

## **Governance and Structural Review of Sport NZ Ihi Aotearoa and High Performance Sport NZ – Proactive Release**

Hon Grant Robertson, Minister for Sport and Recreation

Published March 2022

On 21 February 2022, the Cabinet Business Committee noted the findings of the paper *Governance and Structural Review of Sport NZ Ihi Aotearoa and High Performance Sport NZ*, presented by the Minister for Sport and Recreation.

On 28 February 2022, Cabinet noted the work of the Cabinet Business Committee and findings of the paper *Governance and Structural Review of Sport NZ Ihi Aotearoa and High Performance Sport NZ*, presented by the Minister for Sport and Recreation.

Following the Cabinet meeting these documents have been proactively released:

*Governance and Structural Review of Sport NZ Ihi Aotearoa and High Performance Sport NZ (and attachments)*

*Cabinet Business Decision: Minute of Decision, 21 February 2022 - Governance and Structural Review of Sport NZ Ihi Aotearoa and High Performance Sport*

*Cabinet: Minute of Decision, period ended 25 February 2022 - Governance and Structural Review of Sport NZ Ihi Aotearoa and High Performance Sport*

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Office of the Minister of Sport and Recreation

Cabinet CBC Committee

## Proposal

- 1 This paper provides an update on the outcome of the Governance and Structural Review of Sport NZ and High Performance Sport NZ.

## Relation to government priorities

- 2 This is an operational adjustment for Cabinet to note. Sport NZ note that their strategic objectives are strongly aligned to several Government priorities most specifically contributing towards Wellbeing.

## Executive Summary

- 3 The purpose of the review of Sport New Zealand (Sport NZ) and High-Performance Sport New Zealand Limited (HPSNZ) was to recommend a fit-for-purpose governance and organisational structure and operating model that can most effectively deliver the strategic visions of both organisations and provide the most efficient engagement and support structure for the sector.
- 4 The final recommended model recommends continuing a separate Board for each entity, with a single CEO to serve both entities. This is an evolution of the current model with only minor tweaks required. The recommendations include:
  - a) HPSNZ remains as a wholly owned subsidiary of Sport NZ
  - b) The appointment of a Group CE of Sport NZ and HPSNZ
  - c) The CE role of HPSNZ is replaced by an Executive Director role, appointed by and reporting to the Group CE, rather than appointed by and reporting to the Board of HPSNZ.

## Background

- 5 The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand, and its wholly owned subsidiary High Performance Sport New Zealand.
- 6 Together, 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.
- 7 Sport NZ announced a review of its Governance and Structure in May 2021.
- 8 The full terms of reference are attached at Appendix One. Options that require changes to the Sport and Recreation New Zealand Act 2002 or changes to the two existing organisational strategies were out of scope.
- 9 There are a number of reasons why a review was timely and appropriate:

- a) New strategic directions for both Sport NZ and HPSNZ promoted an opportunity to ensure the best, cost effective and fit for purpose governance and leadership model is in place to deliver against strategic plans.
- b) It had been ten years since the establishment of HPSNZ as a wholly owned subsidiary (in 2011).
- c) There was sustained pressure from the wider play, active recreation and sport sector to ensure that the model for the system is effective and efficient, and Sport NZ and HPSNZ's role within this continues to evolve.

#### *The Review process*

- 10 The review itself was led by an Independent Advisory Group supported by EY who conducted stakeholder engagement, analysis and testing.
- 11 Stakeholders were identified by Sport NZ, HPSNZ and the Advisory Group, and engaged using mixed research methods which included virtual interviews, focus groups, workshops and surveys.
- 12 EY and the Advisory Group developed the options through engagement with stakeholders from across the community, high performance and active recreation sectors. They were then summarised in a report with recommendations to the HPSNZ and Sport NZ Boards for discussion.

#### **Analysis**

- 13 Analysis of stakeholder feedback identified a number of cross-cutting themes and opportunities summarised as:
  - Organisational Efficiency
  - Alignment (Joined up thinking and action)
  - Protecting High Performance strengths
  - Enabling partners through collaboration
  - Upholding Te Tiriti o Waitangi
- 14 Several areas were also identified as potential change areas – Governance Structure, Executive Leadership, Functional arrangement and leadership and partner facing functions.
- 15 The recommended option has been developed through engagement with stakeholders from across the community, high performance and active recreation sectors. Stakeholders widely acknowledged that the increasing breadth of the strategic focus beyond sport to active recreation and play creates a tension within Sport NZ and between HPSNZ, while others see that high performance tends to attract undue attention and ultimately compromises the collective impact in the promotion of healthy active lifestyles. Throughout the review stakeholders said that the ability for leaders to listen, collaborate and bring a balanced view was the key to achieving

alignment between High Performance and Community Activation. Regardless of structure, this challenge will not go away.

- 16 Māori and Te Tiriti implications – Upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation were important considerations throughout the review process. EY Tahiri were engaged to specifically focus on Māori stakeholder engagement and implications for Māori. Embedding the current status quo presents an opportunity to support Sport NZ to deliver on its commitments to Te Tiriti. These opportunities include addressing existing relationship challenges and strengthening Māori representation in strategic decision making. Alongside the review process the Sport NZ Board approved their Māori Outcomes and Activation Framework, which included the appointment of a General Manager Māori.
- 17 Following assessment of the insights, opportunities and international scan, the Advisory Group discussed several options before deciding that two were preferred. The preferred options were debated at length due to the trade-offs between:
  - a) the benefits of simplification in creating a single organisation with one CEO and one Board
  - b) the need to maintain the success and internationally recognised identity of HPSNZ; and
  - c) the increasingly divergent objectives of Sport NZ and High Performance Sport NZ
- 18 The Independent Advisory Group initially promoted two options:
  - d) Option One: the bringing together of Sport NZ and HPSNZ to form one organisation with one Board (through removal of the current HPSNZ subsidiary board) and one CEO;
  - e) Option Two: The removal of the current HPSNZ Subsidiary Board, one board with two organisations each with their own CEO's.
- 19 The clear risks identified throughout the stakeholder engagement and discussion with senior management and Boards was the dilution of High Performance within a merged organisation with such a broad mandate. There was a risk noted that our success at the recent Tokyo Olympics was in part driven by the singular focus of HPSNZ on performance enhancement.
- 20 These options were further iterated by the HPSNZ and Sport NZ Boards who have recommended an evolution of the current state and retaining two Boards in the lead up to the 2024 Paris Olympics. The final recommended model seeks to embed and evolve the status quo with separate Boards for each entity, and single CEO to serve both entities. This is an evolution of the current model with only minor tweaks required.
- 21 An outline of the proposed model is attached at Appendix Two.
- 22 Key Features of the recommended model include:

- a) HPSNZ remains as a wholly owned subsidiary of Sport NZ, responsible for the sustained success of high performance sport
- b) the appointment of a Group Chief Executive (Group CE) of Sport NZ and HPSNZ
- c) the Sport NZ Board as the parent organisation will maintain overall responsibility as it relates to Government accountabilities
- d) the HPSNZ Board remains in place until after the Paris Olympiad when it will be reviewed
- e) to maintain its focus on performance and maintain a competitive edge, the HPSNZ Board is strengthened with high performance specialist expertise (Board make up becomes Two Sport NZ Directors, 1 NZOC nominated Director and 4 Independent Advisors)
- f) the CE role of HPSNZ is replaced by an Executive Director role, appointed by and reporting to the Group CE, rather than appointed by and reporting to the Board of HPSNZ.
- g) further enhancements will be made to shared services between Sport NZ and HPSNZ
- h) a new advisory group (Taumata Māori) will be established by Sport NZ supporting the strategic decision making of both entities in relation to Te Tiriti commitments, and providing expert advice for operationalising the strategies
- i) In addition, Te Ao Māori support for the Group and Executive Director of High Performance Sport NZ will ensure that te reo, matauranga Māori, and tikanga Māori are appropriately acknowledged and the Te Kahui Rautaki Māori, the General Manager, ensures the elevation of Māori voice in senior leadership

The benefits of the recommended options include:

- j) two Boards with a shared Chair provide a connected oversight of the Sport NZ and HPSNZ strategic objectives;
- k) clear accountability for strategic decisions including response to Ministerial direction and the single point of leadership provides support to integrated delivery functions, especially for cross-cutting objectives relating to partner experience, the athlete pathway, and sector capability and sustainability;
- l) the ability for improved partner experience by reducing contact points, the provision of total planning capability for short and long-term partner needs and the ability to more easily collaborate to share knowledge, innovate and support sector-based solutions;
- m) gains in efficiency are achieved through enhanced shared support services and integrated delivery functions e.g. intelligence and Māori;

- n) High Performance Sport NZ retains influence, nimbleness and the ability to elevate the work to a high performance governance board with expert independent directors.

23. Further work will be done to review the roles and responsibility of each Board including a review of the Board charter.

### Implementation

23 Pending approval, Sport NZ will develop a detailed transition plan which will set out the phases for design and establishment for the recommended option. The plan will prioritise and include consultation with staff and key sector stakeholders.

Transition Programme – Implementation and alignment of Governance, Organisational Leadership and Culture and functions

Milestone/Activity	Timeframe
Governance alignment and transition plan implemented.	TBC – March-June
Phase 1: Organisation transition, alignment and change and plans developed (as appropriate). Consultation progressed to confirm leadership roles and functional alignment with a priority on identified shared service opportunities.	March - April
Phase 2: Leadership roles appointed. Implementation of confirmed shared resources/services. Ongoing alignment of business functions, systems and processes. Supporting culture programme developed.	May-June
Phase 3: Ongoing delivery of transition plan with Leader-led business re-alignment. Establishment of new shared resource/services and implementation of culture programme.	July-December

### Financial Implications

23. Any change management implementation will be funded from existing baseline and no additional funding will be sought.

### Legislative Implications

24 Legislative changes were out of scope for this review.

## Impact Analysis

### Population Implications

*Sport NZ & HPSNZ staff*

- 25 Change management would include consultation with staff and a commitment that the re-alignment would be undertaken in good faith, while clearly articulating and gaining a broad understanding of how the different operating cultures could continue to positively contribute to success in the new structures, and how changes in structure and function arrangements could improve integration where necessary

### Consultation

- 26 Stakeholders were identified by Sport NZ, HPSNZ and the Advisory Group, and engaged using mixed research methods which included virtual interviews, focus groups, workshops and surveys.
- 27 Alongside the stakeholder engagement, EY engaged specifically with several international sporting organisations to produce an International Scan of National Sports Administration Structures. This included a brief review of sports governance and leadership structures in Australia, the United Kingdom, the Netherlands and Singapore. A copy of the scan, alongside the insights and opportunities documents, are available on request.
- 28 EY engaged key stakeholder informants to test options and identify benefits/risks.
- 29 The Ministry of Culture and Heritage were interviewed during the stakeholder engagement and subsequent targeted informant testing.

### Communications

- 30 The Minister of Sport and Recreation will provide a public release to Sport NZ and HPSNZ stakeholders on the high-level review outcomes and next steps.
- 31 Sport NZ will manage a transition plan for staff of both organisations including internal and external communications.

### Proactive Release

- 32 The Minister for Sport and Recreation intends to proactively release the paper in full.

### Recommendations

The Minister for Sport and Recreation recommends that the Committee:

- 1 **Note** the findings of the review and its recommendations which include:
  - a) HPSNZ remains as a wholly owned subsidiary of Sport NZ
  - b) The appointment of a Group CE of Sport NZ and HPSNZ

- c) The CE role of HPSNZ is replaced by an Executive Director role, appointed by and reporting to the Group CE, rather than appointed by and reporting to the Board of HPSNZ.
- d) The establishment of a new Taumata Maori Expert group

**Authorised for lodgement**

Hon Grant Robertson - Minister for Sport and Recreation

**Appendices**

Appendix One: Terms of Reference

Appendix Two: Proposed Governance and Structure [In design]

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# Terms of Reference

## Review of Sport New Zealand and High-Performance Sport New Zealand Governance and Organisational Structure



### 1. Purpose

- 1.1 The purpose of the review of Sport New Zealand (SNZ) and High-Performance Sport New Zealand (HPSNZ) is to recommend a fit-for-purpose governance and organisational structure and operating model that can most effectively deliver the strategic visions of both organisations whilst also being the most efficient engagement and support structure for the sector.

### 2. Background

- 2.1 The Sport NZ Group comprises the parent entity, Sport and Recreation New Zealand, referred to as Sport NZ, and its wholly owned subsidiary High Performance Sport New Zealand, referred to as HPSNZ.
- 2.2 The Sport NZ Group are committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.
- 2.3 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. As a Crown agency, Sport NZ promotes and supports 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.
- 2.4 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. HPSNZ work in partnership with the targeted National Sports Organisations (NSO) to deliver a high-performance system that enables athletes to excel on the world stage.
- 2.5 Together, 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.
- 2.6 The goal of Every body Active cannot be achieved by the Sport NZ Group alone and there are many organisations with their own strategies and vision who contribute. It is Sport NZ and HPSNZ's strategic relationships, investment and understanding of shared outcomes that enable New Zealand's elite athletes to compete on the world stage and improve the wellbeing of communities.

#### Sport NZ

- 2.7 Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002. Under the Act, Sport NZ's purpose is to "promote, encourage and support physical recreation and sport in New Zealand".
- 2.8 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.

### High-Performance Sport NZ

- 2.9 HPSNZ was established as a Crown entity subsidiary by the board of Sport NZ in August 2011 with a mandate to lead the high-performance system. Its key objective is “making New Zealand the most successful sporting nation in the world by developing high performance sport”.
- 2.10 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 New Zealand athletes win on the world stage.

### Governance

- 2.11 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 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.
- 2.12 As the ‘parent’ the Sport NZ Board has accountability for the functions of the entire Sport NZ Group (including ratifying the key decisions of the HPSNZ Board) and oversight of the whole sporting pathway – from community sport through to high performance.
- 2.13 The existing operating model was established in 2011 and is operated through a charter arrangement. 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.
- 2.14 Broadly, Sport NZ provides two types of services to HPSNZ: Partnership Services and Shared Services.
- a) Partnership Services capture those services which are typically sector facing. The quality and value of these services is highly dependent on both Sport NZ and HPSNZ operating in partnership and collaborating where relevant.
  - b) Shared Services capture the provision of policy and corporate services to HPSNZ. They include Policy advice, Ministerial Services, Information Technology and Human Resources.
- 2.15 Sport NZ and HPSNZ also enter into a number of joint procurement arrangements including insurance brokerage, internal audit, stationery, motor vehicles, IT services etc. They also look to take advantage of all of government procurement arrangements where appropriate.

### 3. Context

- 3.1 Both Sport NZ and HPSNZ have new strategies:
- a) Sport NZ: Everybody Active 2032 and accompanying 2020-24 Strategic Plan
  - a) HPSNZ: 2032 High Performance System Strategy and accompanying 2024 Strategic Plan
- 3.2 The launch of Sport NZ’s 2020-2024 Strategic Plan and accompanying strategic direction of ‘Everybody 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.
- 3.3 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

Terms of Reference: Review of Sport New Zealand and High-Performance Sport New Zealand Governance and Organisational Structure

communities. This continued evolution will be built on three key system shifts focused on performance pathways, wellbeing and engagement, and funding and investment.

3.4 There are a number of reasons why a review is timely and appropriate:

- a) New strategic directions from both Sport NZ and HPSNZ promote an opportunity to ensure the best governance and leadership model is in place to deliver against the strategic plans that is cost effective and fit for purpose
- b) Both the Boards of Sport NZ and HPSNZ are in full support of continuing to evolve the organisation model to ensure its fit for purpose for the delivery of the new strategies, particularly in the context of strengthening and adapting the system, and doing things different and better.
- c) It has been ten years since the establishment of HPSNZ as a wholly owned subsidiary.
- d) The new strategies promote innovation which may lead to new investment approaches and engagement programmes.

3.5 In addition to the above there is sustained pressure from the wider play, active recreation and sport sector to ensure that the model for the system is effective and efficient, and Sport New Zealand and HPSNZ's role within this continues to evolve. This is important to note as the Sport NZ Group cannot be successful alone. We work through and with others to achieve strategic goals and outcomes. Working in partnership enables the Sport NZ Group to deliver more than it can on its own, it also ensures the system is strong and well connected.

3.6 The partnership approach extends beyond investment partners (National Sporting Organisations, Regional Sport Trusts and Active Recreation providers) to include Sport NZ Group's strategic stakeholders (Territorial Authorities, Government, Education, Funders and Iwi).

#### **4. Roles, Responsibilities, and deliverables**

4.1 The review will be led by an Advisory Group of eight people. Considerations for appointments to the Advisory Group included:

- a) Strong Government relationships
- b) Broad knowledge base of the Sector
- c) Specialist knowledge of HP or Community Sport and Active Recreation
- d) Key Stakeholder in the sector
- e) Crown-Māori Obligations
- f) Understanding of delivery structures

4.2 The Advisory Group will meet in person at least four times over a period of six months with up to 15 days of support expected – a combination of preparatory work, in person and online meetings.

4.3 Agreed membership of the Advisory Group is:

- Chairperson: David Howman – Former Director General World Anti-doping agency
- Waimaramara Taumaunu – Former Sport NZ and HPSNZ Board member
- Simon Peterson – Outgoing CEO Rowing NZ
- Brent Eastwood – CEO Sport Northland
- Tanya Winter – CEO Otorohanga District Council
- Phillipa Muir – Employment Lawyer

Terms of Reference: Review of Sport New Zealand and High-Performance Sport New Zealand Governance and Organisational Structure

- Honey Hireme-Smiler - High Performance Athlete
  - Mark Stewart - Businessman
- 4.4 The Chair and CEO of Sport NZ will sit on this Group in an ex-officio capacity.
- 4.5 An independent agency will be appointed by Sport NZ in consultation with the Advisory Group Chairperson. The agency will complete the background research and stakeholder interviews. They will collate the data and complete any modelling under the direction of the Advisory Group.
- 4.6 The Advisory Group will direct the Independent Agency following the agreed Terms of Reference and report to the Sport NZ Board with progress updates and final recommendations. The High Performance Board will be consulted, however the final recommendations will be made to the Sport Board.
- 4.7 The independent agency will review:
- a) Legislative and other obligations
  - b) Organisational visions and funding models
  - c) Key Trends e.g. participation and drivers of change - economic, social and cultural trends
  - d) Structure - institutional and governance models for the play, sport and recreation sector, and high-performance sector, to include learnings from Australia, United Kingdom, Denmark, and Norway as well as others that may be identified as part of the scoping.
  - e) Stakeholder Engagement - the Advisory Group will agree final stakeholders
- 4.8 Key stakeholders for consultation include:
- Minister for Sport and Recreation
  - Ministry of Culture and Heritage
  - SNZ and HPSNZ boards and staff
  - NZ Olympic Committee (NZOC)
  - Paralympics NZ
  - National Sporting Organisations (NSOs)
  - Regional Sports Trusts (RSTs)
  - Active Recreation Organisations
  - Māori representation including National Sporting Organisations
  - Young People
  - Territorial Local Authorities
  - Community Funders
  - Former CEO's of Sport NZ and HPSNZ
  - Athletes and Coaches, Current and Past
  - The original authors of the 2011 model
- 4.9 The independent agency will be required to produce an options analysis taking into account best practice of government-led institutional and governance models for the play, sport and recreation sector, and high-performance sector, with particular focus on international models and the effectiveness and impact of Sport NZ and HPSNZ, including the parent-subsidiary operating model, since 2011, taking account of past reviews.
- 4.10 The deliverables for this review will include a detailed current state analysis, including an assessment of the efficiency and effectiveness of the current model and the identification of strengths and opportunities for improvement; recommendations including a proposed future state with cost estimations and implementation plan.
- 4.11 The Sport NZ Board will approve a final position, depending on the nature of change recommended further consultation may be needed.

Terms of Reference: Review of Sport New Zealand and High-Performance Sport New Zealand Governance and Organisational Structure

- 4.12 The report will be delivered in several phases to provide appropriate opportunities for Advisory Group engagement and consultation. Early draft – identifies current state strengths, weaknesses and areas of improvement, draft report and final report.
- 4.13 A Sport NZ employee will be the operational internal support across Sport NZ, HPSNZ and the Advisory Group with other resource (Policy, Comms, HR, Secretariat) allocated as required.

## 5. Confidentiality

- 5.1 Any information provided to the agency or the Advisory Group in confidence will be kept confidential, so far as the law allows. The review will be conducted in a manner consistent with the principles of natural justice, confidentiality, security, and information protection.
- 5.2 All Advisory Group and Sport NZ documentation will be subject to the Official Information Act
- 5.3 Sections 62 to 72 of the Crown Entities Act 2004 also govern potential conflicts of interest which may arise between Advisory Group members and the Sport NZ Group's business. All existing or potential conflicts will be registered and documented through Advisory Group minutes.

## 6. Out of Scope

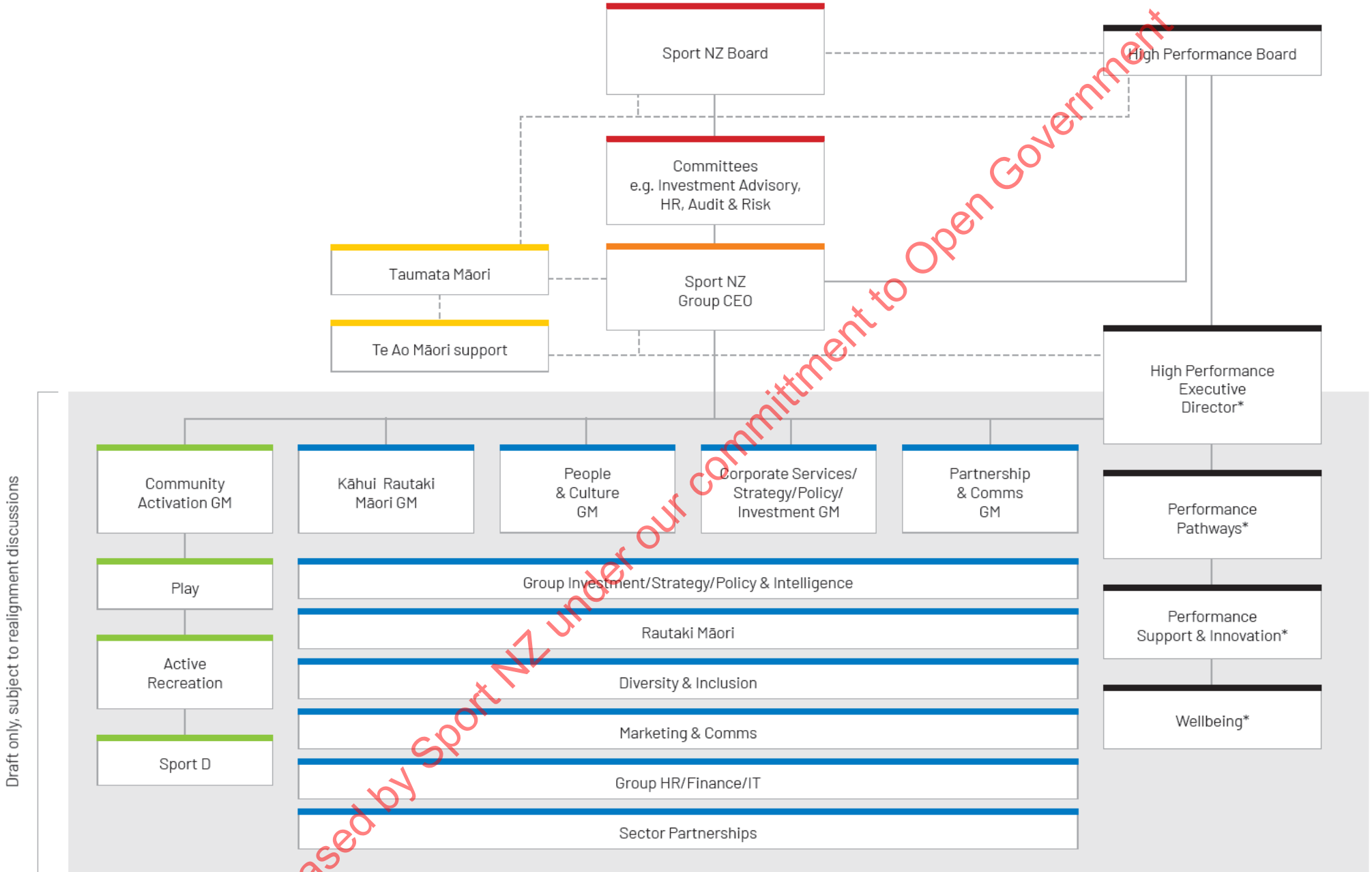
- 6.1 The following areas are out of scope for the review:
- a) Changes to the Sport and Recreation Act
  - b) Devolution of functions and funding to non-government organisations
  - c) The two existing organisational strategies:
    - Sport NZ: Everybody Active 2032 and accompanying 2020-24 Strategic Plan
    - HPSNZ: 2032 High Performance System Strategy and accompanying 2024 strategic plan

## 7. Resourcing

- 7.1 Sport NZ will cover all costs associated with the delivery of the review.
- 7.2 The Advisory Group will be paid in accordance with the Cabinet Fees Framework.

## 8. Other Matters

- 8.1 Sport NZ will sign off on all external communications relating to the Review.
- 8.2 No member of the Advisory Group will make any public comment regarding the work or discussion of the Advisory Group or their role on the Advisory without authorisation from Sport NZ.
- 8.3 These Terms of Reference may be amended from time to time by the Sport NZ Board.



\* HPSNZ remains a subsidiary organisation of Sport NZ. The High Performance Executive Director reports to Sport NZ Group CEO.

**Legend**

- Governance
- Expert Groups
- Leadership role
- High Performance
- Community Activation
- Shared service
- Accountable to
- Advisory role



# Cabinet Business Committee

## Minute of Decision

*This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.*

### Governance Review of Sport NZ Ihi Aotearoa and High Performance Sport NZ

**Portfolio**                      **Sport and Recreation**

On 21 February 2022, the Cabinet Business Committee:

- 1        **noted** the findings and recommendations of the Governance and Structural Review of Sport NZ and High Performance Sport NZ (HPSNZ), outlined in the paper attached under CBC-22-SUB-0007, which include:
  - 1.1        HPSNZ remains as a wholly owned subsidiary of Sport NZ;
  - 1.2        the appointment of a Group Chief Executive of Sport NZ and HPSNZ;
  - 1.3        the Chief Executive role of HPSNZ be replaced by an Executive Director role, appointed by and reporting to the Group Chief Executive, rather than appointed by and reporting to the Board of HPSNZ;
  - 1.4        the establishment of a new Taumata Māori Expert group.

Jenny Vickers  
Committee Secretary

**Present:**

Rt Hon Jacinda Ardern (Chair)  
Hon Grant Robertson  
Hon Kelvin Davis  
Hon Dr Megan Woods  
Hon Chris Hipkins  
Hon Carmel Sepuloni  
Hon Andrew Little  
Hon David Parker  
Hon Nanaia Mahuta  
Hon Poto Williams  
Hon Damien O'Connor  
Hon Stuart Nash  
Hon Kris Faafoi  
Hon Michael Wood  
Hon Dr David Clark

**Officials present from:**

Office of the Prime Minister  
Department of the Prime Minister and Cabinet

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# Cabinet

## Minute of Decision

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### Report of the Cabinet Business Committee: Period Ended 25 February 2022

On 28 February 2022, Cabinet made the following decisions on the work of the Cabinet Business Committee for the period ended 25 February 2022:

**OUT OF SCOPE**

CBC-22-MIN-0007

**Governance Review of Sport NZ Ihi Aotearoa  
and High Performance Sport NZ**  
Portfolio: Sport and Recreation

CONFIRMED

**OUT OF SCOPE**

**OUT OF SCOPE**

Michael Webster  
Secretary of the Cabinet

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