

Sport NZ Group quarterly performance report

Q2 2025/26



Introduction

This quarterly report for the Sport NZ Group provides an update on how we're implementing our 2024-28 Strategic Plan, including operations and financial and non-financial performance.

The appendices include the service performance measures for Sport NZ and HPSNZ for 2025/26, which we report on annually.

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Strategy and investment

- Sport NZ and HPSNZ strategies
- Progress in Q2 towards strategic priority areas
- Sport NZ and HPSNZ investment report
- Ministerial Priorities

Sport NZ Vision

Every Body Active

Long-Term Outcomes

- | | | |
|--|---|--|
| <p>1</p> <p>Increased frequency, intensity, time and type of participation in physical activity and sport</p> | <p>2</p> <p>Enhanced experience of participants, supporters, volunteers and workforces</p> | <p>3</p> <p>Increased variety of culturally distinct pathways for tangata whenua and all New Zealanders</p> |
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Strategic Focus Areas

Through Play, Active Recreation and Sport, we will focus on:

- | | | |
|---|---|--|
| <p>1</p> <p>Maintaining physical activity levels of tamariki</p> | <p>2</p> <p>Reducing the decline in physical activity levels for rangatahi</p> | <p>3</p> <p>Improving equity for tamariki and rangatahi who are less active</p> |
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Strategic Priorities

To be successful, we will aim to achieve:

- | | | | |
|---|---|---|---|
| <p>1</p> <p>Capable and resilient partner organisations</p> <ul style="list-style-type: none"> Effective governance and leadership Diverse and inclusive systems and structures Uphold the mana of Te Tiriti o Waitangi Environmentally responsible | <p>2</p> <p>Quality opportunities and experiences</p> <ul style="list-style-type: none"> Aligned and integrated systems Diverse and inclusive Participant centred Culturally distinctive pathways | <p>3</p> <p>Empowered local communities and hapori</p> <ul style="list-style-type: none"> Supported to lead and act Community and hapori centred Equity focused Accessible natural and built environments | <p>4</p> <p>Active schools and kura</p> <ul style="list-style-type: none"> Active learning environments Culturally distinctive approaches Ākonga centred and equity focused Connected local communities |
|---|---|---|---|

How We Deliver

- | | | | | | | | |
|---|----------------------------------|--------------------------------|---------------------------------|----------------------|----------------------------|--------------------|-----------------------------|
| System leadership and direction setting | Research, insights and foresight | Partnerships and collaboration | Advocacy and policy development | Investment and funds | Programmes and initiatives | Targeted campaigns | Advice, tools and resources |
|---|----------------------------------|--------------------------------|---------------------------------|----------------------|----------------------------|--------------------|-----------------------------|

Sport NZ 2024-28 strategy

Strategic Priority 1

Capable and resilient partner organisations

Why Our partners are a key means to delivering on all our Strategic Priorities. Sport NZ and our partners need to be responsive and adaptive to changes and act longer-term to make sure the future of play, active recreation and sport is bright for future generations.

Strategic Priority 2

Quality opportunities and experiences

Why We know that if tamariki and rangatahi have a positive experience that is responsive to their motivations, there is a greater chance of them establishing a life-long involvement in play, active recreation and sport.

Strategic Priority 3

Empowered local communities and hapori

Why We have the greatest impact by enabling local solutions with tamariki, rangatahi, and their whānau, including by working in areas of high-deprivation and addressing barriers to participation.

Strategic Priority 4

Active schools and kura

Why Schools and kura play a pivotal role in shaping the lives of tamariki and rangatahi. Leveraging this environment offers a unique opportunity for Sport NZ and its partners to make a significant positive difference for tamariki and rangatahi.

Significant initiatives

- Business capability
- Cultural capability
- Research and evaluation
- Diversity and inclusion best practice
- Environmental best practice

- Sport development (for rangatahi)
- Active recreation (for rangatahi)
- Play (for tamariki)
- Spaces and places

- Activation funds and programmes, e.g Tū Manawa, Hawaiki Hou, He Oranga Poutama.
- Leadership and expertise at a sector and cross-govt level

- Healthy Active Learning (primary & intermediate)
- Mātaiao (kura)
- Active As (secondary)
- Regional Sport Directors (secondary school sport)

Success outcomes

- Effective governance and leadership
- Diverse and inclusive systems and structures
- Authentic relationships with Māori
- Environmentally responsible

- Aligned and integrated systems
- Diverse and inclusive policies and approaches
- Participant centred
- Culturally distinctive opportunities for participation

- Communities and local providers supported to lead and act
- Opportunities based on local need
- Focus on the less active
- Accessible natural and built environments

- Active learning environments
- Culturally distinctive approaches
- Student centred and equity focused
- Connected local communities

Sport NZ Q2 progress against our strategy

SP1 – capable and resilient partner organisations	SP2 – quality opportunities and experiences	SP3 – empowered local communities and hapori	SP4 – active schools and kura
<p>Overall Status – on track</p> <p>Summary of progress- Momentum continues with <i>Strategic Priority 1</i> fundamentally building organisational and system capability and resilience.</p> <p>Key highlights</p> <ul style="list-style-type: none"> - Business Capability, CEO Sales Training programme has lifted commercial capability across NSOs cohort (10), and participants citing the training tools as instrumental in outcomes. - Disability Inclusion Impact Fund: Administered the \$1.2m fund across 10 partner organisations (up to \$200k each) to accelerate inclusion for disabled young people, with 8 organisations now progressing SP1 initiatives. - The Tu Te Wana Online Learning Modules have 91 organisations utilising the modules. * - 78% of partners report that strategic foresight resources provided by Sport NZ has impacted their ability to anticipate change, identify new opportunities, and make more informed strategic decisions. <p>Challenges / opportunities</p> <ul style="list-style-type: none"> - The sector continues to face mounting financial pressures, reduced volunteer capacity, growing climate and compliance expectations, rapid technological change, and an increasingly complex policy environment. We are undertaking some work with NZIER to understand more about these challenges and ways we can address them. - Sport NZ leading a sector climate and nature adaptation project to be developed by and for the sector, to equip the sector with a strategic framework and practical plan - Establishing futures thinking as consistent agenda item for boards (moving beyond risk register) - Business Capability – Technology Practice is advancing AI readiness through a Partner, use-case Proof of Concepts. 	<p>Overall Status – on track</p> <p>Summary of progress There is continued progress on the implementation and impact of our 'quality' focus, resulting in broader more flexible and adaptable ways for young people to stay involved in being active.</p> <p>Key highlights</p> <p>The Coaching for Impact evaluation showed positive outcomes for the 100 community youth sport coaches involved.</p> <p>We invested in six new agencies to deliver high-quality, strategically aligned active recreation opportunities for rangatahi.</p> <p>Play Week 2025 was a standout success, achieving record digital reach (8.1 million impressions), a 61% increase in clicks, and 290 nationwide events across Aotearoa highlighting the value of play for tamariki development.</p> <p>Challenges / opportunities</p> <p>Affordability and accessibility are becoming more prevalent as barriers to access, so our focus has been on partnering with central and local government, and our communities allows us to advocate for better outcomes.</p>	<p>Overall Status – on track</p> <p>Summary of progress</p> <p>All programme of work is being completed to the desired expectations. The recent SP3 deep dive (Oct) provides further detail into how we are tracking against SP3 outcomes.</p> <p>Key highlights</p> <ul style="list-style-type: none"> • He Oranga Poutama investment partners secured. • 52 Neighborhood Play Systems now facilitated within Geographic Priority Communities. • The Partner Confidence survey released end of 2025 reveal 93% of RSTs feel positive about the impact that Sport NZs support has had on their organisations ability to deliver against SP3. <p>Challenges / opportunities</p> <ul style="list-style-type: none"> • Two additional funds will provide greater leverage for SP3 outcomes throughout the remaining strategic period. • \$8m Community spaces and places fund that will focus on predominantly GPCs. • \$15m Reducing child and youth offending project – which will engage all RSTs through additional Tū Manawa investment, and other govt agencies regarding cross over of GPCs. 	<p>Overall Status – on track</p> <p>Summary of progress</p> <p>Key programmes (HAL, Active As, RSDs) continue to be implemented as planned. Engagement and demand of schools remains high.</p> <p>Key highlights</p> <p>Healthy Active Learning evaluation report submitted by Massey University demonstrates HAL achieving its intended short-medium term outcomes.</p> <p>Active As continues to support schools to increase and improve opportunities for students to engage in PA and sport.</p> <p>Challenges / opportunities</p> <p>The Ministry of Education has released a revised Years 0-10 draft curriculum that signals significant change. Sport NZ has developed a response plan to the curriculum changes, and a group has been established to oversee the implementation of our response plan and mitigate risks. The proposed changes to the Health and Physical Education Learning Area presents a risk to Sport NZ's strategic aspirations.</p>

* This number reflects wider use of the tool across the sector beyond our National Partners, NSOs and RSTs.

RST investment performance

Sport NZ undertakes a thorough monitoring exercise of our partner investments twice a year to assess if contractual commitments are being met. The next monitoring exercise will occur in March and the information contained in this slide is from the October review.

Monitoring – are RSTs doing the initiatives they committed to?



Yes, mostly.

RSTs have **258 live initiatives*** Of these, **222 are on track** (86%), 28 are being monitored closely (12%) and we are actively managing issues on 5 (2%). Where Partners are not 'on track', we are clear on what the challenges are for each Partner. We have clearly communicated our expectations to these Partners and will continue tailoring the support they need to get back 'on track' to deliver their intended outcomes.

Investment monitoring status (October 2025) - Regional Partner by size				
	On Track	Monitoring closely	Actively managing issues	Total Initiatives
RSTs >\$1m p.a.	62 (89%)	8 (11%)	-	70
RSTs <\$1m p.a.	160 (85%)	23 (12%)	5 (3%)	188

Impact reporting – are partners on track to achieve the agreed impact, aligned to our strategic priorities?



Yes, mostly.

91% of initiatives are on track and partially on track. Across the **116 RST Partnerships Investment** initiatives, **69 are on track**, 36 are partially on track, we have some concerns with 9 initiatives and 2 are not on track. This data is collected annually in June.

Partnership Investment impact performance (June 2025) - Regional Partner by size					
	On Track	Partially On Track	Some Concerns	Not on Track	Total Initiatives
RSTs >\$1m p.a.	13 (52%)	10 (40%)	2 (8%)	-	25
RSTs <\$1m p.a.	56 (61%)	26 (29%)	7 (8%)	2 (2%)	91

*Relating to Partnerships Investment, Healthy Active Learning, Tū Manawa, He Oranga Poutama, Tākaro Māori Local Play Workforce. Not all RSTs receive all funding streams. Noting that the variance in the number of initiatives between June reporting data and October monitoring data is due the Year Two initiative reset and the continued roll-out of monitoring and reporting practices across investment streams.

National partner investment performance

Sport NZ undertakes a thorough monitoring exercise of our partner investments twice a year to assess if contractual commitments are being met. The next monitoring exercise will occur in March and the information contained in this slide is from the October review.

Monitoring – are National Partners doing the initiatives they committed to?



Yes, mostly.

Across the **207*** live National Partner initiatives, 185 are on track (89%) and we're monitoring **22** closely (11%). National Partners are generally delivering their high-level steps more consistently than their RST counterparts and higher investment NSOs are more likely to be on track in implementing their agreed initiatives.

Investment monitoring status (October 2025) - National Partner by type and size				
	On Track	Monitoring closely	Actively managing issues	Total Initiatives
NSOs >\$150k	89 (90%)	10 (10%)	-	99
NSOs <\$150k	54 (86%)	9 (14%)	-	63
NDO/NROs/NEO	42 (93%)	3 (7%)	-	45

Impact reporting – are National Partners on track to achieve the agreed impact, aligned to our strategic priorities?



Yes, at this stage.

Of the **138** partnership investment initiatives, **109** are 'on track', **27** initiatives 'partially on track', **1** has 'some concerns' and **1** is 'not on track'. This data is collected annually in June.

Partnership Investment impact performance – National Partner by type and size					
	On Track	Partially On Track	Some Concerns	Not on Track	Total Initiatives
NSOs >\$150k	55 (80%)	13 (19%)	1 (1%)	-	69
NSOs <\$150k	36 (82%)	7 (16%)	-	1 (2%)	44
NDO/NRO/NEO	18 (72%)	7 (28%)	-	-	25

*Noting that the variance in the number of initiatives between June reporting data and October monitoring data is due the Year Two initiative reset and the continued roll-out of monitoring and reporting practices across investment streams.

HPSNZ Vision

Inspiring Performance Every Day

Long-term Outcomes

Performances that Connect

International performances that inspire and unite New Zealanders, contributing to national pride and wellbeing

Engagement

Increased proportion of New Zealanders engaging with high performance sport

Strategic Focus Areas

Through partnerships we work to deliver a sustainable high performance system that enables New Zealand athletes to achieve repeatable success on the world stage. Our focus will be:

Tū te Ihi Performance Pathways

Pathways for athletes and coaches that enable them to develop and succeed now and in the future

Tū te Wehi Wellbeing and Engagement

High Performance sport environments that empower individuals to thrive

Tū te Wana Sustainable Investment

An efficient, integrated and collaborative high performance sport system enabling sustainable success
Kia Pono, Kia Tika, Me Aroha

Strategic Priorities

1

Support targeted athletes to succeed on the world stage

2

Enhance system capability to ensure that wellbeing is everyone's right and everyone's responsibility

3

Enhance collaboration, capability and sustainability of the high performance system

4

Build system capability to increase the use of quality data to support performance and investment decision making

How We Deliver

Athlete investment

Targeted NSO and campaign investment

Athlete Performance Support

Performance environments and facilities

Programmes and partnerships

Research and innovation

Intelligence and systems

Leveraging success

HPSNZ Q2 progress against strategy

	<i>Support targeted athletes to succeed on the world stage</i>	<i>Enhance system capability to ensure that wellbeing is everyone's right and responsibility</i>	<i>Enhance collaboration, capability and sustainability of the high performance system</i>	<i>Build system capability to increase use of quality data to support performance & investment decision making</i>
Overall Status	On track	On track	On track	On track
Summary of Progress	<p>Work continues in developing and investing in high performance athlete pathways in partnership with NSOs. A reframing of High Performance coaching delivery continues with a deeper focus on the development of the elite coaching cohort.</p> <p>Final preparation for the 2026 Winter Olympic and Paralympic Games.</p>	<p>Podium sports are engaging strongly with wellbeing initiatives, workshops and investment processes, showing good progress toward our SP2 targets. NSOs are embedding wellbeing practices into their training and competition environments, with sports updating their plans to include wellbeing components, and clearer mechanisms for monitoring and responding to wellbeing risks.</p>	<p>Collaboration across the high performance system has continued to strengthen. Cross-functional teams successfully delivered major system improvements, including the EHR go-live, which showcased effective coordination across APS, project teams and Sport NZ. The new Christchurch HPSNZ facility became operational, enhancing regional capability and integrated athlete support. NSO partnerships also continued to deepen, with leaders noting the system is becoming more connected and cohesive.</p>	<p>EHR (indici) and went live early Dec, with adoption across clinical support services (Medical, Physio, Nursing, Nutrition, Psychology). AMS detailed design completed Nov 2025 with strong NSO input and secured funding/approvals to enter build phase from Jan 2026. Current focus is recruitment, team building, development team tooling, timeline development, and defining the methodology and ways of working.</p>
Key highlights	<p>NSO Health Checks and performance conversations undertaken across Nov/Dec 2025.</p>	<p>All Podium NSOs have a maturity rating of 3 or above in the end of year Health Checks, meeting SPE reporting requirements.</p> <p>Steady engagement from NSOs to initiate outreach for support re: wellbeing planning, implementation and evaluation.</p>	<p>EHR go-live.</p> <p>Christchurch HPSNZ facility opened, boosting long-term capability and integrated athlete support.</p> <p>NSO partnerships strengthened, creating a more joined-up performance and wellbeing approach.</p>	<p>EHR live enabling governed, shared clinical data.</p> <p>AMS design approved & build initiated.</p> <p>Stage-gate & cost model aligned, resourcing confirmed.</p>
Challenges & Opportunities	<p>Leverage strong early-cycle performances to refine evidence-based targets and prioritise resourcing for medal-probable campaigns.</p> <p>Continue deep engagement with NSOs during Health Checks to sharpen LA28 campaign plans.</p>	<p>Continue strengthening NSO wellbeing capability, maintaining Podium NSOs' strong maturity ratings.</p> <p>Promote sharing of resources and deeper engagement across Podium NSOs.</p>	<p>Sustain collaboration and wellbeing momentum during high-pressure periods, particularly as teams transition into 2026 planning cycles.</p> <p>Embed collaboration gains from 2025 into everyday practice and workflows.</p>	<p>Manage BAU capacity during indici adoption.</p> <p>Resource challenges related to maintaining legacy system functionality to meet NSO needs during build period.</p>

HPSNZ investment update



Performance Investment

In 2025, HPSNZ-invested sports delivered 58 'podium' finishes at benchmark events, spanning Olympic, Paralympic, and other Non-Olympic/Paralympic sports and disciplines. NZ remains on track to achieve or exceed medal targets (2 para and 2+ able-bodied) at the Milano Cortina 2026 Winter Olympic and Paralympic Games. 2026 - 2030 Winter Olympic and Paralympic cycle investment decisions will be determined by 29th May 2026 with new investment commencing 1st July 2026. Initial projections estimate that NZ is on track to achieve circa 32 to 39 medals from invested campaigns, including 2-5 medals in para events at the Glasgow 2026 Commonwealth Games. HPSNZ continues to track and monitor 134 invested campaigns across 30 sports to LA2028 Olympic and Paralympic Games including a focus at NSO mid and end-of-year Performance Conversations.

Prime Minister Scholarships

The purpose of the Prime Minister's Scholarships Investment Programme is to invest in education opportunities to enable world leading performance from New Zealand's top athletic talent, by assisting athletes to develop holistically outside sport, in ways that contribute towards their post-athletic career and enable the sustainability of our athlete talent pool. The first Prime Ministers Athlete Scholarship intake of 2026 resulted in the awarding of 202 Scholarships, made up of 198 Athlete Scholarships and 4 Gold Athlete Scholarships, from athletes representing 30 NSOs. This resulted in the awarding of a total of \$1,813,641 in study fees and student support allowances against circa \$2,000,000 allocated for the 2026 calendar year.

Implementation, monitoring and reporting

NSO Health Checks and Performance Conversations, including review of 2025 KPIs have been completed for all sports with priority actions agreed and monitored. 2026 NSO Performance and Programme KPIs are to be reviewed and updated in February 2026.

Update on Ministerial priorities

The table below provides a status update on the four ministerial priorities that Sport NZ supports.

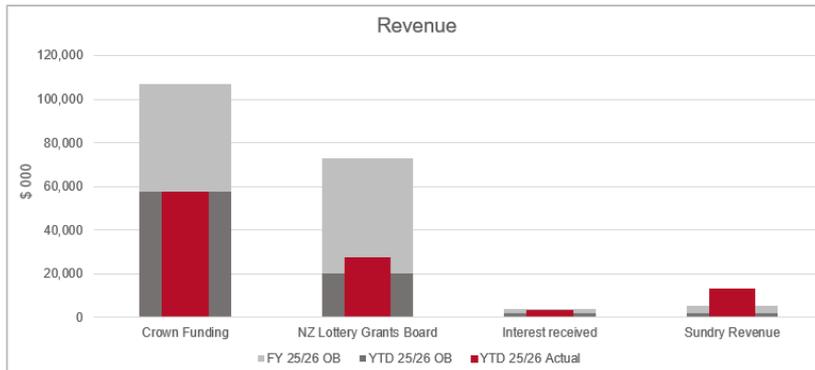
Supporting efforts to reduce youth offending	Sport Diplomacy strategy	Supporting Major Events	Developing the National Sport Facilities Strategy
<p>Overall Status – on track</p> <p>Summary of progress</p> <ul style="list-style-type: none"> \$5m approved for additional Tū Manawa funding distribution by 14 RSTs. RSTs working through their funding approach. Board paper will be presented on 25 Feb for approval for the remaining \$10m allocation. <p>Key highlights</p> <ul style="list-style-type: none"> Tū Manawa via RSTs approach Logic model (outcomes we seek to achieve) completed Investment approach draft completed. <p>Challenges / opportunities</p> <ul style="list-style-type: none"> Both a challenge and opportunity: the contribution of Physical activity and sport seen as a strategy to wider Govt targets and crime reduction. Balancing the demand for short term results with longer term tactics. 	<p>Overall Status – on track</p> <p>Summary of progress</p> <ul style="list-style-type: none"> Strategy was launched in September 2025 by the Associate Minister and an announcement of 100 Years of Sporting Unity with India in 2026. Strong coordination, led by Sport NZ, is supporting momentum toward a March 2026 India Sports Leaders Delegation. <p>Key highlights</p> <ul style="list-style-type: none"> Successful public launch of the Sport Diplomacy Strategy 2025-2030. Establishment and activation of the Sport Diplomacy Steering Group. India delegation and 100-Year Sporting Ties programme advancing. Chicago All Blacks–Ireland activation delivered strong NZ Inc impact. FIFA leveraging work progressed, identifying cross-agency opportunities. <p>Challenges / opportunities</p> <p>No dedicated X-Govt funding stream or long-term commitment, resulting in ongoing resource negotiations and constrained ability to plan multi-year activations with certainty.</p>	<p>Overall Status – on track</p> <p>Summary of progress</p> <ul style="list-style-type: none"> Ongoing implementation of new, one-off Major Events Funds via MBIE including the \$40m Events Attraction (EAP) Fund and \$10m Events Boost Fund (EBF). Ongoing assessment of applications against the Major Events Fund. Planning towards 2028 T20 World Cup structures and Government support programmes underway. <p>Key highlights</p> <ul style="list-style-type: none"> A large number of sports events supported via EAP and EBF. Securing of, as yet unannounced, Yachting and Rugby League events for 2028. Submission of bids for World Cup events for 2030 and beyond (confidential). <p>Challenges / opportunities</p> <p>Resourcing constraints within MBIE due to implementation of new funds, and significant volume of related events is drawing on Sport NZ capacity.</p>	<p>Overall Status – on track</p> <p>Summary of progress</p> <p>Draft Discussion Document completed.</p> <p>MCH is preparing a Cabinet paper for the Minister's review. The discussion document will be released following the Cabinet paper process, with specific questions for the sector to consider and respond to. We will engage with key stakeholders for feedback.</p> <p>Key highlights</p> <p>An NSF Discussion Document has been completed and is ready for release following the Cabinet Paper process.</p> <p>Informal consultation with some key stakeholders has indicated support.</p> <p>Challenges / opportunities</p> <p>Timing and outcome of Cabinet discussion may impact ability of finalising strategy ahead of pre-election period.</p>

Financial performance and workforce update

- Group finance report for the three months to 31 December 2025 against Original Budget FY26 ('OB')
- Group Workforce report

Financial Performance

6 months ending 31 December 2025	Q2 FY26 Actual \$000	Q2 FY26 Budget \$000	Variance \$000	Variance %	Commentary	FY26 Budget \$000
Crown funding	57,430	57,430	-	0%		107,037
Other revenue	43,545	23,767	19,779	83%	One off distribution from TAB following legislation change for online betting, \$20m to be received through 2025/2026, \$10m received by Q2. Discretionary payment from Lotto \$6.6m (\$1.9m passed on to Water Safety NZ). Both TAB and Lotto payments not included in the Original Budget.	81,957
Total Revenue	100,975	81,197	19,779	24%		188,994
Sector investments	74,631	70,118	(4,513)	(6%)	One off additional payment to Partners (\$6M) utilising TAB one off funding (not included in budget), and transfer of one off discretionary lotto funding to Water Safety NZ (\$1.9M). This is partially offset by a delay in finalising and distributing new investments associated with the funding tagged for Play, Active Recreation and Sport initiatives to reduce child and youth offending (\$2.0M) and rephasing of HP Infrastructure investment (\$1.7M).	151,145
Personnel expenses	21,974	22,640	666	3%	No material variances	44,542
Operating expenses	15,670	17,454	1,784	10%	Rephasing of work programmes primarily related to Play initiatives, Education in the Pacific and Research.	32,962
Total expenses	112,275	110,212	(2,063)	(2%)		228,649
Net surplus/(deficit)	(11,300)	(29,015)	17,716	(61%)		(39,655)



Financial Position

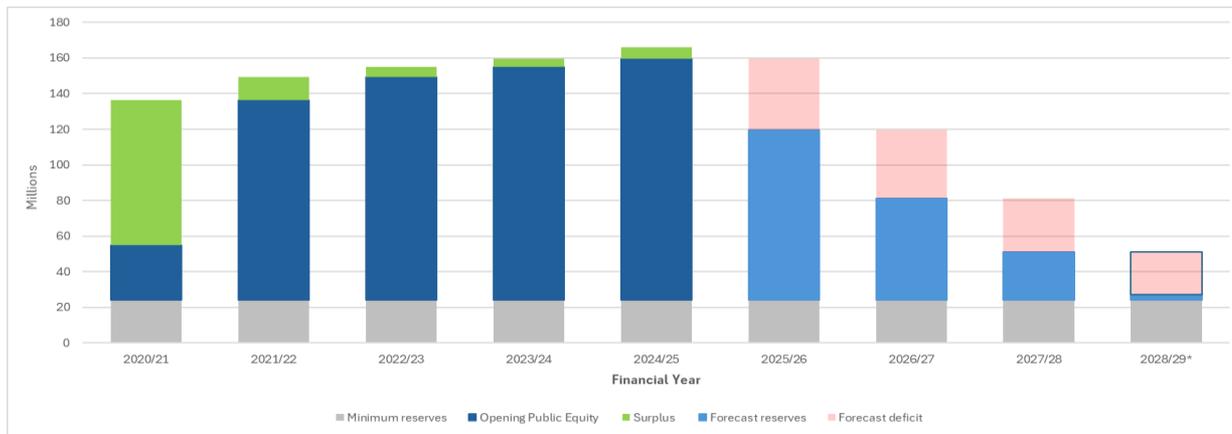
Actual 30-Jun-25 \$000	SPORT NZ GROUP STATEMENT OF FINANCIAL POSITION	Actual 31-Dec-25 \$000	Budget 30-Jun-26 \$000
169,785	Current Assets	154,653	122,031
6,969	Non-Current Assets	6,595	6,544
176,754	Total Assets	161,248	128,575
11,687	Total Liabilities	7,481	16,224
165,067	Net Assets	153,767	112,351
	Represented by:		
158,312	Opening Equity	165,067	152,006
6,755	Net Surplus/(Deficit)	(11,300)	(39,655)
165,067	Equity	153,768	112,351

Key points:

- The Group is in a solid financial position with Net assets of \$165m as at 30 June 2025. At 31 December, the majority of these net assets are made up of cash and term deposits (\$151m). Details on the Groups plans to utilise these assets is included on the following slide.
- During the year there is a mismatch in the timing of revenue earned and expenses incurred that impacts the movement of the balance sheet from month to month.
- The Group has higher net assets at this time of the year due to an improved FY25 position that was finalised after the budget was prepared, and receipt to date of \$10m TAB funding and \$5m Lotto Discretionary funding, not included in Budget.
- The Groups Net Assets are budgeted to decrease throughout the year.

Financial Outlook

Sport NZ Group - recent and projected surplus/deficits and impact on Forecast Equity position at 30 June in each year



*Strategy and financial refresh will occur prior to this.

Key points:

- The Sport NZ Group sets a 12 year strategic direction which is then translated to four-yearly strategic (and financial) cycles. This enables the organisation and our Partners to plan and commit to programmes and initiatives with relative confidence. 2025/26 is the second year of the middle 2024-28 strategic cycle and the Group has agreed investment schedules for annual funding and delivery obligations with key partners through until 2028.
- The majority of Reserves held are allocated to the delivery of specific investments and programmes over the next 2.5 years delivering the 2024-2028 strategic and financial plan.
- These reserves are expected to be largely depleted by the end of the cycle (refer to 2028/29 bar).
- Sport NZ Group will reset its investment and programmes for the 2028-2032 strategic cycle following a refresh/review that will occur in 2027-28 to ensure the Group continues to operate within funding envelopes through the next strategic cycle.
- We have provided a report 'Sustaining High Performance Success in New Zealand' to outline the proposed funding requirements to sustain High Performance success in respect of the fiscal challenges facing HPSNZ more specifically from 2027 and beyond and continue to work with MCH and the Ministers Office to advocate for the funding required.

Contractors and Consultants

GROUP - Comparison of Q2 in current year to Q2 in prior year	Q2 FY26 Actuals \$000	Q2 FY25 Actuals \$000	Prior YTD variance
Corporate, Statutory and Ministerial functions	1,250	1,243	(7)
Sector Support	2,916	2,940	24
Business Systems Reform	1,631	364	(1,267)
	5,797	4,547	(1,250)

Our YTD spend so far this year is \$1.25M more than the same period this year

- Business Systems Reform (\$1.3M) - Programme is now well established and in implementation phase for the Finance (FMIS), Human Resources (HRIS), Electronic Health Records (EHR) and Athlete Management (AMS) systems.

GROUP - Comparison of Q2 Actuals to Q2 Budget in current year	Q2 FY26 Actuals \$000	Q2 FY26 Budget \$000	Current YTD Variance
Corporate, Statutory and Ministerial functions	1,250	1,847	597
Sector Support	2,916	3,161	244
Business Systems Reform	1,631	1,508	(122)
	5,797	6,516	719

Our YTD spend so far this year is \$0.7M less than what we have budgeted

- We are tracking under budget so far this year by \$0.7M (11%), primarily due to deferring some research and work programmes to later in the year for some Corporate, Statutory and Ministerial Functions (\$0.6M)

Financial Management and Performance

Cost Pressure Management and Asset Management

- Sport NZ Group maintains a constant focus on cost pressure management both within Agency and towards Government targets
 - Delivered Budget 24 BRT 7.5% saving of \$9M pa
 - Delivered Budget 25 Funds/Grants BRT saving of \$3.8M pa
 - Repurposed ~\$3M pa sector programme/operating expense for next three years through IRR to support strategic and Government priorities
 - Every effort has been made to minimise impact of these reductions and protect investment into the sector for 2024-28
 - The Group is progressing efficiencies through business systems reform programme to automate and leverage new systems and tools
- Basic Asset Management requirements across the Group
 - No service critical assets or significant infrastructural assets
 - HP facilities are leased (but some facilities are showing signs of degradation)
 - Business Systems Reform programme underway to modernise core enterprise systems and improve digital resilience in future.

Fiscal Risks

- Sport NZ maintains robust current year; four-year; and long-term financial forecasting process which is embedded across Sport NZ and HPSNZ
- HPSNZ pressures of ~\$50M pa from FY29
 - Refer 'Sustaining High Performance Success in New Zealand' report
 - Sport NZ is working with MCH and Ministers Office to progress funding proposals
- Sport NZ pressures of ~\$10M pa from FY29
 - Cost pressures generally arise from Government funding reductions in Budget 24 and Budget 25. Sport NZ has reallocated one-off funding to mitigate the impacts to 30 June 2028 but will have depleted these reserves/funding at this point.
 - 2028-2032 strategy, investment and financial review will commence in 2027 to identify options and trade-offs that would enable Sport NZ to re-baseline within funding envelopes at the time (influenced significantly by Lotto allocations)
 - Our investments and programmes are scalable, but reductions will impact outputs, outcomes and level of direct investment into sector partners.

Revenue & Funding

- HPSNZ fully funded by Crown
- Sport NZ has a dependence on Lotteries funding with uncertainty on future allocation model – presents both risk and opportunity
- Introduction of new fees and levies would increase barriers to participation that we are trying to resolve – not actively considering further;
- Pursuit of commercial revenue would likely conflict and compromise commercial opportunities of the Sport Sector Partners which would come from the same pool – not actively considering further;
- Considerable sector pressures on funding and costs is real and present with NSO's making tough choices on sustainability of their programmes, participation and competitions (e.g. Netball NZ, Hockey NZ)

Value for Money

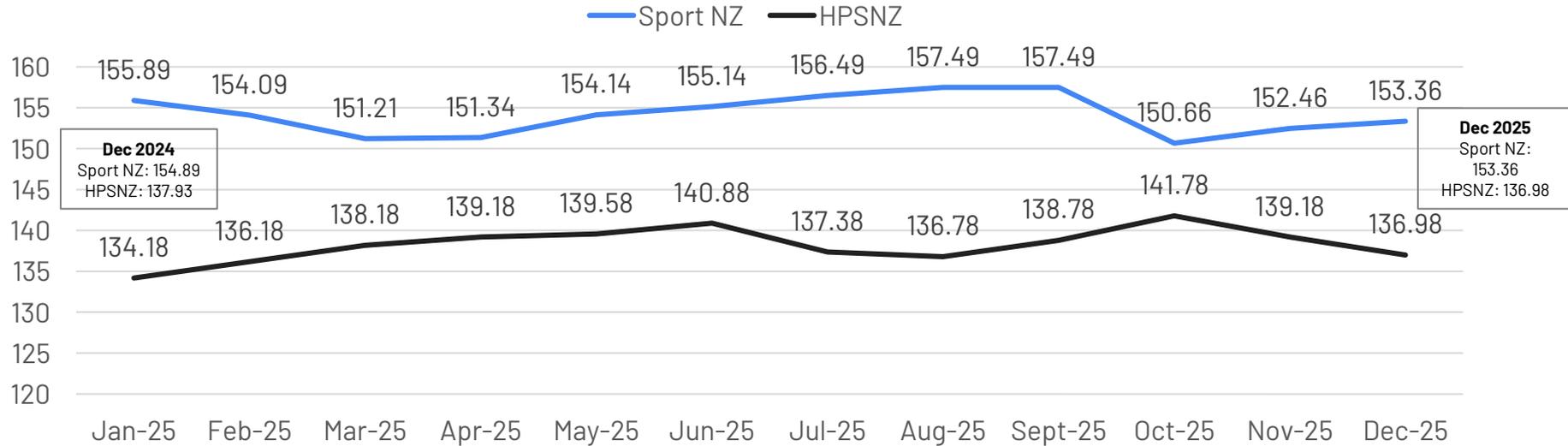
- VFM – back office
 - Independent Rapid Review (Dec 2024) completed a deep dive into back office and operating costs across the Group including benchmarking against other agencies and norms;
 - Concluded Sport NZ is operating 'efficiently and effectively'
 - Sport NZ back office ratios and operating costs are well within 'acceptable' norms
- VFM – Investments and programmes
 - Through our 'formal' evaluation, the Value for Investment (Vfi) approach has been used to assess Value for Money in three Sport NZ programmes (Healthy Active Learning, Active As, and Tū Manawa).
 - All three programme have been shown to provide value for money through appropriate allocation of funds, implementing 'effective and efficient' processes and showing positive progress towards achievement of outcomes.

Group FTE

Recruitment Status	Active	On Hold	Filled	Sport NZ Group
Sport NZ	2	5	3	19
HPSNZ	11	5	7	

Last 12 months

Group FTE

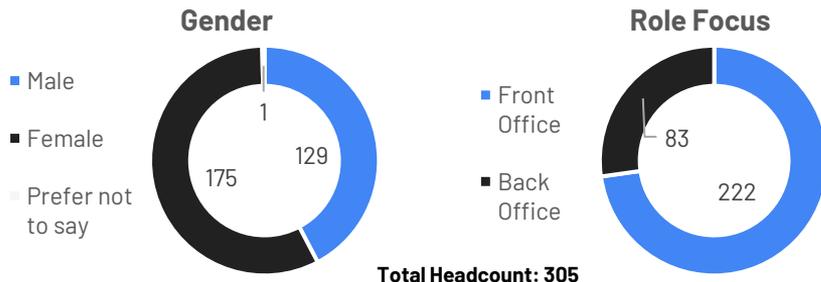


FTE is the total labour capacity of permanent and fixed-term employees, expressed as full-time equivalents.

Commentary: Recruitment of current roles at HPSNZ are predominately positions that have been on hold subject to budget and greater clarity of organisational needs as identified as part of the Business Systems Reform projects.

FTE numbers following recruitment for current vacant roles will be 7 below the April 2024 FTE headcount and within current budgets.

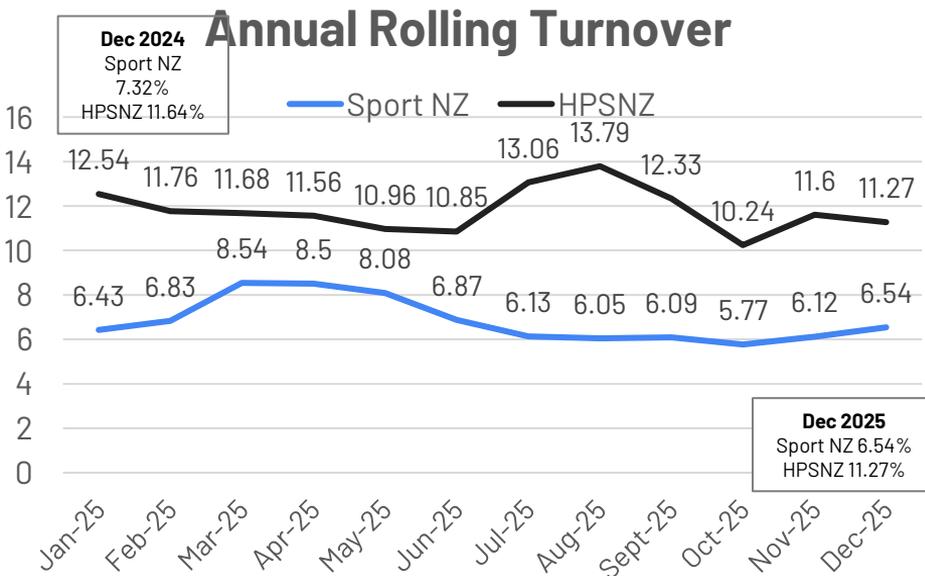
Our People



The Group remains largely front-office focused, reflecting sector-facing priorities.

Back-office employees predominantly work in support of the Group's operations (e.g. Finance, People, Admin). This balance is stable and continues to align with operational needs.

Gender representation remains stable, with women forming the majority of the workforce, consistent with previous quarters.



Top 3 reasons cited when employees exited:

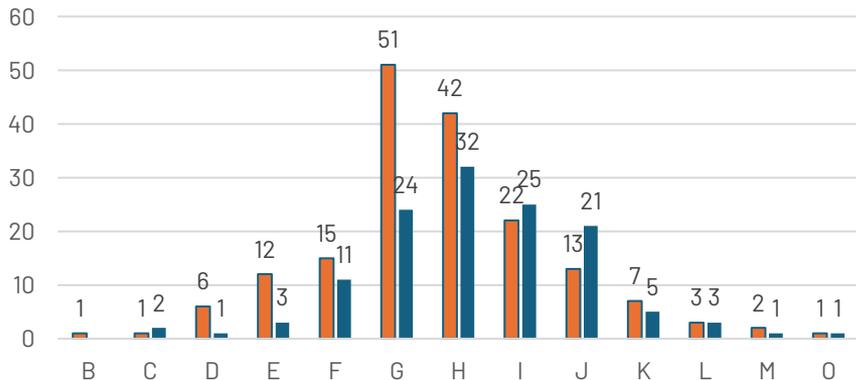
- Career progression
- Family/personal
- End of Fixed Term

HPSNZ have been able to retain key talent not experiencing the post Olympic resignations peaks as seen following other Olympic cycles.

Our People

Band by Gender

Female Male

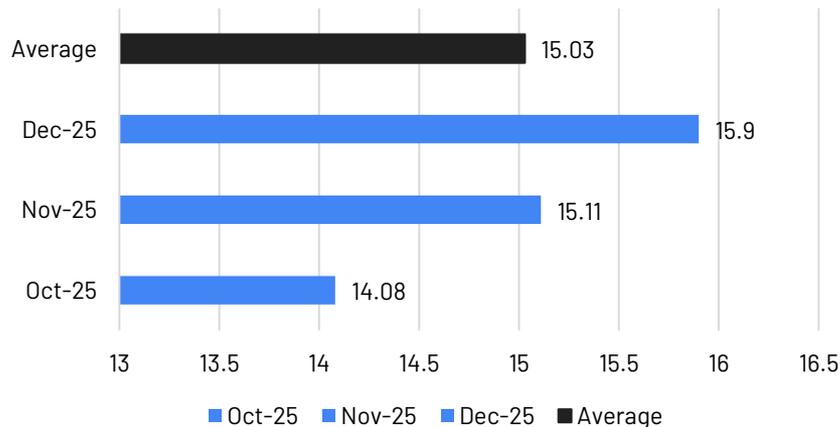


Across the Sport NZ Group, women continue to be more represented in the lower bands (D-H), while men remain more represented in the higher bands I&J which is driving the gender pay gap. At the most senior bands (K-O), representation is relatively balanced, with slight female predominance.

Average annualised
FTE salary

\$136,083

Quarterly Annual Leave Balances



The average annual leave Group balance is 15.03 days, an increase on last quarter's annual average of 13.64 days which is expected as leave is accrued leading into the Christmas shut down following which we expect to see a reduction in leave balances closer to 10 days on average.

Average annual sick
leave in Q2 25-26

3.83 days

Focus area for Q2

Sport NZ's Strategic Priority 2 : Quality Opportunities and Experiences

Quality opportunities and experiences – what are they and why focus on these in our strategic priorities

Quality Opportunities (System Enablers)

They create equitable access and address structural barriers.
They are - Accessible, Inclusive, Locally influenced, Sustained.

Quality Experiences (Lived Participation)

They ensure participation is enjoyable and meaningful.
They are - Enjoyable, Safe, Empowering, Connected, Valued.

Together they enable an ongoing connection and relationship with lifelong physical activity for tamariki and rangatahi, by supporting the ongoing development of an individual's 'physical literacy' (the confidence, motivation, skills and knowledge needed to ensure ongoing involvement).

- Quality is the strategic anchor of our work. It shapes how we invest, the partnerships we form, the programmes we prioritise, and the outcomes we seek for tamariki and rangatahi. Without quality, participation gains are temporary. With quality, we create the conditions for sustained engagement and improved wellbeing.
- Quality experiences intentionally nurture physical literacy, supporting young people to build confidence, motivation, skills, knowledge and a sense of belonging. They respond to young people's needs, values and lived experiences, and are relevant within the context of their whānau, culture and environment.
- Embedding quality across the system requires continuous reflection, innovation and collaboration. As the Crown agency responsible for play, active recreation and sport, it is our role to set expectations, invest for impact, and support partners to deliver high-quality experiences.
- By embedding quality at the core of our system, we ensure every young person has the opportunity for positive, meaningful and lifelong relationship with movement.

What's Changing because of our Focus on Quality?

- Fun, enjoyment and motivation first — not fitness targets
- Play, active recreation & sport – a joined-up approach to improving physical activity rates for children and young people
- Play & physical education increasingly understood as the foundational elements of lifelong participation
- PARS experiences increasingly shaped by young people — more choice, voice and co-design
- Local identity & cultural strengths being built into experiences
- Kaupapa Māori initiatives led with iwi and Māori partners
- More ways to take part — flexible, adaptable, less 'one-size-fits-all'
- Safer, more inclusive spaces & places
- Success for our partners reframed beyond 'just' participation numbers
- Positive youth development through sport and recreation
- Sport NZ investment and capability support for what works (not what's easiest)

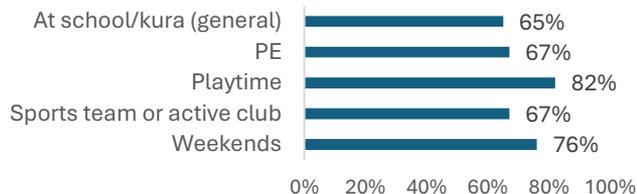


What do young people tell us about their PARS experiences (at school)?

Tamariki

Tamariki show **strong enjoyment** in all contexts of PA, but especially with their experiences outside of the organised/structured approaches of PE and sport.

Enjoyment of different contexts
(% quite a lot and heaps)



The importance of peers and a sense of fairness are important drivers. People cheating or being mean is the **largest driver of dissatisfaction**, with not getting a turn and having no one to play with also featuring strongly.

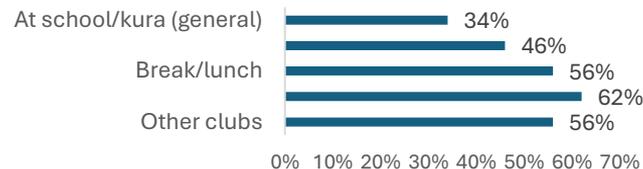
Generally **female tamariki** enjoy their PA experiences **less** than their male peers. There is very little difference by ethnicity, except with club/team experiences which are **enjoyed less by Asian tamariki**. **Disabled tamariki** (those that find things harder than others) are less satisfied.

Generally enjoyment drops with time at school, particularly by year 7/8. Enjoyment of being in a team or club **peaks at year 6**.

Rangatahi

Rangatahi engaged in PA at school have the **highest satisfaction with competitive sport** – an activity that for most rangatahi is a choice. Satisfaction with PE (not a choice for most that participate) is lowest

Satisfaction with different contexts
(% very or extremely satisfied)



Rangatahi most want to see improvements made to the PA training/playing venues, although facilities (changing rooms) are also a focus. The range of activities on offer is also an important driver of satisfaction.

Similarly to tamariki, **female rangatahi** are generally **less satisfied** with their PA experiences than their male peers. Satisfaction is **lower for Asian rangatahi** than other ethnicities, and for **disabled rangatahi**.

Again, similar to tamariki, satisfaction tends to **drop with time at school**, although it increases slightly with PE once it becomes optional at year 11.

What do young people tell us about their experiences in sport?

- Males typically have **higher levels of satisfaction** in organised sport than females.
- Like the school experiences, **Asian participants** typically report **lower satisfaction** than that of other ethnicities, as do **disabled participants**.
- The improvements that young people want in their organised sport experience reinforce the desire for **development and learning skills**.
- Young people would most like to see improvements made in the provision of **player development programmes**, and the **quality of coaching or instructors**. These are the most popular desired improvements for both tamariki and rangatahi.
- The influence of coaches is further illustrated by **the number of coaches or instructors** being the 3rd most popular desired improvement (although rangatahi are slightly more likely to choose playing/training venues as a desired improvement).

64%

are more than satisfied with their overall experience (very and extremely satisfied)

75%

Feel they get value for money

82%

are likely to rejoin the club (likely and very likely)

+44

Net Promoter Score (NPS*)

Top 3 improvements wanted

	All young people	Tamariki	Rangatahi
Player development	15%	15%	16%
Quality of coaching or instructors	11%	12%	10%
Number of coaches or instructors	7%	8%	6%

SP2 Projects – Women & Girls Specific

Women in Coaching project

The Sport NZ Group's Women in Coaching Project is a multi-year initiative to help more women stay in coaching and grow their skills - whether they're just starting out or coaching at a high level. The project focuses on breaking down barriers and creating supportive environments where women coaches can thrive.

- **System Development Fund:** 7 NSOs have received investment to support targeted system initiatives totaling \$187,000
- **Te Manaakitanga – Women in Coaching:** 12-month coach development programme will run in Auckland, Waikato and Canterbury in 2026 and is designed for women coaching rangatahi (secondary school-aged young people – boys, girls or mixed gender teams). 155 applications were received for the 3 regional hubs. 67 coaches have been selected.

Balanced Female Health

The Sport NZ Balanced Female Health Project aims to have more women and girls sustainably engaged in sport and active recreation while reducing the rate of female injuries.

- Sport NZ and ACC have partnered to drive the implementation across the sector.
- A medical expert panel has been established to review content based on current research
- A sector panel has been established which includes representation from NSOs, RSTs and Secondary Schools



Progress against the strategic priority outcomes

Outcome statement	Commentary on progress
<p>Aligned and Integrated Systems: National, regional and local organisations are aligned and work effectively together to enable quality play, active rec and sport opportunities</p>	<p>Currently 59% of RST stakeholders agree 'they are working in partnership with other organisations to achieve shared outcomes in the play, active recreation and sport sector'. This area has been a longstanding focus for SNZ yet concerns remain—largely driven by a lack of alignment within the sport space and among Councils and Territorial Authorities (TAs). To address these challenges, tripartite agreements between Sport NZ, Regional Sports Trusts (RSTs), and TAs are being implemented to strengthen collaboration and consistency.</p>
<p>Diverse and Inclusive: Partner organisations implement approaches and practices that promote diverse and inclusive play, active recreation and sport opportunities</p>	<p>This remains an established area of focus for SNZ and whilst the proportion of young people who feel that club-based opportunities meet their needs shows a pattern of decline, the number of young people who believe schools provide an inclusive environment is meeting expectations. RSTs advocating for inclusion of disabled people remains low.</p>
<p>Participant-centred: Key enablers of play, active rec and sport understand and are responsive to the needs, wants and aspirations of tamariki and rangatahi</p>	<p>There are high levels of agreement that clubs provide supportive and encouraging environments and this has remained stable over time. However, insights from the Voice of Rangatahi and Voice of Kaiako (HAL evaluation) highlight ongoing opportunities to more meaningfully embed student perspectives into the design of physical activity initiatives in schools/kura.</p>
<p>Culturally Distinctive Pathways: National, regional and local organisations promote culturally distinctive approaches to play, active recreation and sport.</p>	<p>This area continues to be a key focus and whilst we're seeing encouraging progress within the education space and relative stability across clubs, overall results remain modest—reflecting the maturity of this work.</p>

Partnerships Investment Performance

Looking across all Partnerships Investment – are initiatives on track to achieve agreed impact?

Partnerships Investment - \$28m FY25; \$112m total

Partnership Investment is on track. Monitoring and Impact reporting processes are well-established.

Year One Partnership Investment Impact Performance by Strategic Priority – ALL partners					
	4 – On Track	3 – Partially On Track	2 – Some Concerns	1 – Not on Track	Total Initiatives
Strategic Priority 2 - Play	12 (60%)	8 (40%)	-	-	20
Strategic Priority 2 - Sport	51 (59%)	26 (30%)	7 (8%)	2 (2%)	86
Strategic Priority 2 – Active Rec	10 (40%)	12 (48%)	1 (4%)	2 (8%)	25
Strategic Priority 2 – Spaces & Places RSTs only	14 (70%)	4 (20%)	2 (10%)	-	20

SP2 Impact Summary

- This table provides a view of how partners are tracking towards achieving their agreed impact across our strategic priorities for Partnership Investment initiatives only. The table shows the impact ratings for Year 1 of investment. At the end of Year One, there was a total of **151** SP2 Partnerships Investment initiatives. **87** of these initiatives were 'on track', **50** initiatives 'partially on track', **10** had 'some concerns' and **4** were 'not on track'.

SP2 Delivery Summary

- At the most recent monitoring round (Oct 2025), there was a total of **169*** SP2 Partnerships Initiatives across all partners. **127** of these are 'on track', **22** are 'monitoring closely' and **3** are being 'actively managed'. Where Partners are not rated 'on track', we are clear on what the challenges are for each Partner. We have clearly communicated our expectations to these Partners and will continue tailoring the support they need to get back 'on track' to deliver their intended outcomes.
- Across the wider SP2 investment portfolio (inclusive of Active Recreation, Disability Investment, He Oranga Poutama, Local Play Workforce and Tū Manawa) overall delivery is tracking well. As of October 2025, **111** initiatives across these programmes are 'on track' and **4** are 'monitoring closely'.

**The increased number of SP2 initiatives between Year One impact reporting data and Year Two monitoring data is due to the Year Two initiative reset that gave partners the opportunity to update initiatives based on what they learnt from Year One.*

Risk report

Risks rated high as at Q2 25/26

Risk summary

Sport NZ Group regularly monitors its risk environment and tracks key strategic and operational risks in its Top Risks report. This table provides a summary of the risks that are currently rated as High using our standard organisational risk measurement definitions. (There are no risks rated as Very High).

Title	Description	Mitigation summary	Risk status trend*
Loss of data, systems or information	Risk of loss of data, systems or information through either external breach of security (cyber), unintended error / omission, failure of key systems or ineffective internal capture/retention of data	Multi-factor authentication and firewalls are in place; Data & Technology Governance Group monitors data and technology matters; Cloud-based systems architecture established; cyber-security training delivered to all staff; BCP team practises response to incidents; regular information security reviews undertaken.	Stable
Privacy breach	Risk of unauthorised or accidental access to, or disclosure, alteration, loss or destruction of personal information (eg athlete, staff).	Tightening information management procedures through education, training and reporting; information moved to secure drives; Data and Technology Governance Group; privacy policy and training module delivered; development of systems and data architecture map underway; developing data loss prevention programme; project to review and refine privacy framework and HPSNZ/NSO information sharing practices/agreements.	Stable
Sector integrity incidents	Risk of incidents affecting athletes or wider sector participants safety or wellbeing, including sexual harassment, bullying, drugs, gambling, and actual or perceived inadequate response to these incidents.	HPSNZ Wellbeing Framework and Guidelines; HPSNZ's NSO health check process; coaching professional development programmes being delivered; athlete access to support services; pathways framework for athletes and coaches in place; MoU between Sport Integrity Commission and Sport NZ in place; ongoing employment checks; code of conduct processes in place. The Commission has developed an integrity code and Sport NZ Group is drafting an integrity policy, recognising role of Sport Integrity Commission Te Kahu Raunui.	Stable

*The risk status trend indicates the direction of travel for the risk rating.

Risk summary

*The risk status trend indicates the direction of travel for the risk rating.

Title	Description	Mitigation summary	Risk status trend*
Capability and capacity of our partners	Risk that our partners are unable to carry out all requested work and achieve planned outcomes due to a lack of capacity and/or capability, funding pressures, increasing complexity, unrealistic expectations, and lack of visibility of Sport NZ requests	Sport NZ business capability investment in place to build sector capability in 5 areas; completed investment initiative development process with partners which states what partners are committing to achieve and what support is required; ongoing guidance and support from partnership managers and SMEs. Work in progress or planned includes improvements to business planning to give partners a consolidated view of sector hui and professional development opportunities and the Partner Experience Project.	Stable
Uncertainty of funding sources and/or quantum	Risk of reduced funding for one or more parts of the Group and/or sector partners, resulting in inability to carry out some planned work and to achieve desired outcomes.	Short and long-term financial processes identify and navigate fiscal pressures; Sport NZ has ongoing relationships with key sector funders; ongoing work with MCH and Treasury to input into Fiscal Sustainability programme; completed financial planning within Lotto and Government envelopes to rebalance work and investments. Work in progress or planned includes collaborating across Government to support a sustainable long-term Lottery Grants Board funding model; HPSNZ funding review is scheduled for 2025.	Stable
Climate change/sustainability	Risk that the Group and/or the sector does not respond effectively to challenges and risks associated with climate change such as availability of sportsgrounds, impacts on weather-dependent sport and recreation activities, reduced ability to participate, increased costs.	Dedicated resource in place to lead the development and delivery of a sustainability programme across Group and sector; a plan completed outlining internal and sector initiatives to accelerate climate action across the sector; Sport NZ Group has aligned emissions measurement and reporting to ensure compliance with Carbon Neutral Government Programme and has an emissions reduction plan for the Group. Developing resources to support the sector and facilitating forums with sector organisations to share knowledge and foster collaboration.	Stable
Societal pressures and changes	Risk that societal pressures (including demographic change and social cohesion) impact Sport NZ's ability to achieve our strategic objective of increasing participation levels for tamariki and rangatahi in play, active recreation and sport.	Stronger needs-based focus delivered through strategy and investment refresh 2024-28; funding confirmed for Healthy Active Learning and Tū Manawa through to 2028; strategic engagement with education sector underway to raise value of physical activity in schools/kura; stronger focus on working with communities of social and economic disadvantage. Work in progress or planned includes increasing advocacy with Territorial Authorities and other local/regional stakeholders.	Increasing

Appendices

- Sport NZ and HPSNZ service performance measures

Sport NZ SPE measures 2025/26

The following measures in our SPE will be reported against in our 2025/26 Annual Report. We monitor these on a quarterly basis and data available as at end January 2026 indicates that we are on track to meet our targets. 34

Strategic priority area	Measure	Baseline	Source	Target
Maintaining physical activity levels of tamariki	% of tamariki (aged 5-11) who are meeting the PA guidelines (7+ hours a week)	62%	Active NZ	Maintain or increase
Reducing the decline in physical activity for rangatahi	% of rangatahi (aged 12-17) who are meeting the PA guidelines (7+ hours a week)	46%	Active NZ	Maintain or increase
Improving the equity for tamariki and rangatahi who are less active	% of young people aged 5-17 years (up to 18th birthday) who are not participating in play, active recreation and sport (< 30 mins/week)	9%	Active NZ	Maintain or improve
SP1 Capable and resilient organisations	% of Strategic Priority 1 Partnerships Investment initiatives that are on track to deliver the agreed impact or have achieved the agreed impact	72% Baseline established in 2024/25	Partnerships investment impact reporting	Maintain or increase
SP2 Quality opportunities and experiences	% of rangatahi who are very or extremely satisfied with the physical activity experience in school	36%	Voice of rangatahi	Maintain or increase
	% of young people who are very or extremely satisfied with their club experience	68%	Voice of participant	Maintain or increase
SP3 Empowered local communities and hapori	% of stakeholders who agree their local RST is 'working in partnership with other organisations to achieve shared outcomes in the play, active recreation and sport sector'	59%	RST stakeholder survey	Maintain or increase
SP4 Active schools and kura	% of tamariki who have taken part in physical activity at school that year	Establishing baseline	Voice of tamariki	Maintain or increase
	% of rangatahi who have taken part in physical activity at school that year	87%	Voice of rangatahi	Maintain or increase

HPSNZ SPE measures 2025/26

We do not currently have results available across the suite of measures, however data captured to date indicates that we are on track to achieving our measures.

Strategic priority area	Measure	Baseline / past performance	Target	Source
Performances that connect: international performances that inspire and unite	Medals at 2026 Winter Games – Milano Cortina	2022 Winter Games – Beijing Olympic = 3 medals Paralympic = 4 medals	Olympic = 2+ Paralympic = 2+	International performance outcomes
	Medals at 2028 Summer Games – Los Angeles	2024 Summer Games – Paris Olympic = 20 medals Paralympic = 9 medals	Olympic Medals = 12-16 Paralympic Medals = 12-16	
	Podiums achieved at 2024-2028 non-Olympic pinnacle events	2022-24 non-Olympic podium results: 30	2+	
Engagement: New Zealanders engaging with high performance sport	% of New Zealanders who say they are inspired by high performance athletes and teams	Young people: 36% Adults: 33%	Adults: 35% Young people: 35%	Active NZ survey
	% of New Zealanders who follow HPSNZ-invested sports and athletes	Young people: 50% Adults: 50%	Adults: 50% Young people: 50%	
Tū te ihi – Performance Pathways	% of athletes identified in the high performance pathway that are benchmarked and supported as they transition in, through and out of the pathway	100%	100%	Performance pathway nomination process, and performance tracking. HPSNZ coach development engagement and awarded coaching scholarships.
	% of coaches identified in the high performance coaching pathway that are engaged in professional development	43%	50%	
Tū te wehi – wellbeing and engagement	% of invested NSOs that demonstrate a commitment to embedding wellbeing in their performance environments aligned to the HPSNZ Wellbeing Framework and Guidelines	100%	100%	NSO Health Check process
Tū te wana – sustainable investment	% of NSOs receiving Podium, Team and NSO focused campaign investment that have taken action to build a more sustainable high performance environment	Establishing baseline	100%	NSO Health Check process