



sportwaikato

out there and active

2015 ANNUAL REPORT

Sport Waikato recognises the significant cultural importance and uniqueness of being part of the region we call Waikato.

We have drawn on the philosophy of the first Maori King, Potatau Te Wherowhero.

Te Kohao o te ngira

Eye of the needle

The eye of the needle brings all people together (via the red, white and black threads) to achieve a common goal and vision.

Sport Waikato (eye of the needle) is the influence that binds the threads together, once bound it forms a bond that's virtually impossible to break, collectively moving forward, as one, side by side and as a result, striving towards achieving our 2013-2016 vision of **“Everyone out there and active”**.

“Mahia te mahi hei painga mo te iwi – Do the work for the betterment of the people”

– Te Paea Herangi



Koohao o te ngira: Eye of the needle – Kingi Potatau

Mahia te mahi
hei painga mo te iwi
Do the work for the
betterment of the people
Te Paea Herangi

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Governance Board of Trustees Chairs Report

– Raewyn Kirkman

TRUSTEE MEMBERS

The 2014-15 year in governance terms has been 'steady as she goes' with the board continuing to provide effective and valuable high level direction for the strong leadership team.

The board was sad to lose the services of Bevan Grant in May 2015 after seven years on the board and his academic background and sound advice to both the board and the CEO will be missed. We wish Bevan and his wife all the best for their retirement to Nelson where we are sure he will continue to indulge in his great love of trout fishing.

In October this year the board was delighted to announce the appointment of Parekawhia McLean to the board. Parekawhia brings a wide governance skill set, and valuable stakeholder connections.

BENCHMARKING

The Sport Waikato Board participated in the Sport NZ 2014 governance benchmarking project which repeated similar research undertaken with the same 24 separate national and regional sports and recreation organisations in 2003/04. Its aim was to obtain an up-to-date view of governance systems and practices in the sector and to identify and evaluate changes made since 2004.

While not intended as an evaluation tool as such, participating in the research meant that Sport Waikato was benchmarked against the best practice concepts developed and promulgated by Sport NZ and it provided the board with some valuable feedback, insights and opportunities to a group of trustees who are committed to improving the way it works.

Following the benchmarking report, a scoping panel and sector panel worked with Sport NZ to develop a new governance framework and I was privileged to be a part of the sector panel. Sport Waikato is looking to be an early adopter of the new framework.

PROCESS

The board has continued to meet every second month for its formal board meeting, with board workshops in the alternate months. These workshops have enabled the trustees to engage in high level strategic discussions and in board development - and they have been very worthwhile.

Two ad-hoc board subcommittees have been established to pay particular attention to some significant challenges and the potential opportunities those offer to Sport Waikato in the short/medium term.

This year Sport Waikato hosted the third joint meeting of the boards of Sport Waikato and Sport Bay of Plenty. This annual event enables the two like-minded organisations to connect people, share ideas and identify resources, and is particularly important given that a number of regional sporting organisations work across the two regional sports trust regions.

LOOKING FORWARD

As I stepped down from the Chair's role at the AGM in December 2015, I felt very satisfied with the way the organisation and our governance of it has developed during my four years as Chair and I would like to thank all the trustees, Matthew and his great team of committed and energised people for another successful year at Sport Waikato.

As the year ahead looms, the board's collective minds are turned to the implications of the new Sport NZ community sport strategy and on the development of our own new strategy for 2016 and beyond.

Raewyn Kirkman
Board of Trustees Chair



Chief Executive's Report

– Matthew Cooper

As we head towards our 30th year, the previous 12 months has been an opportunity to reflect and analyse the sport, recreation and physical activity landscape in the Waikato region.

Sport NZ formally introduced their new 2015–2020 strategic plan and subsequent Community Sport Plan, that encompasses being participant-focused, system-led and performance-driven. This has been a positive catalyst and opportunity for Sport Waikato to pause, reflect and begin to reshape its own model in preparation for the development of its new strategy in 2016.

The arrival and consolidation of high performance sport in the Waikato region brings a real attribute to community 'grassroots' sport in the region; aspiring and inspiring our Waikato communities to be 'out there and active' through high performance sporting success - a key focus for this Regional Sports Trust.

Underpinning Sport Waikato's key role in the Waikato region is the alignment we place on the uniqueness of being part of this special place in New Zealand. The two significant 'prompters' or 'philosophies' that we as an organisation draw off are aligned to the tongikura of the first Maori King, Pootatau Te Wherowhero and Te Puea Herangi.

Pootatau states; "Kotahi te koohao o te ngira e kuhuna ai te miro ma, te miro where, te miro pango" – the eye of the needle brings all people together via the red, white and black threads, to achieve a common goal and vision. In parallel, Herangi's legacy reminds us succinctly; "mahia te mahi hei painga mo te iwi" – do the work for the betterment of the people".

It's Sport Waikato's voice of conscious, which makes us ask the following questions:

- What's on the horizon - (our plan)?
- What is the issue or opportunity - (our insights)?
- What's our impact - (targeted approach)?
- How do we know - (measurement)?
- Are we relevant - (customer focus)?

STRATEGY & MOVING WAIKATO 2020 INSIGHTS

"If you always do what you've always done, you'll always get what you've always got."

— Henry Ford



Sport Waikato is currently writing its strategy for 2020 and beyond. The new direction for Sport Waikato will encapsulate a wider 'Waikato Regional Sport and Recreation Strategy', inclusive of all of our partners that are involved in the promotion and development of sport, recreation and physical activity in the Waikato.

This approach has evolved out of the insights document that Sport Waikato produced at the beginning of 2015 – *Moving Waikato 2020*. This strategy will be a first for the region; i.e. a unified strategy for sport, recreation and physical activity encapsulating the entire region.

It seeks to build on the positive momentum of existing loyal



partnerships and to increase the provision of opportunities for both participation and sporting success for the people of the region.

Moving Waikato 2020 has enabled Sport Waikato to reflect on key regional and local data from many channels, to form a succinct clear picture on the current Waikato environment, but also looking towards the future state.

Solid data helps to inform and identify opportunities within the current landscape factually, rather than speculatively. The inclusive 'Waikato Region Sport and Recreation Strategy' will then transcend down to our own Sport Waikato strategic plan. The shift is an 'outward to inward' strategy rather than the historic 'inward to outward' version.

To this end, Sport Waikato now accepts it cannot be an organisation trying to be everything to everyone. Given the limited resources of our sector, there is a need to focus on retaining existing participants and competitors in sport and growing participation in sectors of the community where participation is low.

In order for Sport Waikato to be better informed with its own strategy, we have created a set of 'behavioural profiles' to assist a more targeted approach over the next four year period based on customer need.

So what did the *Moving Waikato 2020* insights tell us?

The Waikato region has a rich history of delivering recreation and physical activity opportunities and achieving sporting success on the national and international stage.

Delivery across the region is supported by a network of partner organisations and stakeholders and is powered by willing funders, philanthropists, sponsors, and volunteers. Our region has a unique natural play and training environment that continues to inspire participation in sport, recreation and physical activity - for life.

Finally, societal change means that the landscape for delivery of sport, recreation and physical activity is changing. Success will require collaborations and partnerships, an ability to adapt and innovate - and stronger than ever, communicate.

There were five clearly identified trends that are informing our future direction:

Changing Society:

- Population change will require a targeted approach to meeting community needs.

Changing Lifestyles:

- Rapid change in the way we live our lives will require sport to embrace new delivery styles.

Changing Demand:

- Changes in the way we participate will mean we will need to adapt to the trends of informal participation and recreation.

Changing Landscape:

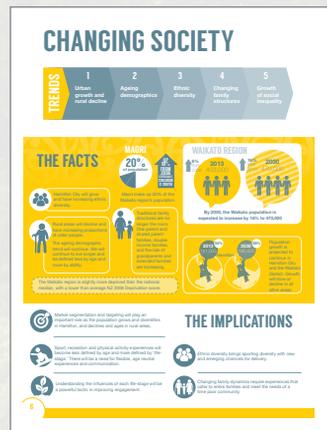
- The relationship between sport and health as well as finite resources for delivery will require a focus on measuring and impacting change.

Changing Partners:

- With limited resources, partnerships will be more important than ever.

The foundations are now well set for us and our partners to advance our inclusive regional strategy around four key value drivers:

- Developing the system
- Growing participation
- Enabling delivery
- Regional Partnerships



CELEBRATING SUCCESS

We noted two significant Sport Waikato programme milestones this year with the KiwiBaby manual turning 25 years old and the Waikato District Health Board supported Project Energize turning 10 years old. Sport Waikato has provided the KiwiBaby manual free for families in the Waikato for the past 25 years. This manual is the first in the series, with KiwiToddler and KiwiPreschooler manuals set to celebrate their 25 birthday from 2016.

From early beginnings in 2005, which started with a randomised control pilot involving 125 primary and intermediate schools, Project Energize has evolved to an independent evaluated programme that now reaches all 242 primary and intermediate schools in the Waikato.

A similar model exists in Northland and Cork in Ireland. Project Energize kicked off the 10th birthday celebrations with a social evening for past and present staff members and partner organisations. The evening was a chance to reflect on programme successes, including being the longest standing programme of its kind in New Zealand.

The SportsForce programme undertook its fifth triennial review. Sport Waikato was pleased with the outcomes from the APR independent evaluation of SportsForce. It was a positive process in reflection of the previous three years but it also highlighted opportunities and variations of a way forward along with a newly created evaluation framework.

We acknowledge the excellent ongoing, long-term partnership with Trust Waikato, the regional and national organisations involved with SportsForce and the additional support provided from Sport NZ - to continue to support the volunteers and clubs within the Waikato region.

Added to these milestones, the Sport Waikato board and staff are excited about the pending milestone of Sport Waikato turning 30 years old officially on Sunday 20th March, 2016.

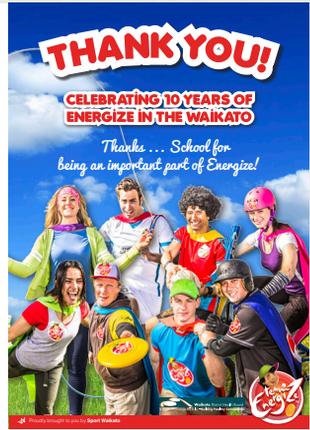
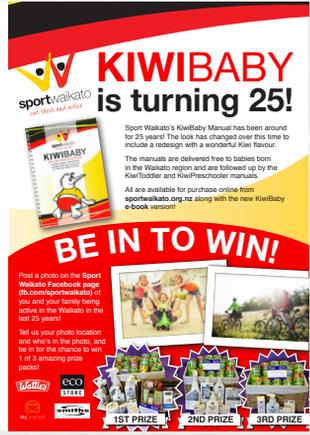
The celebration sport plays is an important part on the annual calendar with Sport Waikato again hosting the regional Secondary School Sports Awards and eight district sports awards all culminating in the Brian Pery Waikato Regional Sports Awards in late January this year. These are special 'real' nights where service and achievement are justifiably recognised.

SPACES AND PLACES

Waikato Regional Facilities Plan overview:

With support from Sport NZ and the Waikato Mayoral Forum, Sport Waikato has continued to lead the implementation of the Waikato Regional Sports Facility Plan, endorsed in November 2014. The plan provides a platform for evidence-based and informed decision making in relation to the future design and development of the facilities our communities need. As the first of its kind in New Zealand, partners to the plan have experienced greater collaboration in the investigation and development of facilities since its introduction.

Investment for delivery of the plan is now secured for three years with partners working together across a number of projects to support and guide facility planning. Successful priority projects for year one include the provision for the Waipa Municipal Pool with a number of other



projects under investigation. The plan continues to support a number of local projects.

Working together, the aim is to develop sport and recreation facilities, places and spaces that enable community involvement and high performance success for our region.

FINANCIAL OVERVIEW

The 2014/2015 financial year has again been a positive one for Sport Waikato. Total income for the year is \$8,448,502, an increase of approximately \$555,914 which is mainly due to an increase in income from the health sector. Total expenses for the year are \$8,267,679 which is approximately \$460,500 more than last year. Increases in salary and wage costs, rents and depreciation which has been offset by a reduction in operating and administration costs contributed to the difference. The net result is a surplus of \$180,823.

Sport Waikato's balance sheet is in a slightly stronger position than that of last year with the reduction in creditors and income in advance and an increase in debtors, which is offset by a decrease in cash on hand and an increase in employee entitlements. The latter being a constant challenge for Sport Waikato.

Looking forward to the next 12 months, the challenge (as always) will be to renew existing contracts and explore other avenues of commercial funding. The formation of the Sport Waikato commercial sub-committee is a positive step to assist management in this very important area. Sport Waikato will continue to source new funding/sponsorship opportunities and manage costs and efficiencies to ensure the long term sustainability of the organisation.

PROGRAMME OVERVIEW

Through Sport Waikato's health based programmes (Active & Well, Project Energize, Under 5's and Under 5 Energize) and our sport based programmes and projects (SportsForce, KiwiSport, Secondary Schools) – we have a vast ability to reach and connect to the people within our Waikato communities.

In the past year Sport Waikato's 86 staff have connected with all primary and intermediate schools, 44 secondary schools, 121 Early Childhood Centres, 1361 sports clubs, 24 Regional Sport Organisations and 15 National Sport Organisations – just to name a few. From those connections we have coordinated and run over 1000 workshops of which over 6300 people have attended and have also run over 7220 modelling sessions.

We currently look after 39 High Performance Sport and Sport NZ, Waikato Pathway to Podium athletes and 16 Performance Coach Advance participants. The Active & Well team have supported and encouraged 4554 Green Prescription clients, and worked with over 92 Medical Centres. We are also supported by over 60 sponsors and operate 14 offices throughout the region, including Brian Perry Sports House.

Sport Waikato's goal is to encourage everyone to be 'out there and active for life' – whether it be through sport, recreation or physical activity. As seen by our snapshot of data from the past year (see appendix 1) we are in a good position to be able to connect with and influence all members of the community, whether it be from the under fives, to the elderly, to high performance athletes.

ACKNOWLEDGMENTS

In relation to our four key value drivers; developing the system, growing participation, enabling delivery and regional partnerships - progress can only happen in our not for profit 'world' with the outstanding support of willing partners who share our common vision of 'everyone out there and active'.

We thank each one of you and in particular acknowledge: Sport NZ, the Perry Group, Waikato District Health Board, Trust Waikato, Wintec, Gallagher, Lion Foundation, NZCT, Grassroots Trust and Ebbett Holden.

Another major supporter over many years in the work we do comes 'collectively' from our Waikato territorial authorities. In particular we would like to acknowledge the following territorial authorities that have been significant partners with Sport Waikato for many years, supporting our District Coordinator model: Thames-Coromandel District Council, Hauraki District Council, Matamata-Piako District Council, South Waikato District Council,



Waipa District Council, Waikato District Council, Otorohanga District Council, Waitomo District Council and Taupo District Council.

We also acknowledge the growing mutual opportunities that are developing between Waikato Regional Council and Hamilton City Council.

TO SPORT WAIKATO BOARD AND STAFF

I acknowledge the excellent contribution from the Sport Waikato board over the last 12 months; a board that really 'gets it' in terms of our reason for existence. Diligently fulfilling its governance obligations, they are passionate and available to provide extra value to this organisation and its staff.

The senior leadership team and board's one and half day workshop, in October 2015, to explore the potential new way forward is a great example and a real highlight on the calendar year. The evolution of our governance model has coincided with Raewyn Kirkman's term as Chairperson at Sport Waikato.

It's no coincidence that the improved governance systems and processes that have evolved around the board table and have filtered down to very positive operational performance in recent times has coincided with Raewyn's tenure as Chair. I thank and acknowledge Raewyn's excellent contribution as Chair over the last four years as she steps down at this year's Annual General Meeting in December.

To the staff - I sincerely thank you for your contributions to continue the 29 year old Sport Waikato legacy over the last 12 months. Your commitment and passion to your work is unquestioned. There is a good challenge looming for us all.

Through our *Moving Waikato 2020* insights and subsequent development of a new strategy, I believe this will provide real clarity, focus and excitement for all of us to collectively have a bigger impact in our Waikato communities over the next term. Excitement because we will be better informed through our insights to make a more informed targeted decision based on participant need rather than what we presume the participant might need.

The year ahead suggests being one of exciting change and development as we look to complete our new strategic plan for 2016 and beyond. I look forward to working with you all, and our key partners on creating a healthy, vibrant, physically active and successful sporting region.

Matthew Cooper
Chief Executive



Statement of Financial Performance

Statement of Financial Performance for the year ended 30 June 2015

	2015 \$	2014 \$
INCOME		
Contracts	6,719,807	5,995,337
Dividends	-	304
Donations & Grants	951,236	1,003,366
Events & Activities	149,473	147,354
Interest	103,857	97,940
Sponsorship	265,348	427,553
Other Income	258,781	215,082
Gain on Sale of Fixed Asset	-	5,652
	8,448,502	7,892,588
EXPENDITURE		
Events & Activities	2,133,464	2,187,089
Promotional Advertising	47,186	214,967
Operating & Administration	838,914	892,223
Salaries & Wages	4,529,422	3,851,057
Operating Leases - Vehicles	396,707	379,960
Rent & Rates	107,760	89,683
Interest	-	11,507
Audit Fees	15,000	25,000
Depreciation	174,928	145,657
Trustee Remuneration	9,800	9,800
Unrealised Gain/(Loss) on Investments	7,980	202
Realised Gain/(Loss) on Investments	3,479	47
	8,267,679	7,807,192
NET SURPLUS	180,823	85,396

Statement of Movements in Equity for the year ended 30 June 2014

	2015 \$	2014 \$
Equity as at 1 July 2013	4,296,307	4,210,911
Net Surplus	180,823	85,396
Total Recognised Revenues & Expenses	180,823	85,396
Equity as at 30 June 2014	4,477,130	4,296,307

Statement of Financial Position

Statement of Financial Position as at 30 June 2015

	2015 \$	2014 \$
ACCUMULATED FUNDS	4,477,130	4,296,307
CURRENT LIABILITIES		
Accounts Payable & Accruals	303,230	390,352
Income Received in Advance	1,155,814	1,320,983
Employee Entitlements	450,524	305,086
Total Current Liabilities	1,909,568	2,016,421
	6,386,698	6,312,728
CURRENT ASSETS		
Bank	700,677	820,927
Interest & Dividends Receivable	25,303	14,590
Accounts Receivable	595,169	259,378
Prepayments	-	4,295
Stock on Hand	16,161	18,026
Gareth Morgan Investment Portfolio	535	12,057
Bank Term Deposits	1,700,000	1,800,000
Total Current Assets	3,037,845	2,929,273
NON CURRENT ASSETS		
Property, Plant & Equipment	3,348,853	3,383,455
Total Non Current Assets	3,348,863	3,383,455
	6,386,698	6,312,728

* Please refer to the Sport Waikato website for a full list of financial statements

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SPONSORS

242

PRIMARY &
INTERMEDIATE
SCHOOLS

44

SECONDARY
SCHOOLS

121

EARLY
CHILDHOOD
CENTRES

39

REGIONAL &
NATIONAL
SPORT ORGS

92

MEDICAL
CENTRES

1361

WAIKATO
SPORTS
CLUBS

1020

RUN &
COORDINATED
WORKSHOPS

7220

MODELLING
SESSIONS

60

PRESENTATIONS
& CONFERENCES

39

PATHWAY
TO PODIUM
ATHLETES

132

PROFESSIONAL
DEVELOPMENT
SESSIONS

4554

GREEN
PRESCRIPTION
CLIENTS

1500

COACHES

16

PERFORMANCE
COACH ADVANCE
COACHES

102

HELD AFTER
SCHOOL
PROGRAMMES

60

SUPPLIERS

910

ATTENDED
PRESENTATIONS
& CONFERENCES

53

MENTIONS
IN ARTICLES OR
PUBLICATIONS

53

HELD HOLIDAY
PROGRAMMES

250

INDIVIDUAL
RESOURCES

14

SPORT WAIKATO
OFFICES IN
THE REGION

1329

SPORTS AWARDS
NOMINATIONS

878

SPORTMAKER
NOMINATIONS

86

INVOLVEMENT
IN EVENTS

26

GYMS OR
FITNESS
CENTRES

11

TERRITORIAL
AUTHORITIES

6300

ATTENDED
OUR
WORKSHOPS

Our influence
and reach



sportwaikato

out there and active