



NZR

ANNUAL

REPORT

2019

DIRECTORY

As at 31 December 2019

New Zealand Rugby Life Members

Richie Guy
 Andy Leslie
 Eddie Tonks
 Rob Fisher
 Sir Graham Henry
 John Sturgeon

New Zealand Representatives to World Rugby

Steve Tew
 Mark Robinson
 Dr Deborah Robinson

New Zealand Representatives to SANZAAR

Steve Tew
 Brent Impey

New Zealand Representative to Oceania Rugby

Brent Anderson

Appeal Council

Rob Fisher
 Sir John Hansen
 Stephen Ward
 Richie Guy
 John Pringle

Citing Commissioners

Steve Hinds
 John Wootton
 Tony Duffin
 David Gray
 Mike O'Leary
 Martin Harris
 Ian Dallas
 Keith Brown

Judicial Officers

Nigel Hampton, QC
 Roger Drummond
 Chris Morris
 Helen Morgan
 Sue Sytants
 Judge Phil Recordon

Auditors

Deloitte, Wellington

Solicitors

Simpson Grierson, Wellington
 AJ Park, Wellington

New Zealand Māori Rugby Board

Dr Farah Palmer (Chair)
 Bernard Te Paa
 Jim Wetere
 Arapeta Gibson
 Val Morison
 Howard Peefi
 Eru Waiti
 Peter Goldsmith

Associate Members

New Zealand Colleges of Education
 Rugby Football Federation
 New Zealand Deaf Rugby
 Football Union
 New Zealand Defence Force Sports
 Committee
 New Zealand Marist Rugby Football
 Federation (Inc)
 New Zealand Rugby Foundation (Inc)
 New Zealand Schools Rugby Council
 New Zealand Universities
 Rugby Football Council (Inc)
 Rugby Museum Society of
 New Zealand (Inc)

PARTNERS

Principal Partner of
 New Zealand Rugby and
 Principal Sponsor of the All Blacks



Major Global Partner



Official Broadcasting
 Partner of New Zealand Rugby



Global Partners



Regional Partners



All Blacks Competition Partners



Women's Rugby Partners



Other Competition Partners



Supporters



International Partner for Children



Official Charity



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COVID-19 Acknowledgement

This 2019 Annual Report was published in April 2020, while the country is on COVID-19 Level 4 Lockdown. At this point, Rugby is currently on hold in what is a rapidly evolving situation. The Annual Report reflects the 2019 rugby calendar year, NZR's strategic priorities and achievements in 2019, as well as our goals for 2020 prior to the advent of COVID-19.

We recognise the environment has rapidly changed and as we move through 2020, this is a time for us to review and assess the absolute priorities for our game. We acknowledge this is a difficult time for many in New Zealand and around the world. As the situation unfolds, NZR is actively working with everyone involved in the New Zealand rugby ecosystem to respond to this challenging time. Together, we are committed to ensuring that rugby continues to thrive into the future.

THE TEAM BEHIND OUR TEAMS

For over 150 years, rugby has been full of passionate people who genuinely care about our sport and the impact it can have on our country. While the jerseys may change and the game continues to grow at a global level, the culture at NZR remains key with highly engaged people committed to ensuring that our national game is run smoothly and effectively at all levels, all over New Zealand.

A lofty vision

Our vision is to Inspire and Unify through rugby. More than just 80 minutes on a field, we are humbled by the position rugby holds in our country and are committed to positively influencing society, rather than simply reflecting it. That commitment is what brings us together and challenges us to constantly strive to be better.

The Rugby Way

At NZR, we are guided by the values of The Rugby Way, Te Ara Ranga Tira: Be Our Best (Te Pou Hiranga), Be Welcoming (Te Pou Maioha), Be Passionate (Te Pou Ihihi) and Play Fair (Te Pou Tika). These values are owned by everyone who works in rugby and are brought to life through our actions. In 2019 we also developed a new leadership programme offering which 26 of our people leaders have taken part in so far, which was guided by the Rugby Way pillars and gave our people the tools they needed to continue to develop their personal leadership styles.

Diversity and inclusion

A continued key focus for us at NZR, diversity and inclusion is defined as a key strategic priority in our annual scoreboard. Whilst we have a good gender balance across the business holistically, we have a continued focus and clear goals to address the gender balance in senior leadership and executive roles and are happy to report that we have made some ground in this area with nearly 40% of leadership roles at NZR held by females. We have implemented structured talent and succession planning and are developing programmes to support our current and aspiring female leaders.

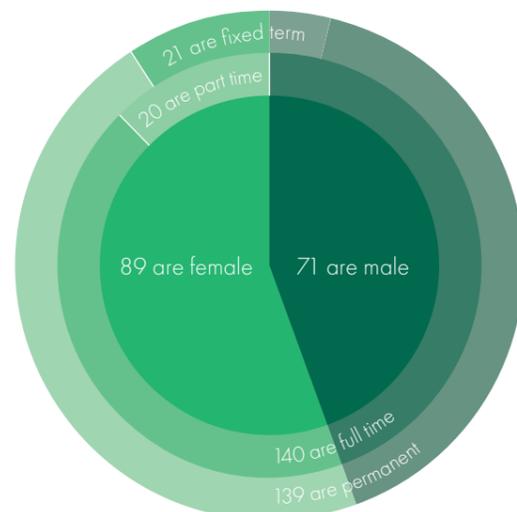
We have a large focus on creating a workplace culture which promotes flexibility and ensures the wellbeing of our people, with a number of our employees working outside of our main offices, as well as a variety of flexible working arrangements to better suit people's individual needs outside of the working environment.

In 2019 legal protections were added in the workplace for people affected by family violence. This included providing 10 days paid leave (in addition to existing leave types) for those affected by family violence and those supporting someone who is affected by family violence. At NZR we have put in place an enhanced offering whereby we will also provide paid leave to those with harmful behaviour who wish to seek support and rehabilitation. We want to support everyone to seek help and believe everyone should have a safe home to return to after work.

At NZR we are committed to supporting working families and in 2019 we introduced an approach whereby the secondary carer can take two weeks of paid leave on the arrival of a new child. We also offer additional support for the primary carer, that allows them to utilise their annual leave at full value sooner, encouraging our new parents to take leave when they need to.

In addition to the 160-strong corporate team, we have many experienced team members in many specialist areas – including coaches, managers, trainers, referees and players – all of which make up the wider NZR team.

As at 31 Dec 2019, we employed 160 people of which:



THE BOARD

Our Board is charged with setting strategy, direction and policy for New Zealand Rugby, and is ultimately responsible for the decisions and actions of NZR Management and Staff.



Brent Impey
Chair
NZR Board member since 2012.



Richard Dellabarca
Appointed Board Member
NZR Board member since 2015.



Andrew Golightly
Elected Board Member
NZR Board member since 2014.



Dr Farah Palmer (ONZM)
Māori Representative
NZR Board member since 2016.



Shaun Nixon
Elected Board Member
NZR Board member since 2019.



Peter Kean
Appointed Board Member
NZR Board member since 2014.



Stewart Mitchell
Elected Board Member
NZR Board member since 2014.



Sir Michael Jones
Elected Board Member
NZR Board member since 2018.



Mark Robinson
Elected Board Member
NZR Board member since 2013.

In September 2019, Mark Robinson was appointed into the role of CEO, starting from January 2020, with his position on the Board vacant for election at the 2020 AGM.

President and Vice President

NZR has two Officers: The President and Vice President, who are elected on two-year terms and represent NZR and New Zealand at important functions and events, locally and globally. The President and Vice President (along with the Chief Executive Officer) attend New Zealand Rugby Board Meetings, although they are not considered Board Members and may not vote on Board matters.



Bill Osborne
President



Max Spence
Vice President

Our Patron

The New Zealand Rugby Patron fills an honorary role as the figurehead for the organisation. Former All Blacks Captain Sir Brian Lochore was Patron until his passing in August 2019, and a successor will be elected at the NZR Annual General Meeting in 2020.



Sir Brian Lochore
Patron

THE EXECUTIVE

New Zealand Rugby is made up of four teams across the country who lead, support, develop and promote rugby: Rugby; All Blacks; Organisation and Commercial.

NZR is headed by a Chief Executive Officer (CEO), who is supported by an Executive Team (known as 'The Exec'), Leadership Team and other management. In June 2019, Steve Tew resigned as Chief Executive and Mark Robinson was appointed into the role in September, officially taking up the position in January 2020.

The Exec is responsible for the day to day running of NZR, while the CEO is ultimately responsible for ensuring that NZR strategy is implemented and that the organisation achieves its objectives. The CEO and Exec work closely with the NZR Board and provide a link between staff and the Board.

For more information about the Exec, go to newzealand.rugby/about-us/our-people/management



Steve Tew
Chief Executive Officer



Susan Tomlinson
Executive Assistant



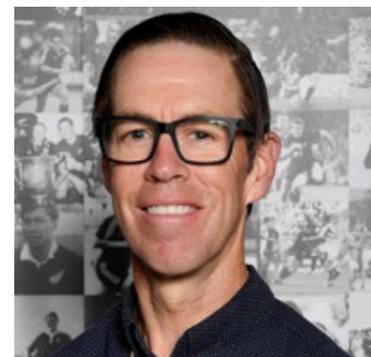
Richard Thomas
Chief Commercial Officer



Nicki Nicol
Chief Operating Officer



Nigel Cass
Chief Rugby Officer



Darren Shand
All Blacks Manager – Business & Operations

FROM THE CHAIR AND CEO

As we write this Report, the COVID-19 pandemic is creating incredible uncertainty in our game. This is a time to review and assess the absolute priorities for rugby so that we can navigate through these unprecedented times and restore our sport in all corners of our country. We have been there for New Zealand when times have been tough before and we will be there after the effects of the COVID-19 pandemic wear off too.

We have so much to be proud of when we look back over 2019. Rugby has long been New Zealand's national sport, bringing communities together and helping our people stay active and healthy, and it is always great to see communities all over the country get out and be involved in our game.

Our sport relies on participation at all levels and 2019 saw the stabilisation in the overall number of teenagers registering to play. This reflects the incredible work being put in by our people and Provincial Unions as they reverse what has been a downward trend in this area for the last few years. We also saw the continued increase in popularity and player registrations in the women's game across all age groups and levels. In provincial representative rugby we enjoyed a further expanded Farah Palmer Cup competition, the Ranfurly Shield moved slightly north from Otago to be locked away by Canterbury for the summer, North Otago won a third Meads Cup title, Tasman completed a perfect season, unbeaten in the Mitre 10 Cup Premiership while the Crusaders secured a brilliant three-peat in Investec Super Rugby.

We are pleased to introduce this year's Annual Report. While our annual score of 73.5% reflects our disappointment in not achieving our goal of bringing home the Rugby World Cup 2019 title (worth 20% of the overall scoreboard result), it shows an incredible delivery across the board in all other areas.

Rugby has an opportunity to make a real difference in the lives of New Zealanders and our programmes educating players on family harm prevention and mental fitness have given our players the tools they need to be the best they can be, both on the field and at home. We are also holding ourselves accountable to ensuring rugby is welcoming to everyone and a sport that all New Zealanders can be proud of.

The All Blacks recaptured the Bledisloe Cup for the 17th straight year, secured the Freedom Cup and despite not reaching the Rugby World Cup Final, played some spectacular rugby and the respect and humility they displayed off the field, particularly towards South Africa as the eventual winners, showed just what rugby is about. Some of our longer serving All Blacks players and management marked their final Test in the black jersey. We would like to thank Kieran Read, Matt Todd, Ryan Crotty, Sonny Bill Williams and Ben Smith for their dedication and commitment to the black jersey. Rugby genius and Head Coach Steve Hansen, and our Forwards Coach Mike Cron have also added so much to the legacy of this team and we would like to wish them the best for what's next.

The Black Ferns had a very successful year with Women's Rugby Super Series and Laurie O'Reilly Memorial Trophy titles. The All Blacks Sevens and Black Ferns Sevens both qualified for the 2020 Olympics in Tokyo with the Black Ferns Sevens also extending their HSBC World Sevens Series brilliance with a fifth title. The Māori All Blacks also had a nail biting two-match Series with Fiji, with thrilling matches in Suva and Rotorua.

We also faced familiar challenges – continued demand for our players overseas emphasises the talent we have in our country, while new competitions in Japan and other parts of Asia are no doubt disrupting our competitions on home soil. We remain committed to the challenge of ongoing rugby participation as well as the sport's relevance to young people in general, while ongoing developments in technology, alongside financial demands across our game, have given us a lot to work on. We have dedicated and passionate people involved in rugby and if we all commit to working together in 2020 and beyond, we have the ability to ensure our sport thrives into the future.

We finished the financial year with a better than budgeted result and we have \$92.9m in reserves, leaving us relatively healthy financially but it is important to not be complacent. We have still been spending more money than we earn, and it is crucial that we make decisions for the future of our game from a position of relative strength, rather than wait until change is forced upon us.

Looking ahead in 2020, alongside the Review into Rugby we are also negotiating a new collective agreement, as well as working with existing and potential partners to ensure we have the funding and reach we need to bring our teams in black to more global markets.

We will keep encouraging our Super Rugby Clubs and Provincial Unions to join us in making sure our leadership team and Board reflect a diverse set of backgrounds and way of thinking, starting with nominations for NZR Board candidates. Our relationships with some of our key stakeholders also hinge on our success in this area.

We were saddened to lose some very special people in 2019. Sir Brian Lochore's contribution to our game spanned decades and he was a brilliant advocate for the importance of the community game. He was a very special friend and is overwhelmingly missed.

Our people are at the heart of rugby's success and it means a lot to us at NZR to know that we have the support of players, coaches, referees, volunteers and fans to tackle our challenges for the good of the sport.

Late in 2019 we were so pleased to announce our continued broadcast partnership with Sky through to 2025. Sky share our commitment to inspire and unify through rugby, making our sport the best it can be and allowing us to place even more focus on continuing to grow the game, and we are looking forward to many more years working together.

New Zealand Rugby is also grateful for the support of our commercial partners, especially adidas and AIG, whose support is vital for the funding, promotion, and strengthening of the game. We thank the New Zealand Government; Sport New Zealand; High Performance Sport New Zealand; the New Zealand Rugby Players Association, the many regional and local Councils who maintain grounds and infrastructure at a local level for rugby in New Zealand; and our key partner ACC, as well as the media for their coverage of the game.

Finally, we would like to recognise and thank our fellow Board Members as well as give a special thank you to the dedicated people at New Zealand Rugby – your work in the service of the game is inspiring and much appreciated.

Brent Impey
Chair

Mark Robinson
CEO



Mitre 10 Cup Premiership winners Tasman celebrate with their fans

THE RUGBY WAY

BE WELCOMING

TE POU MAIOHA

BE OUR BEST

TE POU HIRANGA

BE PASSIONATE

TE POU IHIIHI

PLAY FAIR

TE POU TIKA

RUGBY IS A GAME FOR ALL, REGARDLESS OF OUR BACKGROUNDS, BELIEFS, OR IDENTITY

WE STRIVE FOR EXCELLENCE ON AND OFF THE FIELD, DRIVEN BY A BELIEF THAT RUGBY CAN IMPROVE PEOPLE'S LIVES

RUGBY IS MORE THAN JUST A GAME, IT BUILDS COMMUNITIES AND FOSTERS A LIFELONG LOVE OF THE GAME

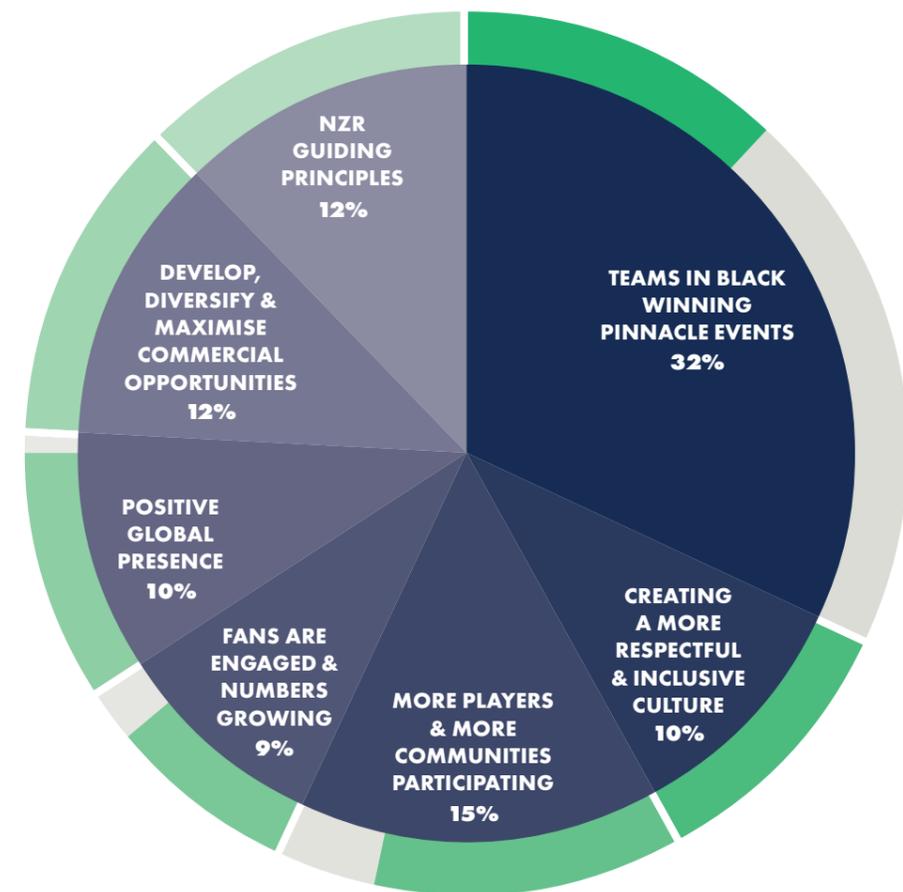
WE DO WHAT WE SAY WE'LL DO, ACTING WITH HONESTY AND INTEGRITY AT ALL TIMES

OUR PRIORITIES

2019 SCOREBOARD

NZR's 2020 Strategy helps shape our annual planning to ensure we continue to perform at a high level in all areas of our organisation. This is presented through six Strategic Focus Areas as well as some Guiding Principles.

Developed as a five-year plan, work is being undertaken to develop the strategy post 2020. Annually, we use this strategy to develop a Scoreboard which we use to measure our success and review progress. Individual measures are developed for each Strategic Focus Area and the Guiding Principles and are all weighted by importance to total 100. At the end of each year we are scored on our achievement of these measures and for 2019 we achieved 73.5% of our Scoreboard target. Considering 20% was attributed to the Rugby World Cup, this is an excellent result in all other areas.



■ Percentage achieved
■ Percentage not achieved

OUR PRIORITIES

TEAMS IN BLACK WINNING PINNACLE EVENTS

We are very happy to report that despite missing out on 20% of our Teams in Black Winning Pinnacle Events priority score due to the Rugby World Cup result, we achieved the rest of the activities that we had outlined, which is an excellent result across our teams in black. We recognise that alongside our players on the field, there is a full team of people right across NZR whose commitment and hard work allows them to perform at their best.

All Blacks Results

While we were disappointed to not make the Final of Rugby World Cup 2019, there was so much to be proud of in the way the team conducted themselves both on and off the field, embraced and respected the Japanese culture and focused on finishing the tournament strongly with a brilliant bronze medal performance against Wales.

The All Blacks secured the Bledisloe Cup for another year against Australia – the 17th consecutive year that the All Blacks have won the Cup.

Black Ferns Results

The Black Ferns retained their number one ranking for another year, with victories in the Women's Rugby Super Series as well as the O'Reilly Cup (formerly known as the Laurie O'Reilly Memorial Trophy). These Test matches provided the team with some challenging rugby as they begin their preparation toward Rugby World Cup 2021 on home soil.

Kendra Cocksedge became just the second Black Ferns player to reach the 50 Test match milestone this year and it was a great moment to see her presented with her silver cap by the Prime Minister at Eden Park after their O'Reilly Cup success.

Sevens Tokyo Olympics Qualification

Both of our sevens teams also had a very successful year, with Olympic qualification a highlight.

The All Blacks Sevens gained qualification when they advanced through to the quarterfinals on the 2019 London Sevens, which secured a top four finish in the World Rugby Sevens Series.

The Black Ferns Sevens qualified by securing a top four position in the World Rugby Women's Sevens Series through winning the penultimate leg. The team went onto win their fifth World Sevens Series crown.

High Performance Referees

Our High Performance Referees also had a very successful 2019. Four of our referees were selected for World Rugby's World Sevens Series Panel, with James Doleman, Richard Kelly, Emily Hsieh and Lauren Jenner celebrating selection. Paul Williams and Ben O'Keeffe were selected for Rugby World Cup, with highlights including Ben O'Keeffe's officiating of the Scotland v Japan crunch match in the pool stages as well as assisting in the Final between England and South Africa. Brendon Pickerill and Ben Skeen also attended the tournament in the TMO seat.

Player Retention and Development

While Rugby World Cup years tend to see higher numbers of our All Blacks departing New Zealand for cashed up overseas clubs, we were happy to meet our target for player retention in 2019. While we simply can't financially compete with these clubs, we are concentrating on other opportunities and arrangements we can offer to keep our most talented players at home.

ACHIEVED

- Win the Bledisloe Cup
- Retain at least 80% of male players off contract at end of 2019 who NZR seek to retain
- Percentage of players transitioning from U20s squad to Super Rugby at 50%
- Black Ferns maintain #1 world ranking
- Men's Sevens qualify for Olympics through World Sevens Series
- Women's Sevens qualify for Olympics through World Sevens Series
- At least three NZ referees selected to World Rugby's World Sevens Series panel
- At least three NZ referees at Rugby World Cup 2019

NOT ACHIEVED

- Win Rugby World Cup 2019
- Make Rugby World Cup Final



The Black Ferns celebrate their O'Reilly Cup victory against Australia at Eden Park

OUR PRIORITIES

CREATING A MORE RESPECTFUL AND INCLUSIVE CULTURE

We are committed to ensuring a welcoming and inclusive environment for everyone who interacts with our sport and we hold ourselves accountable to this by measuring our performance against this strategic priority. While it's great to report that we have achieved our goals in this area for 2019, it is the impact these pieces of work have, not just on our game, but on our communities in general that is the most important.

Diversity

Rugby is made up of an incredibly diverse community and for the sport to thrive, it is important to us to reflect that community in leadership roles across our game. This year we held the first parallel conference for Rugby Chairs and Women in Governance with the purpose of building an environment where diversity is welcomed and championed at board level. The conference explored governance trends, sports trends and focused on an inclusive and thriving culture in rugby.

The Good Governance work programme was developed to support existing governance structures and to create opportunities to increase diversity. We have invested in BoardPro so that all Provincial Unions and Super Rugby Clubs can strengthen their board management process. The next phase is to develop an aspiring director and mentoring programme to create a pipeline for a diverse range of candidates to apply for governance and leadership roles in rugby.

Learning Management System

We were pleased to announce the launch of our Learning Management System (LMS) that will provide an online platform to deliver valuable learning to our rugby communities. A specific Director Induction module was developed to help welcome new Board members into their role, including information to help accelerate knowledge of the rugby ecosystem delivered in a seven-part short video series covering the basics of The Rugby Way, NZR Structures, Funding, Strategic Priorities and Resources.

Learning and Development

We know that it takes time to instil culture change, and the induction process was highlighted as an opportunity to support positive behaviour from the beginning and clearly set expectations and provide support. In 2018, the NZR education team led a stocktake of our learning and development, engaging with rugby stakeholders to ensure we had a clear overview of our education programmes. This stocktake identified key stakeholders that had limited L&D engagement with NZR, developing our focus groups for 2019 and 2020. Tailored workshops and programmes are in development for Governance and NZR staff, Mitre 10, Super and National Team Managers.

The Rugby Way

We continued to work towards embedding The Rugby Way values and behaviours in everything we do as a rugby community. As a focus of the Chairs and Women in Governance Conferences, alongside a full day workshop with our Provincial Union CEOs, we shared the importance of our values not being just a superficial poster on our office and clubroom walls, but being something we own and live by.

We held a Rugby Way Provincial Union CEO workshop in July, providing an opportunity to learn from those who are delivering The Rugby Way culture change initiatives in their communities. Shannon Paku and Craig Calder shared their experiences of success and challenges of a culture change programme.

The Rugby Way Culture Change Programme

The NZR Respect and Inclusion team developed an integrated culture change programme for Provincial Unions, focusing on how we can create great environments. We had several unions trialling components of the programme in 2019, and we aim to test it with a second cohort of unions in 2020.

While this programme is not focused solely on increasing participation of Māori, a component of this programme will also be to ensure Provincial Unions, and clubs, are well connected with their local communities and iwi.

Navigating Two Worlds

While we have a high representation of Māori and Pasifika on the rugby field, this hasn't traditionally translated into leadership roles off the field. Navigating Two Worlds (N2W) develops leadership practices within non-playing rugby roles, including administration, governance, refereeing and coaching. N2W is a multi-year action research project established in collaboration with AUT Sports Performance Research Institute (SPRINZ), NZR and Auckland Rugby. The project results are expected in early April 2020 with recommendations on the next steps for rugby.

Harm Prevention Framework

We know that rugby can have a real impact on reducing harmful behaviour in our society, so we have developed a world-leading 'Harm Prevention Framework' which has been endorsed by the NZR Board, and implementation has begun. We are currently implementing a harm prevention education programme focusing on consent, healthy relationships, family violence prevention and bystander skills.

ACHIEVED

- Implement a programme to enhance gender and cultural diversity at NZR and PU Governance levels
- Begin implementation of L&D framework across constituents, including a new Team Managers program to build a deeper R&I culture
- Rollout a programme to embed The Rugby Way through R&I initiatives across Rugby
- Develop and deliver a communication programme that brings The Rugby Way to life and supports the growth aspirations of NZR
- Implement programme to increase the number of Māori and Pasifika in non-playing roles

Scots College and Palmerston North Boys High School players shake hands after their First XV semifinal

OUR PRIORITIES

MORE PLAYERS AND MORE COMMUNITIES PARTICIPATING

The community game is at the heart of rugby and we are working towards getting as many New Zealanders as possible involved in our sport. Without community rugby we wouldn't have All Blacks, Black Ferns or Māori All Blacks. However, more than that, we believe rugby strengthens communication, teamwork, and enjoyment; as well as helping to keep our communities fit, healthy and connected.

Coaches

We aimed to have one coach for every 12 rugby players this year, ensuring our players are getting the best rugby experience across the country. We finished 2019 with one coach for every 13 players, which is the equivalent of 1000 coaches. It's encouraging to get so close to our target and after receiving feedback that our approval and compliance processes are increasingly becoming too hard for new coaches, we will be reviewing this in 2020.

Referees

Without referees, we wouldn't have a game and our goal for 2019 was to have one referee for every 38 rugby players. While we finished with one referee for every 38.2 players, this .2 represents just seven referees, resulting in us rounding the figure down. Our Be in the Game campaign continued to highlight the important role referees play, while also showcasing the camaraderie and team aspect of refereeing that is not often shown. This campaign will continue into 2020, promoting refereeing as one of the many great ways to get involved in our game.

Players

We want as many teenagers involved in our game as possible as we believe rugby is a great way to stay fit, as well as teaching skills and behaviours that help young New Zealanders navigate what life throws at them. It was great to see our player numbers increase again in 2019, driven strongly by a continued increase in female players (11%), largely in the growth of primary school competitions and more girls playing in girls-only grades. However, it was also exciting to see teenage player numbers increase also, after a couple of years of stabilisation. We will continue our work into 2020 to ensure that rugby remains an attractive sport to the new generation, as well as providing the competitions and resources needed in the women's game to match the growing demand.

Participation Plan

This year the Rugby Participation Framework was approved and communicated to Provincial Unions. This Framework has given us an outline for how to deliver a game that is fit for purpose and future proofed, including new offerings and player development structures that will meet all of our participants' needs. Introducing Rip Rugby into the Small Blacks Development Model, as well as developing the Game On Policy have been an exciting way to getting more players into the game and making sure it kicks off.

While it was disappointing to not be able to implement the proposed Secondary School Rugby governance structure at the Special General Meeting in December, it has highlighted some additional approaches to better governance at this age level and we will be focusing on these in 2020 to ensure we are providing a world-leading secondary school rugby system which ensures teenagers develop a lifelong love of rugby.

Wider Auckland Rugby Facilities Plan

Auckland is home to the largest number of rugby players and we have continued to focus on ensuring that rugby thrives in the region. In 2019 we published the findings of the Wider Auckland Rugby Facilities Plan 2018-2028. This plan was accepted by Auckland Council and the Local Boards, providing a single evidence-based voice for rugby in facilities planning. Acknowledged as a sector-leading piece of work, the report is already positively influencing considerations for future facilities investment by Auckland Council.

Chinese Engagement Programme

In recognition of Auckland's large emerging communities, our Chinese Engagement Programme trial, in its second year, aimed to have 10-15 teams playing in Auckland and North Harbour Rip Rugby competitions. We are happy to report that in 2019, we had over 10 teams taking part in these competitions, helping rugby reach more people than ever in New Zealand.

This insights programme is designed to help develop club capability to upscale to cater for growing numbers. There was positive traction within both clubs with their junior membership at around 8-10% Chinese ethnicity playing across their teams in Saturday morning competitions.

ACHIEVED

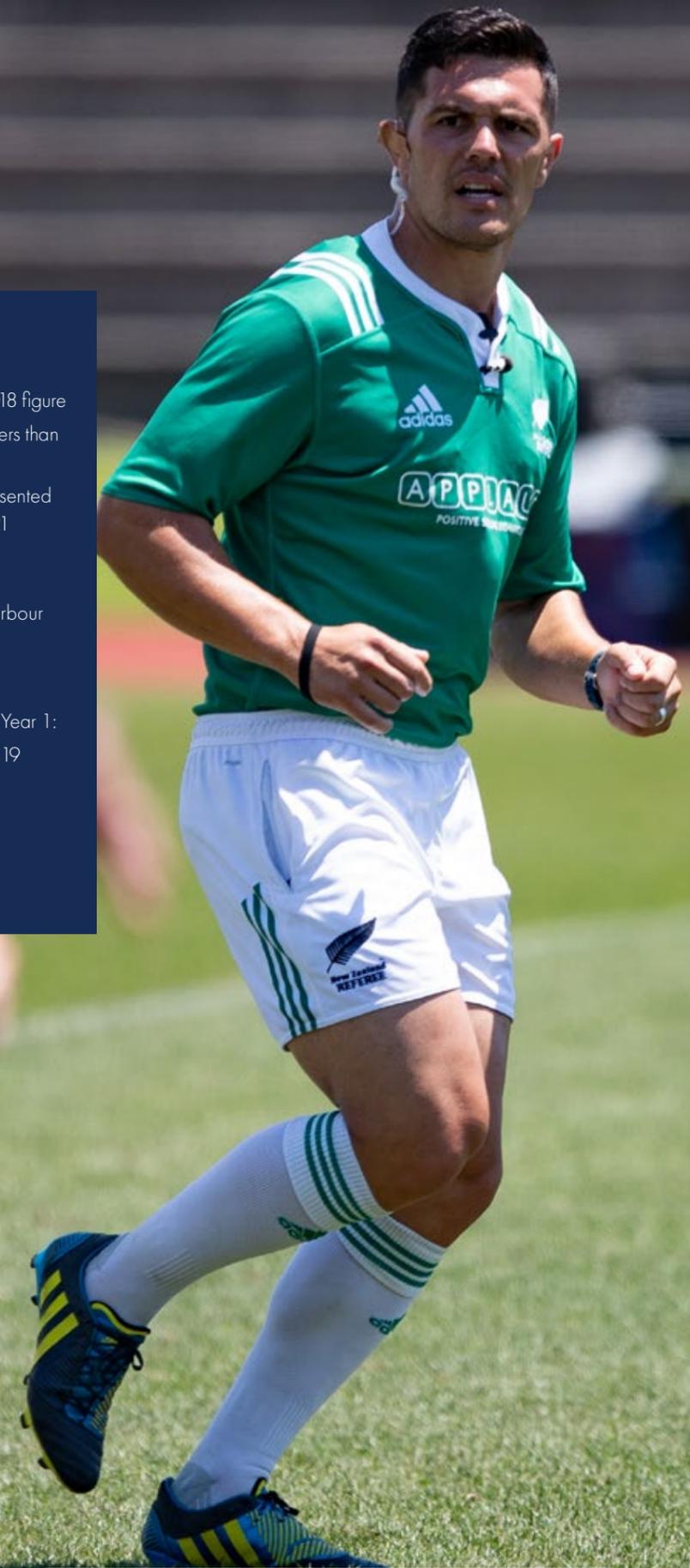
- Referee to player ratio 1:38
- Female player number: 10% higher than 2018 figure
- Teenage male player number: more players than in 2018
- Wider Auckland Rugby Facilities Plan presented and implemented with at least 17 of the 21 Auckland Local Boards
- Chinese Engagement Programme: 10-15 teams playing in Auckland and North Harbour Rippa competitions

PARTIALLY ACHIEVED

- Participation Plan Milestones achieved for Year 1:
 - Rugby Framework developed by July 19
 - Implement Secondary School Rugby Governance recommendations

NOT ACHIEVED

- Coach to player ratio 1:12



New Zealand Referee Dan Waenga officiating a provincial rugby match

OUR PRIORITIES

FANS ARE ENGAGED AND NUMBERS GROWING

The landscape around how our fans are engaging with rugby is constantly evolving and changing. We know that while TV still plays a huge role in rugby consumption, online platforms for highlights reels, interviews and behind the scenes access is constantly growing. Despite all of this, it is still a balancing act to fill our stadiums so our teams are playing in front of as many fans as possible and home crowd advantage is still alive and well.

All Blacks viewership

Viewership for the All Blacks is still on the rise, with an average of 1.3m views across three domestic Test matches as the team prepared for Rugby World Cup 2019. With so many ways for our fans to engage with the team, we saw an even spread across sold out Test matches, high TV viewership and popular highlights packages.

On average, the three home Test matches achieved their budget, with the Auckland and Wellington Test matches proving most popular and performing well above budget with the team taking on two of the strongest Rugby World Cup contenders, Australia and South Africa.

Investec Super Rugby viewership

Investec Super Rugby is experiencing a big shift in how fans are engaging with the competition. While we were disappointed to finish the year at an average of 89% of our target for live attendance, TV and highlights package viewership, we have seen a promising ongoing growth in digital engagement.

Social media engagement

Alongside this viewership, social media opens up another way for our fans to connect with our players and teams across all competitions and levels. We are pleased to report that we achieved our engagement targets in 2019 achieving 9.29% across our Teams in Black social accounts and 8.44% across our domestic / Investec Super Rugby social accounts. These are calculated by dividing total engagement across all channels by the total reach of those channels throughout the year (including in the offseason). Our social media engagement is measured through dividing the number of comments, likes, shares and video viewership by the total reach of our channels throughout the year. We believe this is the best way to make sure that our fans are connected to rugby getting full value from the content we produce.

Our content pillars that guide what we post include being inspirational, entertaining or informative, and this content is posted in a tone and style that encourages regular conversation and contact with our fans. When and what we post is also guided by our teams' calendars to make sure our audiences have the opportunity to connect and follow along with what their favourite teams are doing.

Black Ferns and Black Ferns Sevens interest

Our Black Ferns and Black Ferns Sevens teams have two of the most successful records in rugby and interest in the teams has been constantly rising over the last few years with high-profile Rugby World Cup victories. With Rugby World Cup 2021 on home soil along with the summer Olympics, it's important to us that interest and engagement with the team continues to grow.

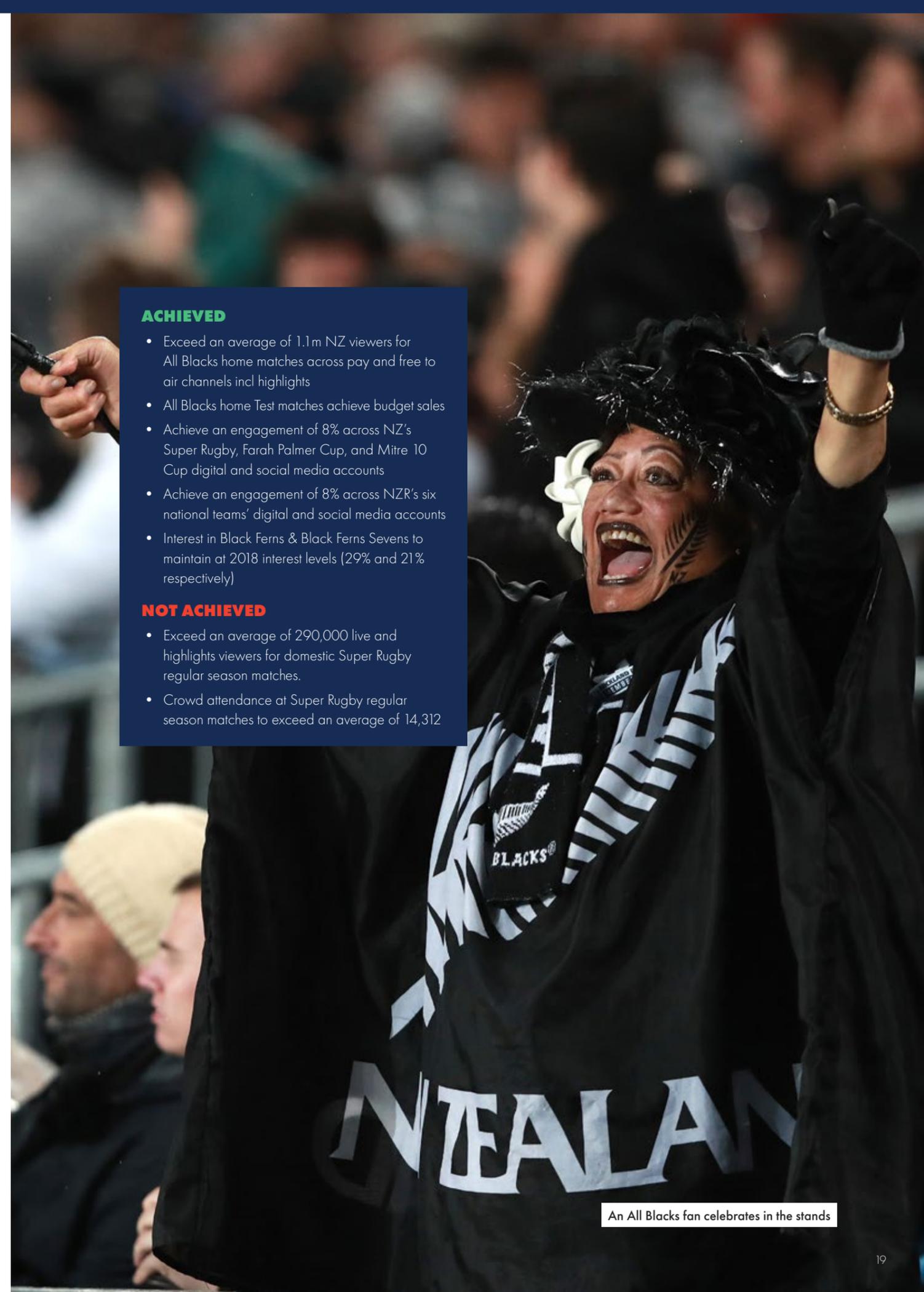
While it was our goal to see the interest in these teams be maintained in what was a big year for our men's team with the Rugby World Cup 2019, it was great to see Black Ferns interest increase by 2% to 31% and Black Ferns Sevens interest increase by 1% to 22% across the year.

ACHIEVED

- Exceed an average of 1.1m NZ viewers for All Blacks home matches across pay and free to air channels incl highlights
- All Blacks home Test matches achieve budget sales
- Achieve an engagement of 8% across NZ's Super Rugby, Farah Palmer Cup, and Mitre 10 Cup digital and social media accounts
- Achieve an engagement of 8% across NZR's six national teams' digital and social media accounts
- Interest in Black Ferns & Black Ferns Sevens to maintain at 2018 interest levels (29% and 21% respectively)

NOT ACHIEVED

- Exceed an average of 290,000 live and highlights viewers for domestic Super Rugby regular season matches.
- Crowd attendance at Super Rugby regular season matches to exceed an average of 14,312



An All Blacks fan celebrates in the stands

OUR PRIORITIES

POSITIVE GLOBAL PRESENCE

No matter where you are in the world, you can still enjoy rugby as a New Zealand fan. We aim to provide our fans with the best experience of rugby and to do this we need to work with World Rugby and SANZAAR to review our competitions at Super Rugby level and throughout the international calendar. While these competitions have provided us all with some memorable rugby moments over the years, we believe it's time to implement new competitions and structures to boost developing rugby nations and cater to our changing landscape.

Total digital audience and Team All Blacks

Our goal for 2019 was to exceed our 2018 total digital audience of 13,736,179. We are happy to report that we reached an audience of 13,981,231. We want to make sure we are giving this incredible audience the content they want to see, including behind the scenes access to their favourite teams from all over the world.

Team All Blacks is an opportunity for our fans to join an international network of rugby fans, where they have access to exclusive ticket sales, articles and videos – all personalised to suit their favourite teams in provincial, Super and international rugby. We want our Team All Blacks members to be engaged and informed about what's happening across the areas of the sport that they are most interested in and working towards a 30% engagement target in 2019 saw us finish the year with a 32.45% engagement rate.

Governance in the international game

To ensure rugby continues to develop and grow as a global game, we wanted to use our position and voting rights to influence change in the World Rugby international Test programme in 2019. While our intended result wasn't reached and talks around the Nations Cup concept stalled, we are heartened by our strong ongoing relationship with the Japanese Rugby Union off the back of their incredible Rugby World Cup tournament that showcased everything that is great about our sport.

We have listened to our fans and teams concerning the Investec Super Rugby competition and the Investec Rugby Championship and are pleased to report that refreshed formats of these competitions have been agreed to from 2021.

Rugby World Cup 2021

We are excited to be underway in our planning for Rugby World Cup 2021, where we will host the strongest rugby nations in a women's rugby showcase against a backdrop of the stunning Northland region. In 2019 we completed the Governance Framework, Tournament Delivery Structure and Project Plan, which was signed off by the New Zealand Rugby Board and sets the scene for a tournament that only New Zealand is capable of delivering.

ACHIEVED

- Total digital audience to exceed 2018's audience (13,736,179)
- Team All Blacks engagement to exceed 30% on all communication
- Work with SANZAAR and other parties to implement new competitions
- Governance Framework, Tournament Delivery Structure and Project Plan for RWC2021 confirmed by NZR Board

PARTIALLY ACHIEVED

- Influence change to World Rugby international Test programme



Young Japanese All Blacks fans sing the New Zealand National Anthem at a Rugby World Cup 2019 fan event

OUR PRIORITIES

DEVELOP, DIVERSIFY & MAXIMISE COMMERCIAL OPPORTUNITIES

As rugby continues its development as a global sport, we have seen the reach that we can have as an organisation around the world. We rely on the support of our partners and sponsors to help us connect with people and communities internationally. We are very proud of our sponsors and partners and what we've achieved together and look forward to what is to come.

Our Partners and Sponsors

Our people, teams and competitions are all supported by a wide range of partners and sponsors and we are pleased to report that our agreements with Jockey, SAS, EY, Mitsubishi Motors, Downer Group, Tourism NZ, Moana Fisheries and Toi Ohomai secured \$4.655m which we can invest back into the sport. Downer Group reinforced the growth in women's and Māori Rugby in sponsoring the Black Ferns, the Black Ferns Sevens and the Māori All Blacks – becoming the first partner to champion all three teams.

Revolutionary SKY Partnership

We have known for a long time now that when both SKY and NZR is succeeding, rugby wins. In October, we were excited to announce our ongoing broadcasting partnership contract which included a five percent equity stake in the vastly experienced broadcaster.

Together, we will be able to grow the game further as we televise and stream reliable and exciting rugby into as many New Zealand living rooms as possible.

Diversifying our revenue

2019 saw the opening of our second Official All Blacks retail store, expanding the partnership held with Lagardere Travel Retail. With a prime position on the first floor of Christchurch Airport and opened ahead of the Rugby World Cup, this gives fans another chance to collect jerseys, gifts and memorabilia when they arrive at, or depart from, the airport.

All Blacks Clinics give budding rugby players around the world the opportunity to learn skills and drills from former players and NZR coaching teams. This initiative was expanded to five coaching clinics: three held in Japan and one each in Spain and Italy. As this was such a commercial success in 2019, we are able to hire a dedicated resource in 2020 to take this initiative to the next level and extend our brand presence in key commercial markets around the world.

ACHIEVED

- Contract in excess of \$4.3m of new and renewal revenue across NZ Rugby's commercial portfolio (2% if achieve \$3.5m, 1% if achieve \$3.0m)
- Secure \$2.0m in contracted future revenue above long term financial plans contributing towards \$25m BHAG (1% if achieve \$1.0m)
- Generate in excess of \$250k from new commercial assets/properties and Team All Blacks initiatives
- Total Team All Blacks registrations of at least 800,000
- Successfully commence broadcast sales and negotiation process with go-to-market materials, business cases and competitive tension in place



All Blacks Clinic participants learning from former players and NZR coaching team

OUR PRIORITIES

GUIDING PRINCIPLES

Our guiding principles measure our overall financial results as well as our strategic planning, staff engagement and succession plans for critical roles. We believe there is risk in too much rigid planning and instead use long-term destination thinking that gives us the flexibility in our workstreams to get there, with our guiding principles helping to steer our actions and behaviour. Our annual review of our strategy allows us to welcome, and be excited by, the inevitable change that is occurring in and around our sport.

Budget Results

We are pleased to report that after a budgeted loss of \$11.8m, we ended December 2019 with a loss of \$7.4m, a \$4.4m improvement on budget. This is a great result that was down to our people being financially responsible in their workstreams. Our SKY partnership extension will deliver a financial boost, which we can reinvest into our game over the coming years. However, we know this is an ongoing piece of work and reviewing the way we administer rugby and the reasons behind what we're doing is crucial to the financial health of NZR in what are certain to be challenging conditions in 2020.

Our People

It is important to us that our people feel connected and engaged with NZR and what our vision and values are in rugby. We set ourselves a goal to improve on our 2018 engagement score – particularly focusing on those factors that have the biggest impact on our people. Aiming for a 95% participation rate, 98% of our staff completed the 2019 survey and our final result was a 2% improvement on last year.

What was particularly important to us was that all areas that have the biggest impact on our people and their working environment improved on 2018.

We also developed full succession plans and processes for critical roles after what was a year of significant change. NZR Chief Executive Steve Tew announced his resignation, leaving NZR at the end of the year, as well as Steve Hansen and other management staff announcing their plans to leave the team after Rugby World Cup 2021.

Strategic Planning

2020 will see us come to the end of NZR's 2016-2020 strategy. In 2019 we completed the outline of Rugby Inc's post-2020 strategic plan with Board signoff and wider stakeholder engagement. This includes our vision and aspiration, directional measures of success, focus areas and pillars. Looking forward, we will develop the detail within each focus area and develop an overall transformation framework to show prioritisation and phasing. It is important to us that everyone involved in our sport knows the part they play in our vision to Inspire and Unify through Rugby, so we will continue to work closely with our wider stakeholders in 2020.

ACHIEVED

- Ensure NZR meets or exceeds 2019 budget (Loss \$11.8m)
- Improve on 2018 engagement score, improve scores on areas that matter to our people (Collaboration & Communication, Feedback & Recognition, Taking Action), achieve 95% participation
- Succession plans and processes in place for critical roles across the Organisation (Board, Coaches/Mgmt, NZR)
- Complete the outline of the post-2020 Strategic Plan with Board signoff and wider stakeholder engagement



New Zealand Rugby employees at Wellington Head Office

OUR PRIORITIES

2020 SCOREBOARD



TEAMS IN BLACK WINNING PINNACLE EVENTS

24%

Win gold for Men's Sevens at Olympics	4%
Win medal for Men's Sevens at Olympics	1%
Win gold for Women's Sevens at Olympics	4%
Win medal for Women's Sevens at Olympics	1%
All Blacks win all matches in Steinlager Series	2%
All Blacks win the Investec Rugby Championship and the Bledisloe Cup	3%
All Blacks win all matches on the end of year tour	2%
Develop Black Ferns player depth, game plan and skillset for Rugby World Cup 2021	1%
Black Ferns maintain number one ranking	2%
Retain at least 80% of male players off contract at end of 2020 who NZR seek to retain	1%
50% of new players in Super Rugby squads have been part of U20s programme	1%
10 NZ match officials selected to officiate across World Rugby Test matches and HSBC World Sevens Series, with at least two referees appointed to control games at the Tokyo Olympics	1%
Women's XVs competition launched – venue and broadcast arrangements are finalised, MOU terms agreed, players and team management are identified	1%



CREATING A MORE RESPECTFUL AND INCLUSIVE CULTURE

10%

Implement The Rugby Way culture change programme, including an integrated Provincial Union and club programme, public communications programme and NZR staff programme	3%
Governance development programmes across NZR, Provincial Unions, Super Rugby Clubs to achieve 30% diversity by end of 2020	2%
Complete phase two of the Learning & Development framework, including coach development	2%
Increase the profile of women in rugby through digital content and media	1%
Rollout the adopted Harm Prevention framework	1%
Strengthen relationships with Māori and Māori organisations	1%



MORE PLAYERS AND MORE COMMUNITIES PARTICIPATING

17%

Participation Plan milestones achieved for Year two:	6%
• Small Blacks: Quick Rip grades established in at least eight Provincial Unions (2%)	
• Secondary School: Review of RAIS framework completed for implementation in 2021 and tournament week events trialled (2%)	
• Club: Capability toolkit and online resource development completed (2%)	
Female player numbers 10% year-on-year increase (2%) with improved retention (1%)	3%
More teenage male players than in 2019	3%
More Māori rangatahi players across both genders than in 2019	1%
More coaches than in 2019; More referees than in 2019	2%
Complete the delivery of Rugby Smart v2	1%
Wider Auckland Regional Facilities Plan transitioned to Provincial Unions for implementation	1%



FANS ARE ENGAGED AND NUMBERS GROWING

9%

Achieve an engagement/reach of 8% across NZR's digital and social media accounts for Teams in Black (All Blacks, Māori All Blacks, Black Ferns) and Investec Super Rugby	3%
Exceed an average of 1.2m NZ viewers for All Blacks home matches across Pay and Free-to-Air channels including highlights	1%
Exceed a total of 13m highlights viewers for domestic All Blacks Test matches and Investec Super Rugby regular season matches	1%
Total digital audience to exceed 2019 levels	2%
Maintain or grow interest in All Blacks and All Blacks Sevens at 2019 levels	1%
Interest in Black Ferns and Black Ferns Sevens to exceed 2019 levels	1%



POSITIVE GLOBAL PRESENCE

10%

Work closely with SANZAAR and the other SANZAAR Unions to develop:	4%
• Tier 2 international competition to link to Rugby Championship	
• New Asia Pacific club competition with the involvement of Japan the key driver	
RWC2021 milestones met – preparation, ticketing strategy finalised, legacy programme finalised and underway, staffing plan finalised	4%
NZR is influential in the global game, particularly with World Rugby	2%



DEVELOP, DIVERSIFY & MAXIMISE COMMERCIAL OPPORTUNITIES

16%

Contract new and renewal revenue completing the five-year revenue target	10%
Secure new strategic revenue opportunities (new ventures, partnerships) to create step change in profitable revenue generation	3%
Contract new and renewal revenue for other national teams (Māori All Blacks, Black Ferns, All Blacks Sevens and Black Ferns Sevens)	2%
Build a plan for future utilisation of media rights	1%



NZR GUIDING PRINCIPLES

14%

Provincial Union funding model is approved by the Board in time for implementation in 2021	3%
Strategy for CEA negotiations approved by Board and comprehensive preparations for CEA negotiations completed	3%
Ensure NZR meets or exceeds 2020 budget	2%
Improve on 2019 engagement score with participation above 95%	2%
Complete a single and integrated post-2020 strategy and execution framework that extends across rugby in New Zealand	2%
All identified aspects of player welfare support and promotion are delivered as planned	2%

BEREAVEMENTS

NZR BEREAVEMENTS



Ian Eliason
All Black Number **706**
(1972-1973)
Sunday, 24 February 2019, aged 73



Keith Davis
All Black Number **546**
(1952-1958)
Saturday, 2 March 2019, aged 88



Ronald Elvidge
All Black Number **454**
(1946-1950)
Saturday, 30 March 2019, aged 96



Douglas Wilson
All Black Number **559**
(1953-1954)
Saturday, 18 May 2019, aged 88



Percy Erceg
All Black Number **524**
(1951-1952)
Sunday, 26 May 2019, aged 90



Brian James Lochore
All Black Number **637**
(1963-1971)
Saturday 3 August 2019, aged 78



Ian Bruce Deans
All Black Number **891**
(1987-1989)
Friday, 16 August 2019, aged 58



Stanley Frank 'Tiny' Hill
All Black Number **574**
(1955-1959)
Wednesday, 2 October 2019, aged 92



Brian Leo 'Jazz' Muller
All Black Number **656**
(1967-1971)
Thursday, 12 December 2019, aged 77



Samuel Cuninghame Strahan
All Black Number **657**
(1967-1973)
Saturday, 21 December 2019, aged 74

BEREAVEMENTS

SIR BRIAN LOCHORE MEMORIAL

NAME:	Sir Brian James Lochore
POSITION:	Loose Forward and Lock
ROLES:	All Blacks Captain, Patron of NZR, Wairarapa Bush Coach, All Blacks Selector, All Blacks Head Coach
LIFE:	3 September 1940 in Masterton – 3 August 2019 in Masterton
PROVINCE:	Wairarapa (later became Wairarapa Bush)
TEST DEBUT:	v England, 1964
ALL BLACK MATCHES:	68 (including 25 Tests)
TOTAL ALL BLACKS POINTS:	21 (7t)
ALL BLACKS NUMBER:	637

This year we mourned the loss of Sir Brian Lochore following his battle with cancer. The Patron of New Zealand Rugby, Lochore was involved in our sport at all levels, extremely passionate about the community game and a huge presence at his local club Wairarapa Bush, as well as a former All Blacks Captain and Coach.

His contribution to rugby can't be overstated and his legacy will continue on through the Lochore Cup, contested within the Mitre 10 Heartland Championship, as well as the All Blacks' Rugby World Cup title which he coached the side to in 1987.

Lochore is survived by his wife Lady Pam, and their three children, David, Joanne and Sandra, and their eight grandchildren. We miss him insurmountably.



Sir Brian Lochore lifted above teammates after victorious All Blacks Test Match

ALL BLACKS



Investec Rugby Championship

All Blacks 20-16 Argentina
20 July, Buenos Aires

All Blacks 16-16 South Africa
27 July, Wellington

All Blacks 26-47 Australia
10 August, Perth

Bledisloe Cup

All Blacks 36-0 Australia
17 August, Auckland

Tonga Test Match

All Blacks 92-7 Tonga
7 September, Hamilton

Rugby World Cup 2019

All Blacks 23-13 South Africa
21 September, Yokohama

All Blacks 63-0 Canada
2 October, Oita

All Blacks 71-9 Namibia
6 October, Tokyo

All Blacks 46-14 Ireland
19 October, Tokyo
(Quarterfinal)

All Blacks 7-19 England
26 October, Yokohama
(Semifinal)

All Blacks 40-17 Wales
1 November, Tokyo
(Bronze Final)

Beauden Barrett - 1115
Taranaki, Hurricanes

Jordie Barrett - 1159
Taranaki, Hurricanes

Scott Barrett - 1155
Taranaki, Crusaders

George Bridge - 1178
Canterbury, Crusaders

Sam Cane - 1113
Bay of Plenty, Chiefs

Dane Coles - 1117
Wellington, Hurricanes

Liam Coltman - 1157
Otago, Highlanders

Ryan Crotty - 1124
Canterbury, Crusaders

Braydon Ennor - 1184
Canterbury, Crusaders

Vaea Fifita - 1158
Wellington, Hurricanes

Owen Franks - 1094
Canterbury, Crusaders

Shannon Frizell - 1172
Tasman, Highlanders

Jack Goodhue - 1165
Northland, Crusaders

Josh Ioane - 1185
Otago, Highlanders

Rieko Ioane - 1156
Auckland, Blues

Luke Jacobson - 1183
Waikato, Chiefs

Nepo Laulala - 1139
Counties Manukau, Chiefs

Ngani Laumape - 1160
Wellington, Hurricanes

Anton Lienert-Brown - 1153
Waikato, Chiefs

Atunaisa Moli - 1168
Waikato, Chiefs

Joe Moody - 1134
Canterbury, Crusaders

Richie Mo'unga - 1167
Canterbury, Crusaders

Dalton Papalii - 1176
Auckland, Blues

TJ Perenara - 1132
Wellington, Hurricanes

Kieran Read - 1083
Counties Manukau, Crusaders

Sevu Reece - 1182
Canterbury, Crusaders

Brodie Retallick - 1110
Hawke's Bay, Chiefs

Ardie Savea - 1147
Wellington, Hurricanes

Aaron Smith - 1112
Manawatu, Highlanders

Ben Smith - 1100
Otago, Highlanders

Codie Taylor - 1143
Canterbury, Crusaders

Angus Ta'avao - 1175
Auckland, Chiefs

Matt Todd - 1147
Canterbury, Crusaders

Patrick Tuipulotu - 1133
Auckland, Blues

Ofa Tuungafasi - 1150
Auckland, Blues

Brad Weber - 1140
Hawke's Bay, Chiefs

Samuel Whitelock - 1104
Canterbury, Crusaders

Sonny Bill Williams - 1108
Counties Manukau, Blues

HEAD COACH & SELECTOR
Steve Hansen

ASSISTANT HEAD COACH & SELECTOR
Ian Foster

SELECTOR
Grant Fox

ASSISTANT COACH - FORWARDS
Mike Cron

ASSISTANT COACH - DEFENCE
Scott McLeod

MANAGER - BUSINESS & OPERATIONS
Darren Shand

MANAGER - LEADERSHIP
Gilbert Enoka



All Black Ardie Savea carries the ball during Bledisloe Cup Test against Australia

TEAMS AND RESULTS

BLACK FERNS



Women's Rugby Super Series

Black Ferns 35-20 Canada
28 June, San Diego

Black Ferns 33-0 USA
2 July, San Diego

Black Ferns 16-25 France
6 July, San Diego

Black Ferns 28-13 England,
14 July, San Diego

Laurie O'Reilly Memorial Trophy

Black Ferns 47-10 Australia
10 August, Perth

Black Ferns 37-8 Australia
17 August, Auckland

Chelsea Alley - 173
Waikato

Eloise Blackwell - 161
Auckland

Kelly Brazier - 153
Bay of Plenty

Grace Brooker - 214
Canterbury

Forne Burkin - 211
Canterbury

Kendra Cocksedge - 142
Canterbury

Luka Connor - 207
Bay of Plenty

Krysten Cottrell - 199
Hawke's Bay

Ruahei Demant - 196
Auckland

Lesley Elder - 188
Bay of Plenty

Karli Faneva - 206
Bay of Plenty

Theresa Fitzpatrick - 194
Auckland

Carla Hohepa - 138
Waikato

Ayesha Leti-l'iga - 201
Wellington

Phillipa Love - 179
Canterbury

Arihiana Marino-Tauhinu - 208
Counties Manukau

Charmaine McMenamin - 174
Auckland

Kilisitina Moata'ane - 212
Otago

Natahlia Moors - 174
Auckland

Toka Natua - 181
Waikato

Aleisha-Pearl Nelson - 169
Auckland

Joanah Ngan-Woo - 209
Wellington

Te Kura Ngata-Aerengamate - 178
Counties Manukau

Marcelle Parkes - 203
Wellington

Jackie Patea-Fereti - 170
Wellington

Leilani Perese - 198
Counties Manukau

Alena Saili - 197
Southland

Kennedy Simon - 210
Waikato

Charmaine Smith - 182
Auckland

Pia Tapsell - 205
North Harbour

Olivia Ward-Duin - 213
North Harbour

Renee Wickliffe - 157
Bay of Plenty

Selica Winiata - 152
Manawatu

COACH
Glenn Moore

ASSISTANT COACHES
Wesley Clarke
John Haggart

MANAGER
Lauren Cournane



Black Fern Ayesha Leti-l'iga breaks the line against Australia

TEAMS AND RESULTS

ALL BLACKS SEVENS



HSBC New Zealand Sevens

All Blacks Sevens 29-7 South Africa
27 January, Hamilton (for third)

HSBC Australia Sevens

All Blacks Sevens 21-5 USA
3 February, Sydney (Cup Final)

HSBC USA Sevens

All Blacks Sevens 26-19 Argentina
3 March, Las Vegas (for third)

HSBC Canada Sevens

All Blacks Sevens 26-19 England
10 March, Vancouver (for fifth)

HSBC Hong Kong Sevens

All Blacks Sevens 14-21 Argentina
7 April, Hong Kong (for fifth)

HSBC Singapore Sevens

All Blacks Sevens 17-19 Samoa
14 April, Singapore (for fifth)

HSBC England Sevens

All Blacks Sevens 35-14 Ireland
26 May, London (for fifth)

HSBC France Sevens

All Blacks Sevens 24-35 Fiji
2 June, Paris (Cup Final)

HSBC Dubai Sevens

All Blacks Sevens 0-15 South Africa
7 December, Dubai (Cup Final)

HSBC South Africa Sevens

All Blacks Sevens 7-5 South Africa
15 December, Cape Town
(Cup Final)

Kurt Baker
Manawatu

Dylan Collier
Waikato

Scott Curry
Bay of Plenty

Sam Dickson
Canterbury

Scott Gregory
Northland

Trael Joass
Tasman/Bay of Plenty

Andrew Knewstubb
Horowhenua Kapiti

Vilimoni Koroi
Otago

Ngarohi McGarvey-Black
Bay of Plenty

Tim Mikkelson
Waikato

Sione Molia
Counties Manukau

Jona Nareki
Otago

Tone Ng Shiu
Tasman

Amanaki Nicole
Canterbury

Joe Ravouvou
Auckland

Salesi Rayasi
Auckland

Akuila Rokolisoa
Counties Manukau

Te Puoho Stephens
Tasman

William Warbrick
Bay of Plenty

Regan Ware
Bay of Plenty

Joe Webber
Bay of Plenty

COACH
Clark Laidlaw

ASSISTANT COACH
Tomasi Cama

MANAGER
Ross Everiss



Jona Nareki of the All Blacks Sevens makes a break against South Africa

TEAMS AND RESULTS

BLACK FERNS SEVENS



New Zealand Fast Four Tournament
 Black Ferns Sevens 31-0 France
 27 January, Hamilton (Final)

HSBC Australia Sevens
 Black Ferns Sevens 34-10 Australia
 3 February, Sydney (Cup Final)

HSBC Japan Sevens
 Black Ferns Sevens 34-26 Australia
 21 April, Kitakyushu (for fifth)

HSBC Canada Sevens
 Black Ferns Sevens 21-17 Australia
 12 May, Langford (Cup Final)

HSBC France Sevens
 Black Ferns Sevens 10-26 USA
 16 June, Biarritz (Cup Final)

HSBC USA Sevens
 Black Ferns Sevens 31-14 France
 6 October, Glendale (for third)

HSBC Dubai Sevens
 Black Ferns Sevens 17-14 Canada
 7 December, Dubai (Cup Final)

HSBC South Africa Sevens
 Black Ferns Sevens 17-7 Australia
 15 December, Cape Town
 (Cup Final)

Shakira Baker
 Waikato

Michaela Blyde
 Bay of Plenty

Kelly Brazier
 Bay of Plenty

Gayle Broughton
 Taranaki

Dhys Faleafaga
 Wellington

Rhiarna Ferris
 Manawatu

Theresa Fitzpatrick
 Auckland

Huia Harding
 Waikato

Sarah Hirini
 Manawatu

Shiray Kaka
 Waikato

Tyla Nathan-Wong
 Auckland

Mahina Paul
 Bay of Plenty

Risi Pouri-Lane
 Tasman

Cheyelle Robins-Reti
 Waikato

Alena Saili
 Southland

Montessa Tairakena
 Waikato

Terina Te Tamaki
 Waikato

Ruby Tui
 Bay of Plenty

Stacey Waaka
 Waikato

Katarina Whata-Simpkins
 Wellington

Niall Williams
 Auckland

Tenika Willison
 Waikato

COACHES
 Allan Bunting
 Cory Sweeney

ASSISTANT COACH
 Stu Ross

MANAGER
 Toni Young



Black Ferns Sevens star Niall Williams attacks against Japan

TEAMS AND RESULTS

MĀORI ALL BLACKS



2019 Māori All Blacks
 Māori All Blacks 10-27 Fiji
 13 July, Suva
 Māori All Blacks 26-17 Fiji
 20 July, Rotorua

Otere Black
 Manawatu
 Ngāi Tahu/Te Whānau ā Apanui/
 Ngāti Tūwharetoa

Ash Dixon
 Hawke's Bay
 Ngāti Tahinga

Elliot Dixon
 Southland
 Ngāpuhi

Whetukamokamo Douglas
 Canterbury
 Ngāti Porou/Ngāti Whakaue

Tom Franklin
 Otago
 Ngāti Maniapoto

Jackson Garden-Bachop
 Wellington
 Ngāti Awa

Bryn Hall
 North Harbour
 Ngāti Ranginui

Nathan Harris
 Waikato
 Ngāti Apakura/Tainui

Jordan Hyland
 Northland
 Ngāi Tahu

Akira Ioane
 Auckland
 Ngāpuhi/Te Whānau ā Apanui

Mitchell Karpik
 Bay of Plenty
 Rongomaiwahine/Ngāti Kahungunu

Tyrel Lomax
 Tasman
 Ngāi Tahu/Muaupoko

Ben May
 Hawke's Bay
 Ngāti Maniapoto

Alex Nankivell
 Tasman
 Ngāpuhi

Pari Pari Parkinson
 Tasman
 Te Whānau ā Apanui

Reed Prinsep
 Canterbury
 Te Rārawa

Marcel Renata
 Auckland
 Ngāti Whānaunga/Ngāi Takoto

Jonathan Ruru
 Auckland
 Ngāti Kahungunu/Rongomaiwahine

Fletcher Smith
 Waikato
 Ngāti Kahungunu

Shaun Stevenson
 North Harbour
 Ngāpuhi

Te Toiroa Tahuriorangi
 Taranaki
 Ngāti Pikiao

Rob Thompson
 Manawatu
 Ngāti Kahungunu/Ngā Rauru

Sean Wainui
 Taranaki
 Ngāi Tahu/Ngāti Porou

Teihorangi Walden
 Taranaki
 Te Atiawa

Isaia Walker-Leawere
 Wellington
 Ngāti Porou

Ross Wright
 Northland
 Ngāti Whatua/Ngāti Porou

COACH
 Clayton McMillan
 Ngāi Te Rangi/Ngāi Tamawhariua/
 Te Rangihouhiri

ASSISTANT COACHES
 Joe Maddock
 Te Atiawa
 Roger Randle
 Ngāti Awa

MANAGER
 Tony Ward



Māori All Black Rob Thompson attacks against Fiji

TEAMS AND RESULTS

NEW ZEALAND UNDER 20



Oceania Tournament 2019

New Zealand 53-7 Fiji
26 April, Gold Coast

New Zealand 87-12 Japan
30 April, Gold Coast

New Zealand 0-24 Australia
4 May, Gold Coast

World Rugby U20 Championship 2018

New Zealand 45-13 Georgia
4 June, Rosario

New Zealand 52-33 Scotland
8 June, Rosario

New Zealand 17-25 South Africa
12 June, Rosario

New Zealand 7-8 Wales
17 June, Rosario

New Zealand 40-17 Ireland
22 June, Rosario

Naitoa Ah Kuoi
Wellington

Kaylum Boshier
Taranaki

Fergus Burke
Canterbury

Leroy Carter
Bay of Plenty

George Dyer
Waikato

Leicester Faingaanuku
Tasman

Samipeni Finau
Waikato

Devan Flanders
Hawke's Bay

Cole Forbes
Bay of Plenty

Taufa Funaki
Auckland

Sam Gilbert
Canterbury

Cullen Grace
Canterbury

Scott Gregory
Taranaki

Kohan Herbert
Bay of Plenty

Kianu Kereru Symes
Hawke's Bay

Shilo Klein
Canterbury

Lalomilo Lalomilo
Bay of Plenty

Dallas McLeod
Canterbury

Jeriah Mua
Bay of Plenty

Etene Nanai Seturo
Counties Manukau

Fletcher Newell
Canterbury

Ollie Norris
Waikato

Simon Parker
Waikato

Taine Plumtree
Wellington

Billy Proctor
Waikato

Rivez Reihana
Waikato

Danny Toala
Hawke's Bay

Quinn Tupaea
Waikato

Kaliopasi Uluilakepa
Wellington

Tupou Vaa'I
Taranaki

Tamaiti Williams
Canterbury

HEAD COACH
Craig Philpott

ASSISTANT COACHES
David Hill
David Hewett
Willie Rickards

MANAGER
Martyn Vercoe

Lalomilo Lalomilo makes a break for the New Zealand Under 20

TEAMS AND RESULTS

NEW ZEALAND HEARTLAND XV



Pasifika Challenge II

Heartland XV 19-36 Samoa
31 August, Auckland

Mark Atkins
Poverty Bay

Scott Cameron
Horowhenua Kapiti

Carl Carmichael
King Country

Craig Clare
Wanganui

Josh Clarke
North Otago

Ralph Darling
North Otago

James Goodger
Wairarapa Bush

Campbell Hart
Wanganui

Sione Holani
West Coast

Lindsay Horrocks
Wanganui

Meli Kolinisau
North Otago

Seta Koroitamana
Mid Canterbury

Harry Lafiune
Thames Valley

James Lash
Buller

Kalavini Leatigaga
South Canterbury

Glen McIntyre
Thames Valley

Peni Nabainivalu
Wanganui

Willie Paiaua
Horowhenua Kapiti

Brett Ranga
Thames Valley

Timoci Serawalu
Horowhenua Kapiti

Troy Tauwhare
West Coast

William Wright
South Canterbury

Adrian Wyrill
Poverty Bay

HEAD COACH
Mark Rutene

ASSISTANT COACH
Nigel Walsh

MANAGER
Gavin Hodder



Craig Clare of the New Zealand Heartland XV makes a play against Samoa

TEAMS AND RESULTS

NEW ZEALAND SCHOOLS



New Zealand Schools 2019

NZ Schools 43-8 Fiji Schools
30 September, Hamilton

NZ Schools 14-18 Australia Schools
4 October, Hamilton

Seb Calder
St Andrew's School

Cameron Church
St Kentigern College

Allan Craig
St Kentigern College

Matt Dobbyn
Hamilton BHS

Vaiolini Ekuasi
St Peter's School, Cambridge

Zach Gallagher
Christ's College

Dom Gardiner
St Bede's College

Meihana Grindlay
King's College

Wil Gualter
Lincoln High School

Max Hughes
Christchurch BHS

Corey Kellow
Sacred Heart College

Jacob Kneepkens
Francis Douglas Memorial College

Ollie Lewis
Christchurch BHS

Ben Lopas
Christchurch BHS

Ruben Love
Palmerston BHS

Michael Manson
Otago BHS

Aidan Morgan
King's College

Blair Murray
New Plymouth BHS

Manu Paea
Rotorua BHS

Te Rama Reuben
St Kentigern College

Anton Segner
Nelson College

Jack Sexton
St Andrew's College

Roderick Solo
Scots College

Ben Strang
Whanganui Collegiate

Tiaan Tauakipulu
St Kentigern College

Gideon Wrampling
St Paul's Collegiate

HEAD COACH
Mark Hammett

ASSISTANT COACHES
Sam Rasch
Kevin Harding

MANAGER
Nick Reida



Blair Murray breaks through Fijian defensive line

NEW ZEALAND REFEREES



HSBC World Sevens Series

30 November 2018 – 9 June 2019

Six Nations

1 February – 16 March

Investec Super Rugby

15 February – 6 July

U20 World Championships

4 June – 22 June

Rugby World Cup

20 September – 2 November

Investec Rugby Championship

20 July – 10 August

Farah Palmer Cup

31 August – 27 October

Mitre 10 Cup

8 August – 26 October

Mitre 10 Heartland Championship

24 August – 27 October

National Sevens

14 – 15 December

Pacific Nations Cup

27 July – 10 August

Brittany Andrew
Manawatu

Nick Briant
Bay of Plenty

Jono Bredin
Otago

Maggie Cogger-Orr
Auckland

Larissa Collingwood
Waikato

Tipene Cottrell
Hawke's Bay

Stu Curran
Otago

Monique Dalley
Wellington

James Doleman
Auckland

Mike Fraser
Wellington

Richard Gordon
Wellington

Tim Griffiths
Manawatu

George Haswell
Canterbury

Nick Hogan
Wellington

Glen Jackson
Bay of Plenty

Lauren Jenner
Counties Manukau

Richard Kelly
Taranaki

Angus Mabey
Auckland

Damian Macpherson
Poverty Bay

Rebecca Mahoney
Wairarapa Bush

James Munro
Canterbury

Ben O'Keeffe
Wellington

Chris Paul
South Canterbury

Brendon Pickerill
North Harbour

Marcus Playle
Auckland

Hugh Reed
Hawke's Bay

Vincent Ringrose
Wellington

Cameron Stone
Taranaki

Daniel Waenga
Hawke's Bay

Nick Webster
North Otago

Michael Winter
Waikato

Paul Williams
Taranaki



New Zealand Referee Lauren Jenner gets a rugby match underway

TEAMS AND RESULTS

2019 ASB RUGBY AWARDS

Sky Television Fans Try of the Year

Winner: TJ Perenara
(All Blacks v Namibia, Rugby World Cup 2019)

New Zealand Rugby Referee of the Year

Winner: Paul Williams

Nominees: Rebecca Mahoney (Wairarapa Bush)
Ben O'Keeffe (Wellington)

Charles Monro Rugby Volunteer of the Year

Winner: Ian Spraggon (Bay of Plenty)
Nominees: Sue Mitchell (Taranaki)
Kevin Pulley (Wellington)

NZRPA Kirk Award

Winners: Josh Blackie
Seilala Mapusua
Hale T-Pole

Steinlager Salver for an Outstanding Contribution to New Zealand Rugby

Steve Tew

New Zealand Rugby Age Grade Player of the Year

Winner: Fletcher Newell (Canterbury)
Nominees: Zach Gallagher (Canterbury)
Tupou Vaa'i (Taranaki)

Mitre 10 Heartland Championship Player of the Year

Winner: Josh Clark (North Otago)
Nominees: Campbell Hart (Whanganui)
Robbie Smith (North Otago)

Duane Monkley Medal

Winner: Chase Tiatia (Bay of Plenty)
Nominees: Gareth Evans (Hawke's Bay)
Salesi Rayasi (Auckland)
Fletcher Smith (Waikato)

Fiao'o Faamausili Medal

Winner: Chelsea Bremner (Canterbury Women)
Nominees: Ayesha Leti-I'iga (Wellington)
Patricia Maliepo (Auckland)

ASB National Coach of the Year

Winner: Scott Robertson (Crusaders)
Nominees: Andrew Goodman (Tasman, Crusaders)
Clarke Dermody (Tasman)
Kieran Kite (Canterbury)

ASB New Zealand Coach of the Year

Winner: Cory Sweeney and Allan Bunting
(Black Ferns Sevens)
Nominees: Steve Hansen (All Blacks)
Glenn Moore (Black Ferns)

Investec Super Rugby Player of the Year

Winner: Ardie Savea (Hurricanes)
Nominees: Scott Barrett (Crusaders)
Brad Weber (Chiefs)

Tom French Memorial Māori Player of the Year

Winner: Sarah Hirini (Ngāti Kahungunu)
Nominees: Ash Dixon (Ngāti Tahinga)
TJ Perenara (Te Arawa / Ngāti Rangitihia)

Richard Crawshaw Memorial All Blacks Sevens Player of the Year

Winner: Tone Ng Shiu (Tasman)
Nominees: Dylan Collier (Waikato)
Andrew Knewstubb (Horowhenua Kapiti)

Black Ferns Sevens Player of the Year

Winner: Tyla Nathan-Wong (Auckland)
Nominees: Kelly Brazier (Bay of Plenty)
Sarah Hirini (Manawatu)

Black Ferns Player of the Year

Winner: Charmaine McMenamin (Auckland)
Nominees: Kendra Cocksedge (Canterbury)
Ayesha Leti-I'iga (Wellington)

All Blacks Player of the Year

Winner: Ardie Savea (Hurricanes)
Nominees: Beauden Barrett (Hurricanes)
Anton Lienert-Brown (Chiefs)

adidas National Team of the Year

Winner: Crusaders
Nominees: Canterbury Women
Tasman Mako

adidas New Zealand Team of the Year

Winner: Black Ferns Sevens
Nominees: All Blacks
Black Ferns

Kelvin R Tremain Memorial Player of the Year

Ardie Savea



New Zealand Rugby Chair Brent Impey presents Steve Tew with the Steinlager Salver award

TEAMS AND RESULTS

OTHER RECOGNITION

2019 World Rugby Awards

World Rugby Women's Sevens Player of the Year
in association with HSBC:
Ruby Tui (Black Ferns Sevens)

IRPA Try of the Year:
TJ Perenara (All Blacks v Namibia)

World Rugby Hall of Fame Inductees:
Richie McCaw and Sir Graham Henry

2019 56th Halberg Awards

Team of the Year:
Black Ferns Sevens

Sport New Zealand Leadership Award:
Dr Farah Palmer

Sport New Zealand's Sport and Recreation Awards

Commercial Partnership Award:
New Zealand Rugby and AIG

Māori Sports Awards

Māori Sports Hall of Fame Inductee:
Dr Farah Palmer (Ngāti Maniapoto, Ngāti Mahuta)
Louisa Wall (Ngāti Tūwharetoa, Waikato)

Senior Māori Sportsman Winner:
Aaron Smith (Ngāti Kahungunu)

Māori Sports Administrator Winner:
Tiki Edwards (Te Whakatōhea, Ngāti Raukawa, Ngāti
Tūwharetoa)

Referee Winner:
Ben O'Keefe (Ngāpuhi, Ngāti Whātua)



Merewaakana Kingi, Ben O'Keefe, Aaron Smith, Dr Farah Palmer and Tiki Edwards at the Māori Sports Awards

TEAMS AND RESULTS

INVESTEC SUPER RUGBY



Investec Super Rugby Final

Crusaders 19-3 Jaguares, 6 July, Christchurch

Investec Super Rugby Semifinals

Jaguares 39-7 Brumbies, 29 June, Buenos Aires

Crusaders 30-26 Hurricanes, 29 June, Christchurch

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Crusaders	16	11	3	2	497	257	8	-	58
Hurricanes	16	12	1	3	449	362	3	-	53
Jaguares	16	11	-	5	461	352	5	2	51
Brumbies	16	10	-	6	430	366	5	3	48
Bulls	16	8	2	6	410	369	3	2	41
Sharks	16	7	1	8	343	335	3	4	37
Chiefs	16	7	2	7	451	465	2	2	36
Highlanders	16	6	3	7	441	392	2	4	36
Lions	16	8	-	8	401	478	2	1	35
Stormers	16	7	1	8	344	366	1	4	35
Rebels	16	7	-	9	393	485	3	3	34
Blues	16	5	1	10	347	369	2	6	30
Waratahs	16	5	-	11	367	435	-	6	30
Reds	16	6	-	10	385	438	1	3	28
Sunwolves	17	2	-	15	314	619	-	4	16

TEAMS AND RESULTS

MITRE 10 CUP



Mitre 10 Cup Premiership Final

Tasman 31-14 Wellington, 26 October, Nelson

Mitre 10 Cup Premiership Semifinals

Tasman 18-9 Auckland, 19 October, Blenheim

Wellington 30-19 Canterbury, 19 October, Wellington

Mitre 10 Cup Premiership Round Robin

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Tasman	10	10	-	-	391	114	8	-	48
Wellington	10	7	1	2	321	269	7	-	37
Canterbury	10	6	-	4	345	198	8	3	35
Auckland	10	5	2	3	274	208	5	-	29
North Harbour	10	4	1	5	271	265	7	3	28
Waikato	10	3	1	6	276	317	6	2	22
Counties Manukau	10	1	-	9	175	318	4	3	11

Mitre 10 Cup Championship Final

Bay of Plenty 12-7 Hawke's Bay, 25 October, Rotorua

Mitre 10 Cup Championship Semifinals

Bay of Plenty 64-3 Manawatu, 18 October, Rotorua

Hawke's Bay 44-39 Otago, 19 October, Napier

Mitre 10 Cup Championship Round Robin

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Bay of Plenty	10	8	-	2	341	160	7	2	41
Hawke's Bay	10	7	1	2	307	261	9	-	39
Otago	10	5	-	5	266	327	5	-	25
Manawatu	10	4	-	6	199	317	4	1	21
Taranaki	10	4	-	6	227	260	2	-	18
Northland	10	2	-	8	225	393	2	1	11
Southland	10	1	-	9	161	372	2	1	7

TEAMS AND RESULTS

FARAH PALMER CUP



Farah Palmer Cup Premiership Final

Canterbury 30-20 Auckland, 26 October, Christchurch

Farah Palmer Cup Premiership Semifinals

Auckland 43-24 Wellington, 19 October, Auckland

Canterbury 31-22 Counties Manukau, 20 October, Christchurch

Farah Palmer Cup Premiership Round Robin

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Canterbury	7	7	-	-	304	89	7	-	36
Auckland	7	6	-	1	250	178	6	-	31
Wellington	7	4	-	3	224	260	4	-	20
Counties Manukau	7	3	-	4	214	203	5	2	19
Bay of Plenty	6	2	-	4	135	175	4	1	13
Waikato	6	1	-	5	114	211	1	1	6
Manawatu	6	-	-	6	102	234	2	1	3

Farah Palmer Cup Championship Final

Otago 24-20 Hawke's Bay, 27 October, Dunedin

Farah Palmer Cup Championship Semifinals

Otago 64-10 Tasman, 19 October, Dunedin

Hawke's Bay 46-31 Northland, 19 October, Napier

Farah Palmer Cup Championship Round Robin

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Otago	6	6	-	-	343	63	6	-	31
Hawke's Bay	6	5	-	1	304	111	6	-	27
Northland	7	4	-	3	185	228	4	-	20
Tasman	7	2	-	5	132	275	2	1	11
North Harbour	6	2	-	4	105	212	1	1	10
Taranaki	6	-	-	6	74	262	1	-	1

TEAMS AND RESULTS

HEARTLAND CHAMPIONSHIP



Heartland Championship – Meads Cup Final

North Otago 33-19 Wanganui, 24 October, Oamaru

Heartland Championship – Meads Cup Semifinals

Wanganui 20-15 Thames Valley, 17 October, Paeroa

North Otago 27-25 Wairarapa Bush, 17 October, Oamaru

Heartland Championship – Lochore Cup Final

South Canterbury 23-19 West Coast, 25 October, Greymouth

Heartland Championship – Lochore Cup Semifinals

West Coast 41-35 Poverty Bay, 17 October, Greymouth

South Canterbury 56-24 Buller, 17 October, Westport

Heartland Championship Round Robin

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Thames Valley	8	6	-	2	240	163	4	2	30
North Otago	8	6	-	2	241	166	3	2	29
Wairarapa Bush	8	6	-	2	209	181	4	1	29
Wanganui	8	5	-	3	294	184	6	2	28
West Coast	8	6	-	2	217	232	3	-	27
Buller	8	5	-	3	261	196	5	1	26
South Canterbury	8	4	1	3	237	176	4	3	25
Poverty Bay	8	3	-	5	237	257	6	2	20
Horowhenua Kapiti	8	3	-	5	184	250	3	2	17
King Country	7	2	-	5	172	230	3	2	13
Mid Canterbury	8	1	1	6	161	236	2	2	10
East Coast	9	0	-	6	172	354	1	3	4

TEAMS AND RESULTS

NATIONAL 7s



Men's Cup Final – National 7s

Waikato 31-5 Auckland, 14-15 December, Tauranga

Women's Cup Final

Counties Manukau 12-5 Waikato, 14-15 December, Tauranga

JOCK HOBBS MEMORIAL NATIONAL UNDER 19 TOURNAMENT



Graham Mourie Cup for the Premiership Final

Canterbury 26-17 Auckland, 8-14 September, Taupo

Michael Jones Trophy for the Championship Final

Taranaki 52-25 Hawke's Bay, 8-14 September, Taupo

RANFURLY SHIELD

Ranfurlly Shield Results

Otago 41-21 Thames Valley, 13 July, Wanaka

Otago 49-14 North Otago, 26 July, Oamaru

Otago 41-22 Southland, 17 August, Dunedin

Otago 37-20 Manawatu, 30 August, Dunedin

Otago 36-27 Taranaki, 8 September, Dunedin

Otago 45-35 Waikato, 29 September, Dunedin

Canterbury 35-25 Otago, 5 October, Dunedin

Canterbury 31-25 North Harbour, 13 October, Christchurch

TEAMS AND RESULTS

REGIONAL MĀORI RUGBY

Te Hiku O Te Ika Māori Rugby Tournament

U13 Tane and U18 Wahine winners
– Tainui Waka Waikato Māori

U15 Tane and U19 Tane winners
– Te Tai Tokerau Northland Māori

U17 Tane winners
– Te Raki Pae Whenua North Harbour Māori

Senior Tane and Senior Wahine winners
– Counties Māori

Te Tini a Maui Māori Rugby Tournament

Tama U18 boys' and Kotiro U18 girls' division winners
– Manawatu

Wahine division winners – Horouta East Coast

Senior Men's 2nd Division winners – Taranaki

Senior Men's 1st Division winners
– Te Upoko O Te Ika Wellington Māori

Te Waipounamu Māori Rugby tournament

Senior men's winners – Waitaha Canterbury Māori

Senior women's winners – Murihiku Southland Māori

Colts winners – Otago Māori

U17 Boys' winners – Waitaha Canterbury Māori

U17 Girls' winners – Otago Māori

GOVERNANCE

BOARD COMPOSITION AND TENURE

The current Board comprises Board Members with a mix of qualifications, skills and experience appropriate to New Zealand Rugby's operations and strategic direction. Qualifications and experience of individual Board Members can be found on New Zealand Rugby's website at newzealand.rugby/about-us/our-people/our-board

The Constitution provides that the size of the Board shall consist of not more than nine Members. Board Members are elected for a three-year term and can serve a maximum of three consecutive terms unless the Board is satisfied that exceptional circumstances warrant election or appointment for a further term. Board Members are appointed in one-of-three ways:

- Elected – A person elected to the Board following a vote by all Provincial Unions and the New Zealand Māori Rugby Board.
- Nominated – A person appointed to the Board by the Appointments and Remuneration Committee having been nominated by a Provincial Union or the New Zealand Māori Rugby Board.
- Appointed – A person appointed to the Board by the Appointments and Remuneration Committee having applied for appointment.

The Board is transitioning from Elected to Nominated appointments where effectively over a three-year period three Elected Board Members will be replaced by three Nominated Board Members as follows:

- From the conclusion of the 2018 Annual General Meeting until the conclusion of the 2019 Annual General Meeting the Board must comprise five Elected Board Members, one Nominated Board Member (being the Māori Representative) and three Appointed Board Members.
- From the 2019 Annual General Meeting until the conclusion of the 2020 Annual General Meeting the Board must comprise four Elected Board Members, two Nominated Board Members (including the Māori Representative) and three Appointed Board Members.
- From the conclusion of the 2020 Annual General Meeting the Board must be comprised of three Elected Board Members, three Nominated Board Members and three Appointed Board Members.

Name	Originally appointed	Last reappointed /elected
Brent Impey	Appointed	3 February 2012 / 17 April 2019
Mark Robinson	Nominated	24 April 2013 / 17 April 2019
Andrew Golightly	Elected	30 April 2014 / 27 April 2017
Stewart Mitchell	Elected	30 April 2014 / 27 April 2017
Peter Kean	Appointed	30 April 2014 / 27 April 2017
Richard Dellabarca	Appointed	23 April 2015 / 19 April 2018
Dr Farah Palmer	Nominated (Māori)	13 December 2016 / 19 April 2018
Sir Michael Jones	Elected	19 April 2018
Shaun Nixon	Elected	17 April 2019

Name	Term 1	Term 2	Term 3	Term 4
Brent Impey ¹	█			
Mark Robinson ³		█		
Andrew Golightly			█	
Stewart Mitchell				█
Peter Kean				█
Richard Dellabarca				█
Dr Farah Palmer ²				█
Sir Michael Jones				█
Shaun Nixon				█

¹ Brent Impey was appointed as a Board Member replacing Chris Doig who resigned due to ill health midway through his first term.

² Dr Farah Palmer was appointed as a Board Member replacing Wayne Peters who resigned due to ill health midway through his second term.

³ Mark Robinson resigned effective 31/12/2019.

GOVERNANCE

BOARD COMMITTEES

The Board has established four committees that focus on particular areas. The committees have no decision making ability but all committees operate under Terms of References which define their purpose, membership, powers, and frequency of meetings.

Committee Chairs are from time-to-time rotated to ensure appropriate segregation and Board Member development.

Committee	Roles and responsibilities	Membership	Meetings
Rugby Committee	Oversee Provincial Unions, Super Rugby Clubs, Injury prevention and management	Consists of not less than three and up to five members of the Board, plus the Chair of the Board and at the Board's discretion up to two co-opted members. Current members: • Mark Robinson (Chair) • Andrew Golightly • Brent Impey • Sir Michael Jones • Dr Farah Palmer • Sam Lotu-liga (co-opted) • Dr Deborah Robinson (co-opted)	At least four times per year.
Commercial Committee	Commercial, brand and revenue generating matters.	Up to two co-opted members Current members: • Peter Kean (Chair) • Richard Dellabarca • Brent Impey • Shaun Nixon • Karl Budge (co-opted) • Melissa Davies (co-opted)	At least four times per year.
Audit, Risk, People and Capability Committee	Assist the Board to meet its audit, risk, and health and safety responsibilities and to review and make recommendations in relation to New Zealand Rugby's remuneration policies and succession planning.	Current members: • Stewart Mitchell (Chair) • Richard Dellabarca • Brent Impey • Peter Kean • Shaun Nixon	At least three times per year.
Strategy Committee	Oversee the development, monitoring and review of New Zealand Rugby's 2020 Strategy and beyond and major projects.	Comprised of and up to three co-opted members. Current members: • Richard Dellabarca (Chair) • Brent Impey • Stewart Mitchell • Sir Michael Jones • Mark Robinson • Dr Farah Palmer • Bart Campbell (co-opted) • Steve Tew (ex officio)	At least four times per year.

The table below reports attendance of members at Board and Board Committee meetings during the year ended 31 December 2019.

Name	Board	Rugby Committee	Commercial Committee	Audit, Risk, People and Capability Committee	Strategy Committee
Number of meetings	9	5	4	4	3
Richard Dellabarca	9	-	4	2	3
Andrew Golightly	9	4	-	-	2
Brent Impey	9	5	4	4	3
Sir Michael Jones	9	5	-	-	3
Peter Kean	9	-	4	4	2
Dr Farah Palmer	8	4	-	-	3
Stewart Mitchell	9	-	4	1	3
Shaun Nixon ¹	6	-	3	3	2
Mark Robinson	7	5	2	-	2
Steve Morris ¹	3	-	-	1	-

¹ Shaun Nixon replaced Steve Morris on the Board at the 2019 Annual General Meeting.

GOVERNANCE

BOARD MEMBER REMUNERATION

Remuneration for Board Members was approved at the 2019 Annual General Meeting at \$586,455.58 in aggregate for the year, a 2.5% increase from the prior year (\$566,624). The Board agreed to the increase effective from 18 April 2019. The table below shows remuneration by Board Member for the year ended 31 December 2019.

Name	Board	Rugby Committee	Commercial Committee	Audit, Risk, People and Capability Committee	Strategy Committee	Total remuneration
Brent Impey (Chair)	\$135,450	–	–	–	–	\$135,450
Richard Dellabarca	\$51,550	–	–	–	\$6,650	\$58,200
Andrew Golightly	\$51,550	–	–	–	–	\$51,550
Sir Michael Jones	\$51,550	–	–	–	–	\$51,550
Peter Kean	\$51,550	–	\$6,650	–	–	\$58,200
Dr Farah Palmer	\$51,550	–	–	–	–	\$51,550
Stewart Mitchell	\$51,550	–	–	\$6,650	–	\$58,200
Steve Morris	\$15,284	–	–	–	–	\$15,284
Mark Robinson	\$51,550	\$6,650	–	–	–	\$58,200
Shaun Nixon	\$36,255	–	–	–	–	\$36,255

Associates

In September 2018 New Zealand Rugby acquired a 40% shareholding in the Blues Super Rugby Club and appointed three directors to the Blues Board, being Richard Dellabarca, Sam Lotu-liga and John Hart. New Zealand Rugby appointees to the Blues Board are paid \$1,200 per meeting.

SUMMARY FINANCIAL STATEMENTS

SUMMARY INCOME STATEMENT

for the year ended 31 December 2019	GROUP	
	2019 \$000	2018 \$000
Income		
Broadcast rights	57,454	73,332
Sponsorship and licensing	72,906	68,074
Matchday	16,352	28,072
Other income	27,864	6,685
Interest Income	2,522	3,706
Managed Funds income	1,053	–
Foreign exchange gains	8,987	9,647
Total income	187,138	189,516
Expenditure		
Game development	33,323	31,570
Teams in Black	54,169	57,263
Competitions	92,343	88,518
Administration	14,051	13,290
Interest expense	448	642
Equity accounted loss of associates and joint ventures	183	96
Total expenditure	194,517	191,379
Net (loss)/profit before tax	(7,379)	(1,863)
Income tax	–	–
Net (loss)/profit after tax	(7,379)	(1,863)
Net (loss)/profit after tax attributable to:		
Stakeholders of the parent	(7,379)	(1,863)
	(7,379)	(1,863)

SUMMARY COMPREHENSIVE INCOME STATEMENT

for the year ended 31 December 2019	GROUP	
	2019 \$000	2018 \$000
Net (loss)/profit after tax	(7,379)	(1,863)
Other comprehensive income		
<i>Items that may be reclassified to profit or loss:</i>		
Net (loss)/gain on cash flow hedges	(5,759)	(15,390)
Net (loss)/gain on equity investments	(3,924)	–
Exchange differences arising from translation of foreign operations	(41)	(3)
Total comprehensive income, net of tax	(17,103)	(17,256)
Total comprehensive income attributable to:		
Stakeholders of the parent	(17,103)	(17,256)
	(17,103)	(17,256)

SUMMARY FINANCIAL STATEMENTS

SUMMARY BALANCE SHEET

	GROUP	
	2019 \$000	2018 \$000
for the year ended 31 December 2019		
Current assets		
Cash and cash equivalents	28,160	19,330
Term investments	43,691	70,500
Trade and other receivables	54,080	63,216
Prepayments	3,014	2,902
Loans and advances	284	175
Financial instruments	6,748	11,377
Total current assets	135,977	167,500
Non-current assets		
Term investments	-	-
Trade and other receivables	-	3,047
Loans and advances	1,402	737
Other Investments	36,482	-
Property, plant and equipment	1,905	1,819
Intangible assets	7,934	8,363
Investment in other entities	4,232	3,130
Financial instruments	2,883	5,859
Total non-current assets	54,838	22,955
Total assets	190,815	190,455
Current liabilities		
Trade and other payables	12,855	10,111
Income in advance	48,906	46,961
Benevolent and welfare fund	2,312	2,138
Provision for medical costs	676	589
Player payment variation account	2,276	5,922
Financial instruments	949	902
Total current liabilities	67,974	66,623
Non-current liabilities		
Provision for medical costs	3,572	3,332
Player payment variation account	12,713	14,726
Income in advance	19,403	-
Financial instruments	432	1,950
Total non-current liabilities	36,120	20,008
Total liabilities	104,094	86,631
Net assets	86,721	103,824
Equity		
Cash flow hedge reserve	7,952	13,711
Foreign currency translation reserve	(46)	(5)
Available for sale revaluation reserve	(3,924)	-
Retained earnings	82,739	90,118
Total equity	86,721	103,824

For and on behalf of the Board who authorised the issue of the summary financial statements on 6 April 2020.


Brent Impey
 Chair


Stewart Mitchell
 Chair – Audit, Risk, People and Capability Committee

SUMMARY FINANCIAL STATEMENTS

SUMMARY STATEMENT OF CHANGES IN EQUITY

	GROUP					
	CASH FLOW HEDGE RESERVE	FOREIGN CURRENCY TRANSLATION RESERVE	AVAILABLE FOR SALE REVALUATION RESERVE	RETAINED EARNINGS	ATTRIBUTABLE TO NON- CONTROLLING INTERESTS	TOTAL EQUITY
	\$000	\$000	\$000	\$000	\$000	\$000
for the year ended 31 December 2019						
Balance as at 1 January 2018	29,101	(2)	-	91,981	-	121,080
Net loss for the 2018 year	-	-	-	(1,863)	-	(1,863)
Subsidiary becoming a joint venture	-	-	-	-	-	-
Other comprehensive income						
Movement in cash flow hedges	(15,390)	-	-	-	-	(15,390)
Exchange differences from translation of foreign operations	-	(3)	-	-	-	(3)
Total other comprehensive income, net of tax	(15,390)	(3)	-	-	-	(15,393)
Total comprehensive income, net of tax	(15,390)	(3)	-	(1,863)	-	(17,256)
Balance as at 31 December 2018	13,711	(5)	-	90,118	-	103,824
Net loss for the 2019 year	-	-	-	(7,379)	-	(7,379)
Other comprehensive income						
Movement in cash flow hedges	(5,759)	-	-	-	-	(5,759)
Net loss on equity investments	-	-	(3,924)	-	-	(3,924)
Exchange differences from translation of foreign operations	-	(41)	-	-	-	(41)
Total other comprehensive income, net of tax	(5,759)	(41)	(3,924)	-	-	(9,724)
Total comprehensive income, net of tax	(5,759)	(41)	(3,924)	(7,379)	-	(17,103)
Balance as at 31 December 2019	7,952	(46)	(3,924)	82,739	-	86,721

SUMMARY CASH FLOW STATEMENT

	GROUP	
	2019 \$000	2018 \$000
for the year ended 31 December 2019		
Operating activities		
Receipts from broadcasting, sponsorship and licensing, and matchday	161,177	157,119
Interest income	3,572	3,569
Managed Funds income	1,053	-
Other income	27864	6,685
Payments to suppliers and employees	(187,021)	(185,261)
Operating cash flows	6,645	(17,888)
Investing activities		
Investing activities	26,809	23,500
Maturity/(purchase) of term investments	(21,003)	-
Maturity/(purchase) of managed funds	(1,326)	(912)
Investment in associates	(800)	(636)
(New) loans/repayments of loans and advances	(702)	(294)
Purchase of property, plant and equipment	(1,250)	(2,159)
Investing cash flows	1,728	19,499
Net increase in cash held	8,374	1,611
Effect of exchange rate change on foreign currency balances	456	(38)
Effect of a subsidiary becoming a joint venture	-	-
Cash and cash equivalents at start of the year	19,330	17,757
Cash and cash equivalents at end of the year	28,160	19,330

SUMMARY FINANCIAL STATEMENTS

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

This is a summary of the New Zealand Rugby Union's (NZRU) audited consolidated financial statements for the year ended 31 December 2019 which were extracted from the full consolidated financial statements authorised for issue by the Board of Directors on 26 February 2020. An unmodified audit report on the full consolidated financial statements was issued on 26 February 2020.

The summary financial statements have been prepared in accordance with PBE FRS-43 Summary Financial Statements. The full consolidated financial statements have been prepared in accordance with generally accepted accounting practice and comply with Public Benefit Entity (PBE) Standards as appropriate for Tier One Not-for-profit entities. The financial statements are presented in New Zealand dollars which is the NZRU functional and presentation currency.

The summary statements do not include all the disclosures provided in the full financial statements and therefore cannot be expected to provide as complete an understanding as provided by the full consolidated financial statements and accompanying notes. A copy of the full consolidated financial statements can be obtained from our website www.nzrugby.co.nz or by writing to New Zealand Rugby at PO Box 2172 Wellington 6140.

The auditor has examined the summary financial statements for consistency with the audited consolidated financial statements and has provided an opinion that the information reported in the summary financial statements complies with PBE FRS-43 Summary Financial Statements and is consistent in all material respects, with the full consolidated financial statements from which it is derived.

The summary consolidated financial statements were issued on 6 April 2020 and have been extracted from the audited consolidated financial statements that were authorised for issue on 26 February 2020. The summary financial statements have not been updated for events arising after 26 February 2020 such as the COVID-19 Alert Level 4 lockdown in New Zealand and closure of the New Zealand and other international borders.

Deloitte.

Independent Auditor's Report on the Consolidated Summary Financial Statements

To the Members of New Zealand Rugby Union Incorporated

Opinion

The summary consolidated financial statements of New Zealand Rugby Union Incorporated ('New Zealand Rugby') and its subsidiaries (the 'Group'), which comprise the summary consolidated balance sheet as at 31 December 2019, and the summary consolidated income statement, summary consolidated statement of comprehensive income, summary consolidated statement of changes in equity and summary consolidated statement of cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of the Group for the year ended 31 December 2019.

In our opinion, the accompanying summary consolidated financial statements, on pages 61 to 64, are consistent, in all material respects, with the audited consolidated financial statements, in accordance with FRS-43: Summary Financial Statements issued by the New Zealand Accounting Standards Board.

COVID-19

As set out in the notes to the summary consolidated financial statements (on page 64 of the Annual Report), the summary consolidated financial statements were issued on 6 April 2020 and have been extracted from the audited consolidated financial statements that were authorised for issue on 26 February 2020. The summary financial statements have not been updated for events arising after 26 February 2020 such as the COVID-19 Alert Level 4 lockdown in New Zealand and closure of the New Zealand and other international borders.

Summary consolidated financial statements

The summary consolidated financial statements do not contain all the disclosures required by Public Benefit Entity Standards. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report. The summary consolidated financial statements and the audited consolidated financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated financial statements.

The audited consolidated financial statements and our report thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated 26 February 2020.

Directors' responsibilities for the summary consolidated financial statements

The directors are responsible on behalf of the Group for the preparation of the summary consolidated financial statements in accordance with FRS-43: Summary Financial Statements.

Auditor's responsibilities

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) ('ISA (NZ)') 810 (Revised): Engagements to Report on Summary Financial Statements.

Other than in our capacity as auditor, we have no relationship with or interests in New Zealand Rugby or any of its subsidiaries, except that partners and employees of our firm deal with New Zealand Rugby and its subsidiaries on normal terms within the ordinary course of trading activities of the business of New Zealand Rugby and its subsidiaries.

Restriction on use

This report is made solely to the Members, as a body. Our audit has been undertaken so that we might state to New Zealand Rugby's Member's those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than New Zealand Rugby's Members as a body, for our audit work, for this report, or for the opinions we have formed.

Deloitte Limited

Wellington, New Zealand
6 April 2020



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