broadly positive and consistent with previous years. Most Sport NZ partners have confidence in the strategy, leadership, and ability to grow participation. From a HPSNZ perspective, the majority of targeted partners believe HPSNZ has a positive impact on their ability to win on the world stage.

Voice of Rangatahi (VoR) Survey

332. VoR is an annual survey delivered into secondary schools/kura with the objective of helping us understand how rangatahi (young people) experience physical activity specifically within a school. The project is a collaboration between Sport NZ and the RST and Regional Sport Director network. The RSTs and schools that take part have direct access to their data via an online platform which we use to host the survey.
333. We completed a pilot study in 2019. In total, over 8,300 students voluntarily took part in the pilot, which was delivered to 58 schools/kura, across 10 RSTs. The key findings are:
- Overall, rangatahi are not very likely to recommend physical activity at their school to their peers. Net Promoter Score (NPS) = -28. An NPS score below 0 tells us that changes need to be made to improve physical activity experiences at school. Only 2/58 schools registered a positive NPS.
 - Rangatahi would most like to see improvements to the cleanliness and maintenance of school facilities.
 - Fun is both the most important factor (in terms of impact on overall experience) and the leading motivator for being active. A recommendation from this finding is for schools to emphasise fun when delivering physical activity.
 - Around a third of rangatahi actively travel to school. Those who walk or cycle to school are notably more likely to be meeting physical activity guidelines (they are more active), are more physically literate, and score higher on levels of happiness.
 - Satisfaction with most aspects of the physical activity experience is low, but males are having a better time than females. Females score lower in terms of satisfaction for almost all aspects of their physical activity experience at school.
334. We are currently in field (closing 13 November 2020) for the latest edition of the project. Our interim findings (based on 6,300 responses) show that:
- The physical activity experience in schools appears, overall, to be marginally less positive than in 2019.
 - Rangatahi are engaging in fewer activities and are, on average, being less active, with fewer meeting physical activity guidelines.
 - Number of barriers expressed have increased, although the leading barriers remain the same.

RST stakeholder survey

335. The survey helps RSTs understand how they are perceived by their stakeholders and covers topics such as: communication, leadership, collaboration, and performance. The

purpose is to support the continued development (identify areas of best practice and opportunities to improve) of RSTs as strong regional leaders, working with the stakeholders in their regions to support and enhance the play, active recreation and sport system.

336. Sport NZ has delivered this survey on two occasions. We last ran the survey in 2018, where we found that, overall, the performance of RSTs had improved from the previous measure in 2016. This was best evidenced through a significant increase in the proportion who rated their RST very good or excellent (61% compared to 56%).
337. We are currently planning for the (delayed) third edition of the survey, in early 2021.

Wider sector engagement

Cross-government alignment

- 338. As kaitiaki of the play, active recreation and sport sector, Sport NZ is working to position physical activity more strongly across government to highlight its contribution to the broader objectives and outcomes of the Government.
- 339. Capacity constraints mean that Sport NZ needs to prioritise relationships that are most aligned to our strategic focus on young people. Therefore, we are working most closely with the following key agencies: MoE (Physical Education and Physical Literacy and Healthy Active Learning), MoH (Physical Activity guidelines, Healthy Active Learning and Active NZ) and Oranga Tamariki. We also work with the Department of Internal Affairs (DIA) (Class 4 Gaming and the Racing Act) and NZ Police (Integrity Review).
- 340. In addition to these bilateral relationships, Sport NZ is also working with the MoH and the Department of Prime Minister and Cabinet to lead the development of a whole-of-government approach to enable play and increase physical activity in New Zealand. This work responds to the WHO's Global Action Plan on Physical Activity and delivers on other international agreements (particularly the United Nations Convention on the Rights of the Child), Treaty obligations, and government strategies (such as the Child and Youth Wellbeing Strategy). This work goes beyond Sport NZ's traditional focus on the leisure domain of physical activity (play, active recreation and sport) to also consider the other three domains of physical activity (active transport, occupational and household physical activity).
- 341. Increasing physical activity and play can support many agencies to achieve their aims and lead to improved mental and physical health, developmental, educational, transport, social and environmental outcomes for New Zealanders. This work provides an opportunity for government agencies to work together on physical activity and play to improve outcomes for New Zealanders and ensure the greatest return on agencies' investments.
- 342. Although initially delayed by COVID-19, a cross-agency working group was established in mid-2020 with representatives from across the public sector to progress this work and develop relevant actions by the end of 2020.
- 343. Sport NZ also signed an MOU with Oranga Tamariki in May 2019 to confirm our ongoing commitment of working together to improve the opportunities for children and young people in care to access quality play, active recreation and sport experiences.
- 344. In 2019, Sport NZ supported Oranga Tamariki with its Ngā Hapori project that aimed to improve the wellbeing of young people in foster care through connecting with sport and active recreation in their communities. The project's initial pilot phase was delivered in partnership with three RSTs – Sport Canterbury, Sport Gisborne Tairāwhiti and Counties Manukau Sport – as well as social workers, caregivers and local sports providers.
- 345. Following this pilot, Oranga Tamariki and Sport NZ held a workshop in Christchurch with Sport Canterbury, NZ Police, Iwi and community groups to explore the expansion of the

project in Canterbury, covering four residential homes operated by Oranga Tamariki and potentially also the youth justice facility.

346. Sport NZ is now working with Sport Canterbury to prototype a small initiative in Christchurch. This will focus on building the capability of RSTs and the play, active recreation and sport sectors, to engage with, and support, children and young people in care; at the same time connecting children and young people in care to a physical activity opportunity in their local community.

Racing industry reform

347. On 25 June 2020, Parliament passed the Racing Industry Bill, which became law on 1 August 2020. It is the second of two Bills introduced to reform the racing industry (from which sport will benefit). The Racing Reform Bill was passed in mid-2019 and put into place transitional governance arrangements and measures to increase the financial sustainability of the industry – notably offshore betting charges, the repeal of the betting levy, and revised commission payments to sport. The Racing Industry Act will combine both Bills and replace the Racing Act 2003.
348. These reforms resulted from a review of the New Zealand Racing Industry by Australian John Messara in 2018. His ‘Review of the New Zealand Racing Industry’ (report) was released on 30 August 2018. The intent of the review was to consider the financial viability of the thoroughbred racing code and how the current industry model supports the long-term sustainability of the racing industry in New Zealand. Despite the focus on thoroughbred racing, the report’s recommendations cut across all aspects of racing and sports betting and therefore have significant implications for the sport sector.
349. In addition to the creation of TAB NZ and additional responsibilities for the Racing Codes, the legislative changes include a requirement for offshore bookmakers to pay for their use of New Zealand racing and sport information, a new approval authority for introducing new wagering products, changes to address historic venue structure issues, the establishment of the Racing Integrity Board and the creation of Racing New Zealand as a collaborative forum of the racing codes.
350. The Racing Industry Act results in the dissolving of the Racing Industry Transitional Authority (RITA), however the current Board of RITA has been confirmed as the interim Board of TAB NZ pending future appointments under the new legislative process by the incoming Government. The Act provides for improved sport knowledge and experience on the Board of TAB NZ, and improved revenue flows to sport.
351. The racing industry reforms promote four funding streams for sport:
- information use charges - on offshore betting agencies betting on NZ events
 - point of consumptions charges on New Zealanders betting with offshore agencies
 - the progressive repeal of the betting levy
 - the revision of the sports betting commission paid to NSOs.
352. The introduction of the Racing Industry Act allows for the information use charge to commence. The other three funds require regulation. DIA is prioritising the development of

point of consumption regulations (POC) after it completes the appointment of directors to TAB NZ. POC regulations should be complete in February/March 2021.

353. The critical issue for Sport NZ with the development of POC regulations, is how it is proposed that funds are allocated. To this point, it has been agreed that the funds be returned to the respective sectors that generated them. However, as the POC is the more substantial of the two offshore charges, and 95% of the allocation is estimated to be generated from sport, racing interests may advocate for racing to get more than the proportion it generates.
354. The information use charge is anticipated to benefit four NSOs materially (football, cricket, basketball, and tennis), and a further four more modestly (rugby, netball, rugby league, and baseball).
355. The charge brings new responsibilities for Sport NZ and NSOs. The key NSO role is to determine the granting or otherwise of permission for offshore betting agents to take bets on events under its control or auspices. NSOs also need to agree with Sport NZ which events to declare – for the purposes of obtaining an information charge, and/or for withholding permission for betting to occur.
356. The key Sport NZ role is to identify events to be sporting events that are under the control or auspices of a New Zealand NSO – and in so doing, declare these events on its website. In carrying out this role, Sport NZ needs to gain the agreement of the respective NSO and consult with TAB NZ.

Water Safety

357. As part of Budget 2020, \$60.5 million has been allocated over the next four years to ensure New Zealand's frontline rescue services, carried out by Surf Life Saving New Zealand (Surf Lifesaving NZ) and Coastguard New Zealand (Coast Guard NZ), are secured. In addition, Water Safety New Zealand (WSNZ) has been allocated \$2.1 million to grow its capability to lead and support the wider water safety sector.
358. Sport NZ, supported by the Ministry of Transport (MoT), sought this funding to secure and strengthen frontline water safety rescue and prevention services to reduce New Zealand's drowning toll. This bid was intended to:
 - provide a stable funding base for frontline water safety and rescue organisations to continue (Surf Life Saving NZ and Coast Guard NZ)
 - improve WSNZ's leadership capability.
359. This funding replaces the highest-risk revenue sources for Surf Lifesaving NZ and Coast Guard NZ. These organisations derive a large portion of their revenue from volatile sources, such as Lotteries grants, grants from community trusts (derived from gaming machine revenue), corporate sponsorships and donations.
360. In recent years, Surf Lifesaving NZ and Coast Guard NZ have become increasingly reliant on these sources for funding, and this has meant that a number of clubs are in a perilous financial position. Further, an increasing portion of volunteer time is being spent on fund-raising, rather than on core water safety services. All these funding sources have been

severely disrupted as a result of the COVID-19 pandemic and subsequent lock-down measures.

361. Currently, responsibility for water safety related matters sits across several agencies depending on the specific aspect involved (Sport NZ, Maritime NZ, NZ Search and Rescue Council, MoT, Accident Compensation Corporation, and DIA). As a result of the funding secured in Budget 2020 the NZ Search and Rescue Council and the MoT have taken a greater role in the water safety sector alongside Sport NZ. MoT is intending to undertake a wider review of the search and rescue sector, covering all aspects, such as land search and rescue that is also heavily reliant on volunteers. Sport NZ will contribute to this work.
362. New Zealand has one of the highest fatal drowning rates in the OECD. The 2019 provisional annual fatal drowning report indicates there were 82 preventable deaths. As at 16 October 2020, there have been 48 preventable drownings since 1 January 2020.

Class 4 Gaming

363. The non-casino gaming machine sector (Class 4 gaming) distributed \$276 million to 10,850 organisations in 2018. A further \$20 million was applied to specific community purposes and another \$30 million was collected by clubs that operate their own machines.
364. Community sport and recreation benefits from about 50% of total distributions from Class 4 gaming. This equated to \$170 million in 2018. The collation of 2019 data has been delayed by COVID-19 but is anticipated to be similar to 2018 levels.
365. COVID-19 has highlighted the fragility of the funding system supporting community organisations. This continues to be a concern, given the fragility of hospitality venues to further disruptions and the absence of alternative funding streams. This risk is heightened with some Councils introducing sinking lid policies, arguably, without appreciating the short-term vulnerability of hospitality venues (potentially resulting in more immediate funding consequences than anticipated).
366. The sport and recreation sector lost about \$14 million of funds for each of the three months gaming activity did not occur during Alert Levels 3 and 4. Additionally, approximately \$15 million of funds were lost during the second Auckland period at Alert Level 3. The Auckland region received \$76 million of funds in 2018.
367. That said, gaming machine activity has returned more strongly than anticipated. For example, about 13,000 of the 14,801 available machines were operating in the week following the national-wide return to Level 2 with revenue at about 87% of the comparable time in 2019. Auckland aside, this position has steadily improved, with revenue distributions anticipated to be back to 100% of pre-COVID-19 levels by the end of the year, with some societies already exceeding this.
368. Post COVID-19 lockdown, all societies have been addressing their balance sheets, restoring negative working capital where applicable, and establishing the reserves necessary for trading solvency, now permitted under new regulation R11A. A few of the 35 societies are still on restricted funding rounds, however most have returned to full funding.

369. The Gaming Machine Association of New Zealand (representing the gaming societies) is interested in furthering its collaborative relationship with Sport NZ. This includes exploring how we can collectively maximise the impact of our funding to community sport and recreation – totalling about \$1 billion over the next four years. [REDACTED] s9(2)(f)(iv)

Gambling harm

370. The Gambling Act 2003 recognises that gambling harm is a significant issue and requires the production of an ‘integrated problem gambling strategy focused on public health’ to address this. MoH is responsible for the strategy, which must be refreshed every three years.
371. The 2016 Health and Lifestyles Survey estimates about 23,500 persons aged 15 years or older were at high risk of harm or “problem gamblers”, 60,400 were at moderate-risk and 168,000 were at low risk but would experience gambling related harm during their lifetime.
372. The prevalence of problem gambling has remained relatively stable over the last two decades. Māori experience gambling harm three times more than European/other, and Pacific peoples, four times more.

High Performance Sport

High Performance Sport NZ

- 373. To support system sustainability, we work in partnership with each of the 14 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.
- 374. Our team of experts delivers world-leading performance support for New Zealand athletes and coaches. In 2019/20, our team supported 600 athletes and more than 100 coaches through performance knowledge, experience and support.
- 375. 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.
- 376. 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.
- 377. 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.
- 378. We work in partnership with athletes, coaches and sports to develop and deliver applied innovation projects to solve performance issues, and are currently overseeing 17 live projects, 15 of which we forecast to complete this year. Through 'Knowledge for Tokyo', our goal is to improve collective NSO capability in pinnacle event learning to enhance decision-making and uncover cross-sport insights.
- 379. We will launch our HPSNZ 2020-2024 Strategy in November and provide you with a briefing ahead of this launch.

Athlete support

- 380. In addition to its performance health and performance science services, in 2019/20, we have continued to provide several channels to enhance holistic support for athletes and coaches. These include:
 - **Athlete Life Programme** – a holistic programme that helps athletes maximise their performance in sport and life. It is designed to build capability, accelerate athlete learning, support athletes through transition (during and post career), identify transferable skills and awareness of future employment and promote wellbeing.

- **Prime Minister's Scholarships** - academic and vocational scholarships to enable high performance athletes, coaches, officials and support personnel to balance their sports development by pursuing educational and personal development opportunities. In the last year, we administered 354 athlete scholarships and 192 coach, official and support team scholarships.
- **Performance Enhancement Grants (PEGs)** - to provide athletes and teams with direct financial support to enable them to commit to longer periods of training and competition, which are necessary if they are to progress and achieve podium placings in pinnacle events. In the last year, we administered 234 PEGs to high performance athletes.

Coaching support

381. Coaching is one of our top priorities. It is central to both the performance of athletes, as well as a sustainable high performance system. The HP Coach Advisory Group, established by HPSNZ in 2018/19 (consisting of ten current and former high performance elite coaches from a variety of Olympic, Non-Olympic and team sports) continued to add value.
382. Having developed and endorsed an HP Coaching Wellbeing Plan 2019/20, this group is also supporting the development of the Coaching Pathway as part of the Performance Pathways work in the development of HPSNZ's 2024 Strategy.

Wellbeing, integrity and inclusiveness

383. We need a high performance system that is inclusive, fair and that balances wellbeing and the requirements of elite sport. The wellbeing of our people is not only important for the individuals personally but is a critical enabler of performance for our organisation and the athletes, coaches and sports we support. It also impacts on our ability to retain, develop and attract people to sustain a world-leading high performance sport system. Everyone in the high performance sports system must be safe and well so they can consistently perform at their best – whether that is on the field of play, in the office or working within a sport.
384. In 2020, prioritising wellbeing has been as important as ever, particularly with increased uncertainty which has become a reality for high performance sport in the wake of the COVID-19 pandemic. HPSNZ has been active in advocacy to government during COVID-19 restrictions to ensure that the specific environments/needs of elite sport were taken into account and uncertainty minimised as far as possible.
385. The onset of the pandemic and subsequent postponement of the 2020 Olympic and Paralympic Games has seen demand for support from HPSNZ practitioners increase. In addition to meeting the immediate need of athletes, HPSNZ has moved to develop a more detailed understanding of the wellbeing of athletes across the system through use of the DASS questionnaire, which identifies depression, anxiety and stress at a point in time. This will enable us to better understand the athlete cohort and respond to their needs.
386. We also identified additional wellbeing initiatives to help deal with the impacts of COVID-19 including a Mental Health 101 education programme for those working with athletes and additional support available to athletes via InStep, a recognised provider of specialist programmes to support mental health and wellbeing.

387. Athlete voice is a key consideration in high performance sport. In 2019, Sport NZ commissioned the Beaman Report to provide a picture where NSOs are at with athlete voice and prompt them to think about what they can do more effectively. The report provided them with guidance on areas to consider and what best practice looks like, noting that each context will be different. We will be looking to build on that work as we develop and implement HPSNZ's 2024 strategy

Partnership

388. HPSNZ's partnerships with sports, the existing trust and relationships across the high performance sport system and our ability to be agile and act decisively are the key elements of our competitive advantage.
389. We continue to work with target sports to ensure that the right level of high performance support and expertise is provided to enable and enhance high performance programmes and campaigns. We have established performance teams that are integrated and immersed within high performance sports environments to ensure alignment and focus. This helps the NSO to achieve performance measures and to manage risks associated with the sport's context.
390. The business capability of NSOs continues to be a priority. Following a comprehensive review of the business capability of each partner in 2018/19, we now have a clear idea of the path ahead needed to contribute to our partners becoming more fit-for-purpose, relevant and sustainable organisations. This has resulted in recommendations for each individual partner, and Sport NZ has identified four significant pilots or feasibilities that can be undertaken to attempt system wide, sustainable change. In addition, the evolution of the HPSNZ Health Check now includes Business Capability and has a focus on sustainability.
391. Further partnership progress includes:
- Performance Pathway work with NSOs commenced, incorporating an understanding of support for regional Performance Pods
 - Performance Advisory introduced to campaign sports
 - The Knowledge for Tokyo project provided an evidence based learning platform for NSOs.

High Performance facilities

392. Over the past 11 years, the Government has invested \$47.41 million in a number of high performance sports facilities. 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.
393. Below is a list of high performance facilities completed in the past 11 years and those currently under construction.

PROJECTS	STATUS
National Training Centre - MISH Auckland	Completed
Regional HP Centre - Christchurch (Apollo Centre)	Completed
Regional HP Centre - Wellington	Completed
Regional HP Centre - Dunedin	Completed
Swimming - Aquatic Centre - MISH Auckland	Completed
Cycling - Avantidrome - Cambridge	Completed
Rowing - HP Centre - Stage 1 - Karapiro	Completed
Rowing - HP Centre - Stage 2 - Karapiro	Completed
Snow Sports - HP Cente - Wanaka	Completed
Athletics - Throws area - MISH Auckland	Completed
Canoe Slalom - HP Centre - Wero - South Auckland	Completed
Cricket - Hagley Park - Christchurch	Completed
Canoe Racing - HP Training Centre - Karapiro	Completed
Equestrian - HP Centre - Taupo	Completed
Hockey – National Hockey Centre Auckland	Completed
National Training Centre - MISH (Stage 2) Auckland	Completed
Regional Sports Park - Nga Puni Wai - Christchurch	Completed
Throws Facility - Nga Puni Wai - Christchurch	Completed
PROJECTS - Currently under construction or yet to commence	STATUS
Sailing - National Sailing Centre Auckland	Not yet commenced
Football - HP Training Centre – QBE Stadium Auckland	Not yet commenced

Tokyo Olympic and Paralympic Games

394. As mentioned, the 2020 Olympic and Paralympic Games have been re-scheduled to July/August 2021. The Games will still be titled 2020.
395. Should the Tokyo games proceed in an unaltered format, New Zealand athletes will compete in more than 20 sports in Tokyo, with perhaps the country's largest ever Olympic team. Our athletes will compete in familiar sports such as rowing, cycling, equestrian, rugby sevens, sailing and kayak. Tokyo 2020 will also feature sports new to the Olympic programme including surfing, karate, sport climbing and skateboarding. Baseball and softball will return to the Olympic programme for the first time since 2008.
396. HPSNZ is working with the New Zealand Olympic Committee to plan and deliver an optimum Games environment for the New Zealand team.
397. Tokyo 2020 will likely be the hottest Olympic and Paralympic Games on record. Consequently, HPSNZ has developed a robust heat strategy, including heat acclimatisation, individualised plans for at risk athletes, and ensuring that athletes perform in pre-Olympic test events to understand the conditions and perform successfully. As a result of COVID-19 we have had more time to prepare our athletes and sports for the heat in Tokyo, including another summer to simulate heat strategies. It is possible that some sports and athletes may need to acclimatise longer in New Zealand pre the Games, and HPSNZ has partnered up with institutions that have heat chambers to cater for this.
398. In response to our increasing awareness of the importance of athletes being psychologically prepared to perform at optimal levels within the intense Olympic environment, HPSNZ is continuing to implement the Own the Moment (OTM) action plan to enable athletes to develop psychological components needed for optimum performances under pressure. OTM includes foundational skills such as a learning mindset and ownership, habits of excellence such as rehearsing roles, plans and processes, responses to change/challenge, and performance skills such as attention and mind-body management.

COVID-19 response

399. New Zealand's high performance athletes and coaches are faced with the need to prepare and peak for pinnacle events while travel restrictions remain in place, at least during the build up to Tokyo. The pandemic will continue to impact international competition and training opportunities, with flow on effects for pathways and the wellbeing of athletes and coaches.
400. This also creates a highly compressed pinnacle event calendar from 2021-2024. HPSNZ must balance the importance of success in Tokyo in 2021 with the need to prepare for the 2022 Commonwealth Games and the Paris Olympics and Paralympics in 2024.
401. To mitigate the disruption caused by COVID-19 across the sport sector in the first half of 2020, including the postponement of the Olympic and Paralympic Games, an immediate reset was required to ensure a successful transition to the 'new normal' and to continue to enhance Aotearoa New Zealand's competitive advantage.

402. In response to the significant hardship experienced by its partner NSOs as a result of COVID-19 impacts, HPSNZ confirmed core investment for all NSOs at 100% of current levels to the end of 2021 and for tier 1 and 2 Olympic and Paralympic sports at a minimum of 70% from 2022-2024. Performance Enhancement Grants were also confirmed at 100% of current levels for the remainder of their current term.
403. HPSNZ also developed and secured funding for two reset and recovery initiatives designed to mitigate the impacts of COVID-19:
 - Pathway Development - target coach and athlete support to facilitate pathways that deliver performances and enhance system sustainability.
 - Regional Performance Pods - enhance national daily training environments to enable COVID-19 restrictions to be turned to a competitive advantage for New Zealand athletes.
404. HPSNZ's 2024 Strategy will also focus on leading high performance sport's recovery from the impacts of COVID-19 while evolving the high performance sport system to empower world class performances that resonate with all New Zealanders in an environment that values wellbeing.

Major Events

405. As Minister for Sport and Recreation, the Minister for Economic Development will often consult with you on funding decisions for sporting events. Sport NZ works closely with the New Zealand Major Events team at the MBIE to provide advice on applications to the Major Events Fund for future confirmed major sporting events and event bids and sits on the group that monitors risks for upcoming events. We also work with the MFAT and New Zealand Trade and Enterprise on sports diplomacy opportunities.
406. The Major Events Fund (formerly the Major Events Development Fund) is an investment fund to support major events that achieve specific outcomes that align with government priorities. The Major Events Fund has a \$50 million multi-year appropriation (\$10 million per annum). It is a contestable fund that is not intended as a source of ongoing, year-on-year investment in events.
407. The Major Events Fund gives priority to events in New Zealand that are, or have the potential to be, internationally significant and which create social connection, reflect and celebrate New Zealand culture and build national pride.
408. The fund is currently closed to new applications for events prior to 2022 and is prioritising events held from January 2023 onwards.
409. All events which have approved investment through the Major Events Fund, as well as events which have funding approved through Cabinet (the FIFA Women's World Cup 2023 and the 36th America's Cup) have been included in the list of events for which immigration exceptions are approved.
410. [REDACTED] s9(2)(f)(iv), s9(2)(b)(ii)
411. Upcoming events scheduled over the next three years include:
36th America's Cup 2021
412. The government has allocated \$136.5million to the hosting of the 36th America's Cup, which includes infrastructure development and a \$40 million event investment for the delivery of the event, paid to America's Cup Event Limited (the event delivery agency).
413. Three events form a package around the Cup: the America's Cup Christmas Race in December 2020, the America's Cup Challenger Selection Series (the 'Prada Cup') in January–February 2021 and the 36th America's Cup Match from 6 to 21 March 2021.

ICC Women's Cricket World Cup 2021

414. New Zealand was scheduled to host the 2021 ICC Women's Cricket World Cup from 30 January to 20 February 2021 with all 31 matches to be televised globally live. In August 2020, the International Cricket Council (ICC) postponed the tournament by a year because of the COVID-19 pandemic. It will now be held in New Zealand in February-March 2022 with exact dates yet to be confirmed.

415. An investment of up to NZD\$2 million was initially approved through the Major Events Fund, [REDACTED] s9(2)(f)(iv), s9(2)(b)(ii)

[REDACTED] The initial investment will be used to support the full geographic reach of the tournament across New Zealand and to encourage engagement and activation of New Zealanders around the event. The host cities confirmed at the time of the initial investment were Auckland, Wellington, Hamilton, Tauranga, Dunedin, and Christchurch.

416. The ICC Women's World Cup event is a major feature of the ICC calendar and brings with it significant investment from the ICC, [REDACTED] s9(2)(b)(ii). As part of the host obligations to deliver the event, NZ Cricket (through the Local Organising Committee (LOC)) has a 'Host Obligation' to provide match venues at the agreed standards for an ICC World Cup, including appropriate broadcast infrastructure to deliver great images to the global audience of over 180 million.

Rugby World Cup 2021

417. New Zealand will host the 2021 Rugby World Cup from 18 September to 18 October 2021. The tournament is held every four years with 12 women's teams taking part. In 2019 World Rugby decided that the women's world cup would no longer have a gender designation in its title.

418. The tournament locations will be Auckland and Whangarei. This will be the first women's world rugby cup to be held in the southern hemisphere.

419. This will also be the first time the Black Ferns (New Zealand's national team) have the opportunity to play in front of home crowds as they chase their sixth world title. The Black Ferns continue to be the most dominant team in international women's rugby, having won titles in 1998, 2002, 2006, 2010 and 2017. They have one of the best winning percentages in international rugby, with victory in close to 90 percent of their Tests. The Black Ferns successful 2017 season was a landmark for women's rugby with the team becoming the first women's team to be named World Rugby Team of the Year.

420. Sport NZ is working with NZ Rugby and New Zealand Major Events to ensure that the tournament delivers enduring benefits for women's rugby and women's sport.

FIFA Women's World Cup 2023 – co-hosted with Australia

421. On 26 June 2020, FIFA announced that New Zealand Football and Football Federation Australia will co-host the 2023 FIFA Women's World Cup. The tournament dates have not yet been finalised but will likely take place during July and August 2023.

422. In October 2019, Cabinet agreed to provide contingency funding of \$25 million subject to a successful bid. Of this, up to \$14.2 million will go directly to New Zealand Football for the delivery of the tournament, with the remainder for the Crown's role in supporting the operational requirements and leveraging the event.
423. This is the largest women's sporting event in the world, in the world's most popular sporting code. In July 2019, FIFA increased the event from a 24 to a 32 team tournament, making it too big for New Zealand to deliver alone. At the same time, New Zealand's winnability position was still considered to be strong if we were to co-host the event.
424. The benefits of co-hosting this tournament include high visitation, broadcast and profile opportunities, with the profile of women's football growing much faster than even FIFA had anticipated. More than 1.1 million people attended the Women's World Cup 2019 tournament in France, with an average of 21,500 spectators per match. Broadcast viewership exceeded 1 billion views. Responsibility for broadcast rights sits with FIFA.
425. The FIFA Women's World Cup 2023 will provide an unprecedented event platform that firmly supports New Zealand's Strategy for Women and Girls in Sport and Active Recreation. New Zealand Football will leverage this event to help grow the women's game domestically and internationally within the Oceania Football Confederation.
426. The event will be held throughout New Zealand, with venues included in the bid from Auckland, Hamilton, Wellington, Christchurch and Dunedin. FIFA ultimately decides the split of the matches but the allocation in the bid, agreed in a Memorandum of Understanding with Football Federation Australia, is that New Zealand will host 29 of 64 matches (four of the eight pools, the opening match, a quarter final and a semi final), as well as the Tournament Draw event, secondary International Broadcast Centre and secondary FIFA event headquarters in Auckland.

Monitoring Department

427. 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.
428. 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.
429. 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.
430. 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

431. As Minister, you have access to a small discretionary fund of \$44,000 (excluding GST) per annum. 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.
432. 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.
433. Since 2018/19 your focus for this fund has been to assist disabled young people to pursue their athletic goals for Para Sports – this could be for athletes, coaches or support people. This would support those who could not otherwise obtain funding to have access to equipment and support to attend regional and national tournaments. Paralympics New Zealand (PNZ) was appointed as Sport NZ's partner to manage and assess applications for assistance from this fund. The current partnership arrangement has been extended to 30 June 2021. We will discuss your wishes for the fund leading into 2020/21.
434. For 2018/19 and 2019/20, the fund was promoted widely to NSOs, Parafeds, RSTs, the Halberg Foundation, Special Olympics NZ, and other disability organisations by PNZ.
435. Most applications were partly funded. Funding has been provided towards:
 - purchasing specialist equipment for Para Sport (e.g., Para cycling equipment, wheelchair racing equipment and a wheelchair rugby chair)
 - covering fees to compete in sport and competitions (e.g., athletic club fees, fees to access facilities and competition entry fees)
 - lessons and coaching for those new to the sport (e.g., adaptive skiing and Para cycling lessons).

Your Role on the World Anti-Doping Agency

436. As Minister for Sport and Recreation, you are a member of the Foundation Board of 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. The New Zealand Government also makes an annual contribution to WADA's operating costs.
437. New Zealand and Australia also share a seat on WADA's Executive Committee which is WADA's ultimate policy making body. New Zealand takes the role for one year in a three-year rotation. New Zealand last held the seat in 2018 and will next take the seat in 2021. This provides an opportunity for New Zealand to show further leadership in this area and influence the global integrity agenda.
438. WADA has requested that member countries provide the names of their representatives on the Executive Committee and Foundation Board by 10 November 2020.
439. **During your first week in office you will therefore be required to confirm with WADA that you accept the appointment to the Executive Committee for 2021, representing Oceania. You will also need to nominate a deputy who can attend meetings in your place when required. Sport NZ will assist with notifying WADA on your behalf.**
440. Hon Clayton Cosgrove has been your delegate to WADA meetings during the past three years. Sport NZ has ensured Hon Cosgrove is appropriately briefed before each meeting
441. 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.
442. 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.
443. The international anti-doping system has been rocked in recent years by 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.
444. WADA is currently responding to allegations of state-sponsored doping in Russia. The Russian issue is still unresolved and is awaiting a hearing at the Court of Arbitration for Sport.
445. These allegations came to light following an investigation commissioned by WADA and production of a report compiled by Professor Richard McLaren, known as 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.

446. 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.
447. A new World Anti-Doping Code takes effect on 1 January 2021, after two years of drafting and consultation. It builds on previous versions of the Code with few material changes within. It introduces a new category of “recreational athletes”, which New Zealand has long been asking for.
448. New Zealand is strongly committed to supporting governance reform and the involvement of athletes at WADA, to maintain the integrity of the international anti-doping system. In November 2019, New Zealand Winter Olympian Ben Sandford was voted chair of the WADA Athlete’s committee.

Impact of COVID-19 on WADA’s activities

449. COVID-19 has significantly affected the sport and anti-doping community. WADA has provided regular updates to members on the ongoing effects for testing and events.
450. All WADA meetings have either been held virtually or have been postponed or cancelled. The Executive Board has continued to meet but the Annual Symposium and the Foundation Board’s May meeting were cancelled. The April and May Executive Committee meetings were held via video conferencing.
451. WADA’s guidance document for ADOs covered matters such as the provision of whereabouts information, sample collection and transport to laboratories, sample analysis, education programmes, investigations, and obligations under the world anti-doping programme. Further updates to this guidance will be published. The Guidance was developed in consultation with NADOs, International Federations and other relevant organisations.
452. On 23 March 2020, WADA also published a question and answer document for athletes that was developed in consultation with the WADA Athlete Committee. Athletes were reminded that testing can continue where appropriate, where possible and with the necessary health and hygiene protocols in place. WADA considers it is important to ensure the integrity of the overall system is maintained as much as possible. This guidance was updated on 25 May.
453. WADA’s Annual Symposium and the Foundation Board’s May meeting were cancelled. The April and May Executive Committee meetings were held via video conferencing.
454. At the online Executive Committee meeting on 15 May 2020, WADA tabled a paper summarising the effect of COVID-19 on testing, education, results management, intelligence and investigations, laboratories, and implementation of 2021 Code in

signatories' legal systems. There has been no adverse impact on WADA's own day-to-day operations and staff are all set up to work remotely.

455. On 27 May 2020, WADA announced the postponement until 2021 of the Education Conference scheduled to be held on the Gold Coast in October 2020. The new dates have not yet been confirmed.
456. WADA is expecting savings in the region of US\$1 million as a result of cancelled events and reduced travel costs. However, it notes its projected income may be affected if signatories do not pay their annual contributions. Sport NZ supports Australia's intent to ask that if the COVID-19 situation does create savings for WADA that there be transparency as to where these savings are directed. We recommend they are directed towards furthering WADA's strategic priorities.

Collaboration with Sport Integrity Australia

457. Sport NZ has a close working relationship with anti-doping officials at Sport Integrity Australia. We meet regularly to discuss important agenda items ahead of Executive Committee and Foundation Board meetings. We also tend to support Australian nominees for the various WADA committees, and vice versa.
458. We intend to work collaboratively with them to support anti-doping compliance and build capability and knowledge in the Pacific.

Drug Free Sport New Zealand

459. 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.

460. DFSNZ will provide a separate BIM for you.

461. DFSNZ has an annual appropriation of \$3.239 million. Its activities are concentrated into 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.

462. 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 MCH. Sport NZ holds the policy function for DFSNZ and provides policy advice on all anti-doping matters. Sport NZ maintains a strong working relationship with DFSNZ and regularly seeks DFSNZ's expert input on a range of anti-doping matters.

463. On 22 June, Justice Warwick Gendall QC wrote to you advising of his decision to resign as Chairperson of the Board of DFSNZ, with immediate effect. Justice Gendall served as DFSNZ's Board Chairperson for almost nine years and made a significant contribution to the advancement of DFSNZ's purpose and strategic objectives during his tenure.

464. Previous Deputy Chairperson, Tim Castle, was appointed Chairperson in August 2020. MCH led the appointment process.

Cannabis legislation referendum

465. On 17 October 2020, as part of the General Election, New Zealand held a non-binding referendum on whether to legalise cannabis. The final result of the referendum will be released by the Electoral Commission on 6 November 2020.

466. DFSNZ does not hold a position on cannabis legalisation in this country. Its role is to:

- support clean athletes
- consistently apply the World Anti-Doping Code
- ensure that international athletes are held to the same high ethical standards as our Kiwi athletes.

467. The World Anti-Doping Agency (WADA) decides what substances are banned, as WADA sets the Prohibited List. DFSNZ's role is to influence WADA as to what goes on the list, or comes off it, and they will continue to do that. DFSNZ has been consistent in its annual submissions to WADA asking for cannabis to be removed from the Prohibited List. DFSNZ's internal research, external advice and wider consultation with the medical and sporting community in New Zealand is that there is no evidence that cannabis is performance-enhancing.

468. Cannabis has been on that list for a long time and is therefore prohibited in sport in New Zealand irrespective of whether it is decriminalised.

Sports Tribunal of New Zealand

469. The Sports Tribunal (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 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.
470. The Tribunal members are appointed by the Governor-General on your recommendation, after consultation with the Board of Sport NZ. Sport NZ holds the policy function for the Tribunal under the Sports Anti-Doping Act 2006. Sport NZ is also responsible for the administration of the Tribunal and employs and houses the Registrar of the Tribunal.

Impact of COVID-19

471. The Tribunal has experienced a significant reduction in its workload during the first half of 2020 due to the widespread postponement or cancellation of key sporting competitions and the suspension of anti-doping testing by Drug Free Sport NZ and other drug testing agencies internationally.
472. Typically, the Tribunal would have expected to consider an increase in selection appeals this year in the lead-up to the Olympic and Paralympic Games as athletes contest the selection decisions made by the New Zealand Olympic Committee (NZOC). However, the postponement of the Olympic and Paralympic Games has meant that the majority of this work will occur at a later date.
473. As of 22 October 2020, 14 athletes had been selected for the New Zealand Olympic team in four sports – canoe slalom, sailing, shooting and taekwondo. NZOC has confirmed any athletes selected prior to the postponement announcement will remain selected.
474. There have been no nominations or selections for the Paralympic team to date.
475. However, if any of the selected athletes should subsequently be adversely tested for a doping infringement, they will be subject to the requisite ban from competition

Appendices

Appendix 1

Sport New Zealand's Statutory Functions (Section 8 of the Sport and Recreation Act 2002)

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

High Performance Sport New Zealand's Constitution (attached separately)

Dated

2011

CONSTITUTION OF
HIGH PERFORMANCE SPORT
NEW ZEALAND LIMITED

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**CONSTITUTION
OF
HIGH PERFORMANCE SPORT NEW ZEALAND LIMITED**

1. PRELIMINARY

1.1 Definitions

In this Constitution, unless the context otherwise requires:

"Act" means the Companies Act 1993.

"Board" means Directors who number not less than the required quorum acting together as a board of directors.

"Company" means High Performance Sport New Zealand Limited.

"Director" means a person appointed as a director of the Company in accordance with this Constitution.

"Governmental Agency" includes any state or government, local governmental, judicial, statutory or regulatory entity, authority, body or agency or any person charged with the administration of any Law.

"Law" includes any rules of common law, statute, regulation, order in council, bylaw, ordinance or other subordinate or secondary legislation in force from time to time.

"Objectives" means the objectives of the Company as set out in clause 2.3;

"Share" means a share in the Company.

"Shareholder" means a shareholder in the Company.

"SPARC" means Sport and Recreation New Zealand, a Crown entity formed under the Sport and Recreation New Zealand Act 2002.

1.2 Interpretation

In this Constitution, unless the context requires otherwise:

- (a) **capitalised words or expressions** have the same meaning as in the Act;
- (b) references to **clauses** are to clauses of this Constitution;
- (c) **derivations** of any defined word or term shall have a corresponding meaning;
- (d) a **gender** includes each other gender;

- (e) the **headings** to clauses are inserted for convenience only and shall be ignored in interpreting this Constitution;
- (f) the word **including** and other similar words do not imply any limitation;
- (g) a **person** includes any individual, company, corporation, firm, club, partnership, joint venture, association of persons (corporate or not), trust or Governmental Agency (in each case whether or not having separate legal personality);
- (h) the **plural** includes the **singular** and vice versa; and
- (i) a reference to a **statute** includes all regulations and other subordinate legislation made under that statute. A reference to a statute, regulation or other subordinate legislation includes that statute, regulation or subordinate legislation as amended or replaced from time to time.

2. STATUS, POWERS AND OBJECTIVES

2.1 Effect of Act

The Company, the Board, each Director and each Shareholder have the rights, powers, duties and obligations set out in the Act except to the extent that they are negated or modified by this Constitution, in accordance with the Act.

2.2 Status and Powers

The Company is a Crown entity for the purposes of the Crown Entities Act 2004. As a Crown entity subsidiary of SPARC, the Company must:

- (a) act consistently with SPARC's objectives and current statement of intent (to the extent they relate to the Company) and with the current terms of reference issued by SPARC to the Company;
- (b) not do anything that SPARC does not have the power to do;
- (c) exercise its powers only for the purpose of performing, or assisting SPARC to perform, SPARC's functions;
- (d) not contravene the Crown Entities Act 2004 or the Sport and Recreation New Zealand Act 2002 to the extent that those Acts relate to the Company;
- (e) comply with a direction given by a Minister to SPARC (to the extent that it relates to the Company);
- (f) not perform any of SPARC's statutorily independent functions;
- (g) unless SPARC has given prior written agreement, not enter into any agreements or arrangements that commit the Company to material expenditure other than of funding and income it has received or will receive in the financial year the agreement or arrangement is made (for purposes of this clause 2.2(g), "material" means in excess of \$100,000 and "financial year" means the period of 12 months from 1 July to 30 June);

- (h) comply with the statutory requirements as to employees that apply to SPARC;
- (i) not appoint a member of Parliament as a Director;
- (j) comply with the requirements as to chief executives set out in section 117 of the Crown Entities Act 2004 in the same way as SPARC must do (but for this purpose, references to the responsible Minister in section 117 must be read as references to SPARC); and
- (k) perform its functions efficiently and effectively and in a manner consistent with the spirit of service to the public.

2.3 **Objectives**

The objectives of the Company are to:

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

3. ISSUE OF SHARES

3.1 Shareholder

Every share in the Company must be held by or on behalf of SPARC.

3.2 Issue of Shares

The Board may not issue any shares in the Company unless the issue is authorised in writing by SPARC.

3.3 Pre-emptive Rights on the issue of Shares

Section 45 of the Act shall not apply. The issue of further Shares ranking equally with, or in priority to, existing Shares, whether as to voting rights or Distributions, is deemed not to be action affecting the rights attached to the existing Shares.

3.4 Redeemable Shares

The Company may issue Shares that are redeemable within the meaning of section 68 of the Act.

3.5 Acquisition of own Shares

- (a) The Company may acquire its own Shares in accordance with the Act.
- (b) The Company may make an offer to all Shareholders or to one or more Shareholders to acquire Shares.

3.6 Treasury stock

The Company may hold its own Shares in accordance with the Act.

4. DISTRIBUTIONS TO SHAREHOLDERS

4.1 Board may authorise Distributions

Subject to any restrictions in this Constitution and the Act, the Board may authorise a distribution by the Company at a time and of an amount and to any Shareholders it thinks fit.

4.2 Directors powers to make calls

- (a) The Board may make calls upon the Shareholders in respect of any money that is:
 - (i) unpaid on their Shares; and
 - (ii) not made payable at a fixed time or times by the terms of issue of the Shares.
- (b) Subject to receiving at least 10 Working Days notice specifying the time and place of payment, each Shareholder must pay to the Company the amount called on that Shareholder's Shares, in the manner specified in the notice.
- (c) A call may be revoked or postponed.

- (d) A call may be required to be paid by instalments.
- (e) Unless the Board resolves to the contrary, a call will be deemed to have been made at the time the Board resolution authorising the call is passed.

4.3 Payment required by terms of issue of Shares

If the terms of issue of a Share require a sum to be paid on issue or at any fixed date, for the purpose of this Constitution a call will be deemed to be duly made and the sum will become payable on the date specified in the terms of issue.

4.4 Proof of liability

The amount of any unpaid call or instalment may be recovered as a debt from the Shareholder at any time after the debt becomes payable. In any proceedings the proof of the following matters is conclusive evidence of the debt:

- (a) the name of the Shareholder is entered on the Share Register as a holder of the Shares in respect of which the debt accrued;
- (b) the resolution making the call is duly recorded in the minute book; and
- (c) notice of the call was duly given to the Shareholder.

5. SUSPENSION OF DISTRIBUTIONS AND FORFEITURE

5.1 Suspension of Distributions

- (a) If a Shareholder fails to pay any call or instalment of a call on the date appointed for payment the Board may suspend payment of any Distributions payable to that Shareholder until payment of:
 - (i) the call or instalment;
 - (ii) any interest accrued on that amount; and
 - (iii) all expenses incurred by the Company by reason of the non-payment;
- (b) All suspended Distributions must be applied to reduce the amount owing under the call or instalment together with any interest and expenses.

5.2 Forfeiture

- (a) If a Shareholder fails to pay any call or instalment of a call or amount which (by the terms of issue of a share) becomes payable at a fixed time on the day appointed for payment, the Board may serve notice on that Shareholder requiring payment of:
 - (i) the unpaid call, instalment or amount;
 - (ii) any interest accrued on that amount; and
 - (iii) all expenses incurred by the Company by reason of the non-payment.

The notice must:

- (iv) name a further day (not earlier than the expiration of 10 Working Days from the date of service of the notice) on or before which payment is to be made; and
 - (v) state that if payment is not made by that date the Shares are liable to be forfeited.
- (b) If the requirements of the notice are not complied with any Share that is the subject of the notice may, at any time after expiry of the notice and before payment, be forfeited by the Board. The forfeiture will include any Distributions or interest relating to the forfeited Shares that have not actually been paid before the forfeiture.
- (c) If a Share is forfeited the Board must:
- (i) give notice of the forfeiture to the Shareholder in whose name it stood immediately prior to the forfeiture; and
 - (ii) enter the forfeiture and its date on the Share Register,
- and the Shareholder ceases to be a Shareholder in respect of the forfeited Shares but remains liable to pay all money payable to the Company at the date of forfeiture in respect of the Shares.
- (d) A forfeited Share is deemed the Property of the Company and may be sold, reissued or otherwise disposed of on terms and in such manner (but subject to the terms of this Constitution governing the transfer of Shares) as the Board thinks fit. The Board may cancel the forfeiture at any time before a sale or disposition on such terms as the Board thinks fit.

5.3 Contracting out

Sections 108, 109, 116, 120(2) and 133 of the Personal Property Securities Act 1999 shall not apply on the enforcement of the Company's rights under this clause 5.

6. DIRECTORS' DUTIES

6.1 Director may act in the best interests of SPARC

A Director may (when exercising powers or performing duties as a Director) act in a manner which he or she believes is in the best interests of SPARC, the Company's parent, even though it may not be in the best interests of the Company.

7. DIRECTORS

7.1 Number of Directors

The Company shall have up to 10 Directors.

7.2 Appointment of Directors

- (a) Subject to subclause (b), the Directors are the persons appointed from time to time as Directors by a notice in writing signed by the Minister responsible for Vote Sport and

Recreation and who have not been removed under this Constitution or resigned or disqualified from office.

- (b) The Minister may, at his or her discretion, remove Directors by notice in writing (with a copy to SPARC). The notice must state the date on which the removal takes effect, which must not be earlier than the date on which the notice is received.
- (c) The chief executive officer of SPARC has the right to attend and be heard at all Board meetings (and will receive all notices and papers as if he or she were a Director) but shall have no voting rights or other duties or obligations provided that clause 8 shall apply as if the chief executive officer was a Director of the Company.
- (d) A notice given under subclause (a) takes effect upon receipt of it at the registered office of the Company (including the receipt of a facsimile copy) unless the notice specifies a later time at which the notice will take effect.

7.3 Director ceasing to hold office

- (a) The office of Director is vacated if the person holding that office:
 - (i) resigns in accordance with subclause (b) of this clause;
 - (ii) is removed from office in accordance with the Act or this Constitution;
 - (iii) becomes disqualified from being a director in terms of section 151(2) of the Act;
 - (iv) dies;
 - (v) becomes permanently incapacitated and the remaining Directors resolve that he or she is no longer capable of carrying out his or her powers and duties as a Director by reason of that incapacity; or
 - (vi) otherwise vacates office in accordance with this Constitution.
- (b) A Director may resign office by signing a written notice of resignation and delivering it to the Address For Service of the Company. The notice is effective when it is received at that address or at a later time specified in the notice.

7.4 Meetings of the Board

Schedule 1 governs proceedings of the Board. Schedule 3 of the Act does not apply to the Company.

8. TRANSACTIONS INVOLVING SELF-INTEREST

8.1 Disclosure of interest

- (a) A Director must, forthwith after becoming aware of the fact that he or she is "Interested" (as defined in section 62(2) of the Crown Entities Act 2004) in a transaction, proposed transaction, decision or other matter in which the Company has an interest, cause to be

entered in the Company's Interests Register, and, if the Company has more than one Director, disclose to the Board:

- (i) if the monetary value of the Director's interest is able to be quantified, the nature and monetary value of that interest; or
- (ii) if the monetary value of the Director's interest cannot be quantified, the nature and extent of that interest.

8.2 Use of Company information

- (a) A Director who has information in his or her capacity as a Director or employee of the Company, being information that would not otherwise be available to him or her, must not disclose that information to any person, or make use of or act on the information, except:
 - (i) for the purposes of the Company;
 - (ii) as required by law, including the Official Information Act 1982;
 - (iii) in accordance with paragraph (b) of this clause; or
 - (iv) in complying with his or her disclosure obligations under clause 8.1.
- (b) A Director may disclose, make use of, or act on the information if:
 - (i) particulars of the disclosure, use, or the act in question are entered in the Interests Register;
 - (ii) the Director is first authorised to do so by the Board; and
 - (iii) the disclosure, use, or act in question will not, or will not be likely to, prejudice the Company.

9. REMUNERATION

9.1 Remuneration of Directors

- (a) Payment of remuneration to members of the Company may only be at a rate and of a kind determined by SPARC in accordance with the Cabinet fees framework or after consulting with the responsible Minister; and
- (b) Any matters affecting the remuneration of Directors will be determined from time to time by SPARC, provided that no Director shall be entitled to any compensation or other payment or benefit on any basis for ceasing for any reason to hold office.

10. INDEMNITY AND INSURANCE

10.1 Indemnity and insurance

The Company may effect all or any of such indemnities and effect all or any of such insurances as are referred to in subsections 162(3), (4) and (5) of the Act to the full extent referred to in those subsections.

11. CONTRACTING BY THE COMPANY

11.1 Method of contracting

In addition to the methods of contracting set out in section 180 of the Act, an obligation which, if entered into by a natural person, would, by law, be required to be by deed, may be entered into on behalf of the Company in writing signed under the name of the Company by a single Director, or by any other person or class of persons authorised by the Board for that purpose whose signature or signatures must be witnessed.

12. LIQUIDATION

12.1 Surplus Assets

Subject to the terms of issue of any Shares, upon the liquidation of the Company the Surplus Assets of the Company (if any) must be distributed among the Shareholders in proportion to the Shareholding.

12.2 Distribution in specie

With the approval of SPARC, the liquidator of the Company may divide the whole or any part of the assets of the Company among the Shareholders in kind (whether or not they are of the same kind) and for that purpose the liquidator may:

- (a) attribute such values to assets as the liquidator considers appropriate; and
- (b) determine how the division will be carried out as between the Shareholders or different Classes of Shareholders.

12.3 Vesting in trust

With the approval of SPARC, the liquidator of the Company may vest the whole or any part of any Surplus Assets of the Company in trustees upon trust for the benefit of the Shareholders. The liquidator may determine the terms of the trust.

SCHEDULE 1 - DIRECTORS' MEETINGS

Chairperson

1. If at a meeting of the Board the chairperson is not present within 5 minutes after the time appointed for the commencement of the meeting, the Directors present may choose one of their number to be chairperson of the meeting.

Notice of meeting

2. A Director or, if requested by a Director to do so, an employee of the Company, may convene a meeting of the Board by giving notice in accordance with this clause.
3. Subject to paragraph 4, not less than 2 days' notice of a meeting of the Board must be sent to every Director unless the Director is:
 - (a) out of New Zealand; or
 - (b) unable to attend the meeting because of a disability,unless the chairperson (or in the chairperson's absence, any other Director) believes it is necessary to convene a meeting of the Board as a matter of urgency, in which case shorter notice of the meeting of the Board may be given, so long as at least 24 hours' notice is given.
4. If a Director, who is for the time being out of New Zealand supplies the Company with a facsimile number or address or electronic mail address to which notices are to be sent during his or her absence, then notice must be given to that Director.
5. The notice of meeting must:
 - (a) be a written notice sent to the address or facsimile number, or an electronic mail message sent to an electronic mail address, which the Director provides to the Company for that purpose, or if an address or facsimile number or electronic mail address is not provided, then written notice to his or her last place of employment or residence or facsimile number known to the Company; and
 - (b) include the date, time, and place of the meeting and an indication of the matters to be discussed in sufficient detail to enable a reasonable Director to appreciate the general import of those matters.
6. An irregularity in the notice of a meeting is waived if all Directors entitled to receive notice of the meeting attend the meeting without protest as to the irregularity or if all Directors entitled to receive notice of the meeting agree to the waiver.

Method of holding meetings

7. A meeting of the Board may be held either:
 - (a) by a number of the Directors who constitute a quorum, being assembled together at the place, date, and time appointed for the meeting; or

- (b) by means of audio, or audio and visual, communication by which all Directors participating and constituting a quorum can simultaneously hear each other throughout the meeting.

Quorum

8. A quorum for a meeting of the Board is a majority of the Directors entitled to vote on the matters arising at the meeting.
9. No business may be transacted at a meeting of Directors if a quorum is not present.

Voting

10. Every Director has one vote.
11. In the case of an equality of votes, the chairperson may exercise a second or casting vote.
12. A resolution of the Board is passed if it is agreed to by all Directors present without dissent or if a majority of the votes cast on it are in favour of it.
13. A Director present at a meeting of the Board is presumed to have agreed to, and to have voted in favour of, a resolution of the Board unless he or she expressly abstains from or votes against the resolution at the meeting. A Director who abstains from voting will not be treated as having voted in favour of it for the purposes of the Act.

Minutes

14. The Board must ensure that minutes are kept of all proceedings at meetings of the Board and that a record is kept of written resolutions of the Directors. Minutes that have been signed correct by the chairperson of the meeting are *prima facie* evidence of the proceedings at the meeting.

Unanimous resolution

15. A resolution in writing, signed or assented to by all Directors then entitled to receive notice of a Board meeting, is as valid and effective as if it had been passed at a meeting of the Board duly convened and held.
16. Any such resolution may consist of several Documents (including facsimile or other similar means of communication) in like form each signed or assented to by one or more Directors.
17. A copy of any such resolution must be entered in the minute book of Board proceedings.

Vacancies

18. The continuing Directors may act regardless of any vacancy on the Board, but if and so long as their number is reduced below the number necessary for a quorum, the continuing Directors or Director may act only to request the Minister responsible for Vote Sport and Recreation to appoint additional Directors or to request the Shareholder to reduce the number necessary for a quorum.

Other proceedings

19. Except as provided in this Constitution, the Board may regulate its own procedure.