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Key Experiences and Achievements

Leadership

I have held the **lead executive role** in several nationally and regionally recognised organisations - including **Swimming NZ** (4 years), **Sport and Exercise Science NZ** (4 years) and currently **Orienteering NZ** (6.5 years) and leading a business unit within a large bureaucratic organisation. I am currently a **PhD Candidate** at the University of Waikato in **Disability Sport**.

- I have held Board governance roles, including holding positions of Chair and Deputy Chair, of national and regional organisations. I am currently on the **Board of Paralympics New Zealand** and Chair both the Governance and Audit and Risk Management Committees.
- I am an IPC Organisational Capability Program Educator for the **International Paralympic Committee** in Oceania, upskilling Paralympic Committees on governance best practice.
- I held the role of Treasurer for the **Recreation Aotearoa Wellington Branch** for over 20 years.

Strategic Focus

I can understand the “**big picture**” and I am concerned with forward thinking, seeking and accepting challenges and opportunities. I have also

- Developed, written, facilitated and implemented organisational **constitutions, strategic plans**, operational business plans and asset management plans, most recently for **Paralympics New Zealand**.
- Created and implemented new positions to build **organisational capabilities**, in the areas of High Performance Sport and Event Management considered integral to the success of the organisation.

Building Relationships

I have worked effectively

- Developing and maintaining relationships with **internal and external stakeholders** including contractors, suppliers, sponsors and other stakeholders including territorial local authorities and government agencies.
- Representing the membership needs and requirements within national and regional organisations, including one with 200 clubs, 150 professional coaches, and 20,000 members.
- With **member organisations** to develop strategic plans, education plans, qualifications and training resources.

Decision-Making and Problem Solving

I have successfully managed 2 sporting issues (doping and non-selection) while under full media scrutiny, which had outcome for significant implications for potential legal and financial actions against the organisation.

Financial Planning

I have experience in:

- Setting, monitoring and reporting on budgets from small projects to annual organisational budgets more than \$2 million
- Managing tender processes, contract negotiations, and sponsorships
- Effectively working with Government agencies for funding, advocacy and partnerships
- Seeking external funding and support from third-party organisations – Class 4 gaming and community trusts, and sponsors
- Successfully managing budgets to achieve year-on-year savings and surpluses

People Management and Teamwork

- Recruiting, training, developing, coaching & mentoring of staff – located both centrally and at satellite locations.
- Developing and working in a team environment – over 25 years in a range of recreation management roles – as both team leader and team member

PR, Marketing & Communication

I communicate effectively with a wide range of people in all situations both verbally and in writing, including:

- Writing reports (including strategic plans, board papers, annual reports, recreation and sport strategies), manuals, press releases.
- “Fronting” an organisation including radio, TV (live and delayed news interviews & press conferences, including several appearances on the Lotto live draw), conferences.
- Developing and managing websites.
- Promoting and enhancing sponsors and stakeholder relationships with organisation.

Governance and Professional Association Experience

- 2019 Finalist in the Sport Wellington - Wellington Sports Awards **Trish McKelvey Leadership Award**.
- 2018- **International Paralympic Committee** Agitos Foundation Educator. Working with the Kiribati National Paralympic Committee who were recently approved membership of the International Paralympic Committee.
- 2017: Finalist in the Women in Governance **Excellence in Governance Development Award**.
- 2016: Member of **Governance NZ & Women on Boards**.
- 2014: **Board member Paralympics New Zealand**. Chair of both the Governance and Audit & Risk Management Committees. Currently leading the Governance Mark accreditation process for PNZ.
- 2014: **Sport New Zealand Women in Governance** Programme Mentee.
- 2002-08: Fellow of the Institute of Sport Management.
- 2000-15: Co-convenor and/or member New Zealand Recreation Association Conference organising committees : *LOOK 2000, At the Heart 2005, Connect the Dots 2010, Navigating Recreation 2015*.
- 2000: Awarded the **Mark Mitchell Memorial Award** for outstanding personal contribution to recreation by the New Zealand Recreation Association.
- 1997-98: **New Zealand Recreation Association Industry Awards Judge**.
- 1997: **Member Standards New Zealand Committee CS/61 Water Quality - Pools**.
- 1996-99: **Board member New Zealand Outdoor Assembly**. Chair (1999). Deputy chair (1998-1999).
- 1992-: Member Recreation Aotearoa (formerly New Zealand Recreation Association). Convenor of Wellington Branch of the Association (1995-1998), Branch Treasurer (1995 - 2018).

Academic Qualifications

- 2019- **PhD Candidate**, University of Waikato.
- 2018: **Agitos Foundation Educator**, International Paralympic Committee & World Academy of Sport
- 2002: **Mt Eliza Business Leadership Programme**, University of Queensland.
- 1992: **Master of Parks and Recreation Management Honours**, Lincoln University.
- 1988: Bachelor of Arts Honours in Physical Geography, Victoria University of Wellington.
- 1987: Bachelor of Arts in Geography and Anthropology, Victoria University of Wellington.

Professional Development

- 2008: **New Zealand Universities Administration Course**, Lincoln University. 5-day residential course.
- 2005: **Vice Chancellor's Leadership Programme** – Women in Leadership; workshops covering Focus on Performance, Managing in a Collegial Environment, Leadership Styles, Implementing EEO Strategies, Victoria University of Wellington.

Volunteer Experience

- 2021: Selected for National Team Assistant Volunteer, **Tokyo 2020 Paralympic Games**, Japan. Role cancelled due to Covid-19 restrictions.
- 2018: Sport Volunteer, **PyeongChang 2018 Winter Paralympic Games**, South Korea.
- 2017: Safety Manager, **World Masters Games/World Masters Orienteering Championships**, Auckland.
- 2016: **Rio 2016 Olympic Games**, Rio de Janeiro, Brazil - Operations Volunteer
- 2011 - Tararua Mountain Race - Race Director, (2016-current) and Race Timekeeper (2011-2016). Also developed the event's Health & Safety Plan which was integral to the Department of Conservation concession.
- 1997: **UCI Mountain Bike World Cup**, Wellington - VIP/Protocol Director
- 1994: **ITU World Triathlon Championships**, Wellington - Media Volunteer
- 1994–2001 The Big Coast, Wellington - Safety Director
- 1992-96: Mountains to Sea, Central North Island - Event Volunteer

Employment Experiences & Achievements

Role	Responsibility	Key Achievements
Manager dsport (formerly Parafed Wellington) 2012 -	<p>In this part-time role, as the lead executive role, I work directly to the Board to provide organisational, financial and governance guidance and support, and liaison with national sport and disability sport organisations including Paralympics NZ, Halberg Foundation, Sport NZ and other regional disability sports organisations.</p> <p>I was also convenor of the Parafed Leadership Group which represents all Parafeds on topics of national importance.</p>	<ul style="list-style-type: none"> • Successfully rebranded the organisation, 50 years after establishment. • Provide advice to the Board on ways to enhance their services and delivery to members and the disabled sporting communities. • Manage the daily operations and development, and service delivery. • Manage the finances, grant applications and reporting. Successfully received \$200,000+ annually including significant grants from the Lottery Grants Board, Ministry of Social Development and gaming and community trusts.
General Manager Orienteering New Zealand 2013 - 2019	<p>As General Manager I worked directly to the Board to provide organisational, financial and governance guidance and support, and liaison with the International Orienteering Federation, and national organisations including Sport NZ, Drugfree Sport. This was a part-time role.</p> <p>I resigned from this position to commence my PhD studies at the University of Waikato.</p>	<ul style="list-style-type: none"> • Initially worked with the Board on the finalisation of the 2013-16 Strategic Plan, which has now been updated 2016-2020. • Transitioning the Board from a hands-on management board to a governance board, including the adoption of a new constitution. • Successfully negotiated our involvement and our sport delivery in the Auckland World Masters Games 2017. Orienteering had the second highest participation rate of the event. • Achieved successive year-on-year surpluses
National Manager Sport and Exercise Science New Zealand 2011-2012, 2013-2015	<p>As the lead executive role, I work directly to the Board to provide organisational, financial and governance guidance and support.</p> <p>The initial role was a fixed-term contract of 12 + 3 months which was not renewed due financial constraints on the organisation, but I was subsequently invited back in early 2013 to manage the organisation again.</p>	<ul style="list-style-type: none"> • Reinstated financial management systems and processes, including annual budgeting and monthly financial reporting to the Board. • Rewrote and updated the Constitution, including new membership criteria to increase membership in the future, and governance criteria. • Developed a new Code of Behaviour and Code of Ethics for members to bring into line with current legislation and industry good practice. • Redesigned the Accreditation Registration and Application process and Core Competencies. • Provided financial oversight for the Annual Conference of which the surplus has contributed nearly 50% of the annual budget surplus.
Operations Manager Student Union, Victoria University of Wellington 2004-2010	<p>Victoria University of Wellington is a complex multi-layered environment – 4 campuses, 2000+ staff and 20,000 students, which operates within tight political and fiscal frameworks balancing the demands of Government and stakeholders (the students).</p> <p>The role aimed to enhance student's University experience, making available service and facilities to the University and wider community, predominantly the Recreation Services but also the Student Union Complex and for number of years the student bar.</p>	<ul style="list-style-type: none"> • Met or achieved a surplus on annual operating budgets over 5 years. • Successfully recruited, developed, coached and mentored a team. The Recreation Services team received a <i>General Staff Excellence Award</i> in 2009. • Acted as the client representative during the rebuilding of the Recreation Centre. • Oversaw the daily operation of the Recreation Services across 3 campuses. Use of the facilities increased from approx. 100,000pa to 175,000+pa. • Successfully managed tender processes for vending and cleaning contracts for the University (approx. \$2m pa).

Role	Responsibility	Key Achievements
	<p>For the last 2 years of my employment, I managed a number of the University's soft contracts - grounds maintenance, cleaning and sanitation, and vending and working more closely with our Facilities Management and Campus Services teams.</p>	<ul style="list-style-type: none"> • Successfully managed 6 years of student Orientation and re-Orientation gigs and events. Annual Halls party catered for 1200 first year students.
<p>Executive Director Swimming New Zealand 2000-2004</p> <p>(this position was subsequently retitled Chief Executive Officer)</p>	<p>Swimming New Zealand represents more than 200 clubs nationwide representing over 20,000 swimmers from those learning to swim to Olympic gold medallists and 150 professional coaches.</p> <p>This lead executive role reported directly to the Board providing day-to-day management of the organisation, sound financial management, liaison with FINA (the international swimming organisation) and national organisations including Water Safety New Zealand, Hillary Commission, New Zealand Sports Foundation, New Zealand Olympic Committee, New Zealand Sports Drug Agency, and latterly SPARC.</p>	<ul style="list-style-type: none"> • Implemented constitutional changes to accommodate new organisational requirements. Developed and achieved strategic and business plans. • Established sound management and business practices, developed governance policies, and operational policies and procedures. • Managed 9 staff located including satellite locations in Auckland, Tauranga and Christchurch. • Achieved 4 years of consecutive surpluses and the establishment of highest recorded level of consolidated assets within an annual budget of nearly \$2 million. • Negotiated sponsorship and funding partnerships and relationships (over \$850,000). • Managed 2 very high-profile issues under media scrutiny within 2 months of starting role. • Rebranded the organisation.
<p>Project Manager Water Safety New Zealand (formerly New Zealand Water Safety Council) 1994-1999</p>	<p>This position included technical, policy and research services, advice and consultancy to Water Safety New Zealand and its 26 members on water safety. Member organisations included Swimming New Zealand, Surf Life Saving New Zealand, Royal New Zealand Coastguard Federation, Plunket, New Zealand Police, to name just a few.</p> <p>I also undertook the role of Event Manager for Lotto Take the Plunge™, a 10-day national learn to swim and personal survival programme.</p>	<ul style="list-style-type: none"> • Worked collaboratively with member organisations to develop strategic partnerships, strategic plans, business strategies and campaign lobbying. • Researched, wrote and published educational material for print, web and video : <i>Swimming Pools - Guidelines for Schools, Child Safety - Guidelines for Swimming Pools, National Life Guard Training Manual, Lotto SwimSafe™ Learn to Swim Manual.</i> • Developed and maintained DrownBase™ database. Provided monthly media reports and analysis based on database information. • Lotto Take the Plunge™ was run for 5 years, up to 200 schools & 1200 instructors per annum. A total of 70,000 participants involved in the event.
<p>Consultant Researcher Strategic Leisure Limited 1994</p>	<p>This position included a range of projects including strategic planning and recreation research.</p>	<ul style="list-style-type: none"> • Contributed to the <i>Outdoor Recreation, Landscape and Heritage Strategy</i> Wellington Regional Council; <i>Recreation Strategy</i> Masterton District Council; and a <i>Recreation Research Guide</i> by The Hillary Commission.