Sport NZ Group quarterly performance report

Q1 2025/26

Introduction

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

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

Contents

Strategy and investment

- Sport NZ and HPSNZ strategies
- Progress in Q1 towards strategic priority areas
- Sport NZ and HPSNZ investment report

Sport NZ Strategy 2024-2028

SPORT NEW ZEALAND IHI AOTEAROA

Sport NZ Vision

Every Body Active

Long-Term Outcomes

1
Increased frequency, intensity, time and type of participation in physical activity and sport

2
Enhanced experience of participants, supporters, volunteers and workforces

3
Increased variety of culturally distinct pathways for tangata whenua and all New Zealanders

Strategic Focus Areas

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

1
Maintaining physical activity levels of tamariki

2
Reducing the decline in physical activity levels for rangatahi

3
Improving equity for tamariki and rangatahi who are less active

Strategic Priorities

To be successful, we will aim to achieve:

1
Capable and resilient partner organisations
Effective governance and leadership
Diverse and inclusive systems and structures
Uphold the mana of Te Tiriti o Waitangi
Environmentally responsible

2
Quality opportunities and experiences
Aligned and integrated systems
Diverse and inclusive
Participant centred
Culturally distinctive pathways

3
Empowered local communities and hapori
Supported to lead and act
Community and hapori centred
Equity focused
Accessible natural and built environments

4
Active schools and kura
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 Q1 progress against strategy

SP1 – capable and resilient partner organisations	SP2 – quality opportunities and experiences	SP3 – empowered local communities and hapori	SP4 – active schools and kura
• A pilot programme with 35 Partner boards improved Statement of Strategic Intent quality, with 51% meeting governance standards—up from 9% in the prior year's review. • Te Au Hihiri (leadership programme) recognised internationally with a Brandon Hall Gold Award for Best Leadership Development Programme. • Launched Tū Te Wana programme, which includes a series of online modules to support cultural confidence. The modules have received strong levels of engagement from national and regional partners so far.	• We released a new report on the value of being active in nature for supporting health and wellbeing. The report brings together findings from national and international research published in peer-reviewed journals and case studies. The report offers practical actions to help all young people be active in nature. • 16 trainers (leaders in the sport system that design and deliver coaching programmes) were selected for 18-month National Trainer Programme for coach developers and coaches. • We launched the Active Recreation toolkit with resources for organisations to understand the different domains of active recreation and build a deeper understanding of active recreation in their organisations and communities. • The Disability Inclusion Fund invested $3.6 million into 16 organisations delivering projects aimed at getting more disabled tamariki and rangatahi active. Each project received between $30,000 and $300,000 between 2022-25. Funding supported organisations to develop inclusive practices to better support disabled people.	• Geographic Priority Communities (GPCs): National hui held with RST Network, Police (ROCC) in attendance. • Reducing child and youth offending project: Investments confirmed to extended Variety ($3m), and additional distribution via RSTs and Tū Manawa ($2m). • He Oranga Poutama: Investment partners progressing through Iwi endorsement processes. • National Play Workforce Hui held for the national workforce. • Neighbourhood Play System progress (Arup) being made with RSTs within their GPCs.	• We have been working closely with Ministry of Education, Physical Education NZ, and Education Outdoors NZ to contribute to the NZ curriculum refresh and roll out. • HAL national hui was held Auckland 1-3 September. 120 members of the HAL workforce from RSTs and the National Public Health Service come together to connect, share, and learn. 96% reported that the event strengthened their knowledge and learning, making them more effective in their roles. • Massey University submitted HAL evaluation report in October. It is reported that HAL is achieving its intended short-term outcomes and is predominantly achieving its medium-term outcomes. Long-term outcomes are yet to be realized, but positive shifts are emerging (e.g. increases in in-school physical activity levels and improved regular school attendance). • The newly implemented Voice of Tamariki Survey (a key insights and evaluative tool) has seen over 34,000 responses from 409 schools and kura.

RST investment performance 2024/25

SPORT NEW ZEALAND IHI AOTEAROA

Monitoring – are RSTs doing the initiatives they committed to?

Yes, mostly. RSTs have **168 live initiatives***
Of these, **135 are on track** (80%), 28 are being monitored closely (17%) and we are actively managing issues on 5 (3%). As of October 2025, we are actively conducting investment monitoring, with updated data to be included in the Q2 Minister's Update.

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

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

Investment **monitoring** status (as of June 2025) - National Partner by type and size

	On Track	Monitoring closely	Actively managing issues
RSTs >$1m p.a.	40 (85%)	7 (15%)	-
RSTs <$1m p.a.	95 (79%)	21 (17%)	5 (4%)

Partnership Investment **impact** performance – National Partner by type and 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, Active As and Disability Investment.
Noting that not all RSTs receive all funding streams and some funding streams are also invested into non-RST organisations (not included in this data).

National partner investment performance 2024/25

SPORT NEW ZEALAND IHI AOTEAROA

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

Yes, mostly. Across the **222** live National Partner initiatives, **203** are on track (91%) and we're monitoring **19** closely (9%). 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. As of October 2025, we are actively conducting investment monitoring, with updated data to be included in the Q2 Minister's Update.

Investment **monitoring** status (as of June 2025) - National Partner by type and size

	On Track	Monitoring closely	Actively managing issues
NSOs >$150k	94 (89%)	12 (11%)	-
NSOs <$150k	70 (91%)	7 (9%)	-
NDO/NROs/NEO	39 (100%)	-	-

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

HPSNZ Strategy 2025-2028

HIGH PERFORMANCE SPORT NEW ZEALAND

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 Q1 progress against strategy

Support targeted athletes to succeed on the world stage	Enhance system capability to ensure that wellbeing is everyone's right and responsibility	Enhance collaboration, capability and sustainability of the high performance system	Build system capability to increase use of quality data to support performance & investment decision making
• There are currently 24 athletes that have been nominated by NSOs and confirmed to receive Targeted Athlete Performance Support during the last quarter, This brings the total to 172 for the current investment period. • The Cardrona Dry Slope facility opened, which will support athletes preparing for the Winter Games in Milano-Cortina in February. One of the biggest in the world, the facility supports snow athletes to remain in their home environments for longer in the lead up to the Winter Games and reduces number of flights athletes would normally need to take to access dry slope and air bag training facilities. HPSNZ invested $600,000 into the facility. • HPSNZ is working with Snow Sports NZ on an innovation project to understand and mitigate the forces snowboarders face. Force plates placed into the snowboarders' boot allow for detailed analysis of foot mechanics during take-off and landing. The data helps identify asymmetries, which can contribute to injuries, while also supporting technique analysis to support performance gains.	• The Wellbeing Scan launched in March and has been completed by 264 respondents from 18 sports. This optional but recommended tool is helping HPSNZ and individual sports to identify key themes and learnings about wellbeing in performance environments. Results are encouraging at this stage: ○ 81% of athletes have either somewhat or completely been advised about wellbeing resources that are available to them (e.g., trainings, providers, online tools). ○ 86% of athletes have either somewhat or completely been supported by their NSO to look after their wellbeing. ○ 92% of athletes feel they are either somewhat or completely able to contribute to or engage in feedback mechanisms that allow them to share their views and needs. • HPSNZ launched a new campaign with NSOs to promote the importance of balanced athlete health. Resources include videos, infographics and an online library of resources.	• Eight NSO high performance directors(HPDs) completed the first Insights to Impact programme, which aims to provide HPDs with the tools to turn individual learning and reflection into performance impact, now and in the future. Participants provided positive feedback on the 8-month programme, noting the benefits of cross-sport learning and the positive impact on their ability to lead and inspire their teams. The next programme is due to start end of 2025. • HPSNZ launched a new campaign in collaboration with NSOs aims to help increase the number of Kiwis inspired by high performance sport. The digital billboards celebrating New Zealand athlete success internationally, particularly individual athletes, are designed in-house and shared via social media platforms and digital billboards. NSOs often lack resources to maintain fan engagement and the campaign is targeting a wide adult and youth audience.	• HPSNZ is currently driving three streams of work including: ○ Refreshing and finalising the end-to-end intelligence framework. ○ Working within the Sport NZ Group business systems reform project to determine the most effective athlete management system. ○ Assessing NSO data integration options and resourcing.

HPSNZ investment update

Transition period between investment cycles

- The transition support period for sports to adjust to new investment levels and to formalise the HPSNZ investment decisions has ended.
- During this period from January to March 2025, HPSNZ worked with sports receiving investment in the 2025-28 cycle to consider their feedback on investment decisions and confirm performance outcomes and KPIs are aligned with campaign and programme plans.
- Investment schedules with all summer sport NSOs have been signed and payment of new cycle HP and Tailored Athlete Pathway Support (TAPS) is due to begin early April.

TAPS (training and excellence grants)

- The TAPS training and excellence grants are increasing in the new investment period. From 2025 eligible athletes will receive $50,000 per annum as an Elite Training Grant, an increase of $17,500, while the Potential Training Grant will increase by $14,000 to $25,000 per annum.
- Payments begin in April for athletes receiving new agreed TAPS funding in 2025. Payments are backdated to the start of the new investment period.

Implementation, monitoring and reporting

- As partner organisations implement their new cycle campaigns and programmes, HPSNZ will commence periodic monitoring of the implementation of HP investment and achievement of outcomes.
- This will include formal performance conversations between the NSO and HPSNZ, and regular informal conversations, progress/operational and financial reporting, and completion of the annual Health Check process in June/July.
- From Q1 2025/26 we will provide regular reporting on the HPSNZ investment portfolio.

Ministerial priorities

- Updates on supporting efforts to reduce youth offending, major events, national facilities strategy and sport diplomacy
- Update on Minister’s Discretionary Fund

Update on Ministerial priorities

The letter of expectations for Sport NZ Group for 2025/26 outlines additional priorities for the Group: bring major sporting events to New Zealand (in collaboration with MBIE), begin work on a national facilities strategy, and develop and implement a sport diplomacy strategy.

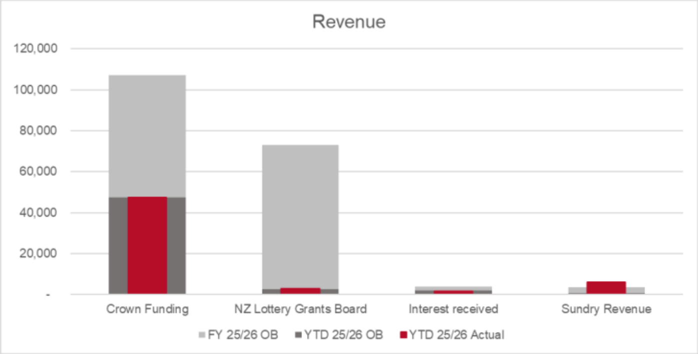
Supporting efforts to reduce youth offending	**Sport Diplomacy strategy**	**Supporting Major Events**	**Developing the National Sport Facilities Strategy**
The Sport NZ Board have agreed to allocate $5M of the $18M set aside to progress this priority to-date. The extension of the Active Me Kia Tu ($3M) was announced via a One News story on Thursday 9 October involving the Minister for Sport and Recreation, Susan Glasgow, the CE of Variety, and Taua Fangupo, a Warriors Development player who previously received support through the AMKT fund. Work has also been progressing on the use of the $2 million additional Tū Manawa funding to reduce child and youth offending through the quality provision of play, active recreation and sport. We are also progressing work in collaboration with Police and MSD to understand the system that currentl supports the delivery of the Resilience to Organised Crime in Communities project. These insights will be useful as we look to consider what other support might be provided.	The NZ Government Sport Diplomacy Strategy 2025 – 2030 was launched by the Associate Minister for Sport and Recreation. The *New Zealand Sport Diplomacy Strategy 2025–2030* brings together nine agencies, led by Sport New Zealand, to coordinate efforts and make the most of our global sporting reputation. It complements MBIE's Major Events Strategy and focuses resources where they can have the greatest impact. Also announced was the 2026 100 years of sporting unity between India and NZ. The centenary celebrations with India will provide a nationwide programme of sport, culture, business, and diplomacy in November 2026.	• Sport NZ continues to work with MBIE on advancing the New Zealand Major Events Strategy, and in particular prospecting, bidding and securing events in line with the strategy through to 2032. • A large number of events are currently being processed through the MBIE Major Events Fund, the majority of which are sports events including yachting, squash, rugby league, netball and distance running events. • Hosting rights for three World Triathlon events to be hosted in Tauranga in 2026, 2027 and 2028 were recently announced, and Sport NZ is now working with Triathlon NZ on leveraging these events. • Sport NZ is working closely with New Zealand Cricket and MBIE on funding and planning matters related to the hosting of the 2028 ICC T20 World Cup, and a Cabinet Paper related to the event can be expected in late 2025. • Sport NZ has also being working with MBIE on the development of the one-off Event Boost Fund.	• We have engaged with more than 40 sector stakeholders during the quarter, and engaged Deloitte to report on specialist areas (fan experience, ownership, demographics, and whole of life costing). • With support from the independent Advisory Group, we've consolidated what we heard and learned into a discussion document, the *Draft National Sport Facilities Discussion Document: A national approach to our major sport facilities in Aotearoa New Zealand*. • We are now awaiting feedback and advice of next steps, including a possible Cabinet paper from the Associate Minister of Sport & Recreation.

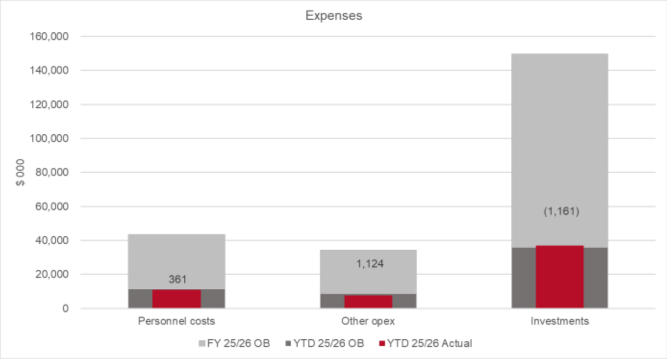
Financial performance and operations

- Group finance report for the three months to 30 September 2025 against Original Budget FY26 (‘OB’)
- Group Workforce report

Financial Performance

3 months ending 30 September 2025	Q1 FY26 Actual $000	Q1 FY26 Budget $000	Variance $000	Variance %	Commentary	FY26 Budget $000
Crown funding	47,488	47,488	-	0%		107,037
Other revenue	10,975	5,378	5,597	104%	The first instalment of $5M revenue from TAB has been received, forming part of a one-off TAB distribution of $20M that will be received throughout 2025/26 following legislation change for online betting. This was not included in the original budget.	80,490
Total Revenue	**58,463**	**52,866**	**5,597**	**11%**		**187,527**
Sector investments	36,992	35,831	(1,161)	(3%)	Transfer of lotto funding to Water Safety NZ of $3M was made in Q1 (budgeted to occur October) resulting in a timing variance. This is partially offset by a delay in finalising and distributing new investments associated with the IRR pool of funding that Sport NZ is working with the Minister on initiatives that use physical activity to reduce child and youth offending ($1.5M).	149,739
Personnel expenses	10,968	11,329	361	3%	No material variances	43,270
Operating expenses	7,444	8,568	1,124	13%	Minor timing variances across a range of programmes including ACC co-funded Māori Play revitalisation programme and contracting of vendors relating to our systems reform programme. These are moving into delivery mode.	34,173
Total expenses	**55,403**	**55,728**	**324**	**1%**		**227,182**
Net surplus/(deficit)	**3,060**	**(2,862)**	**5,921**	**(207%)**		**(39,655)**





Financial Position

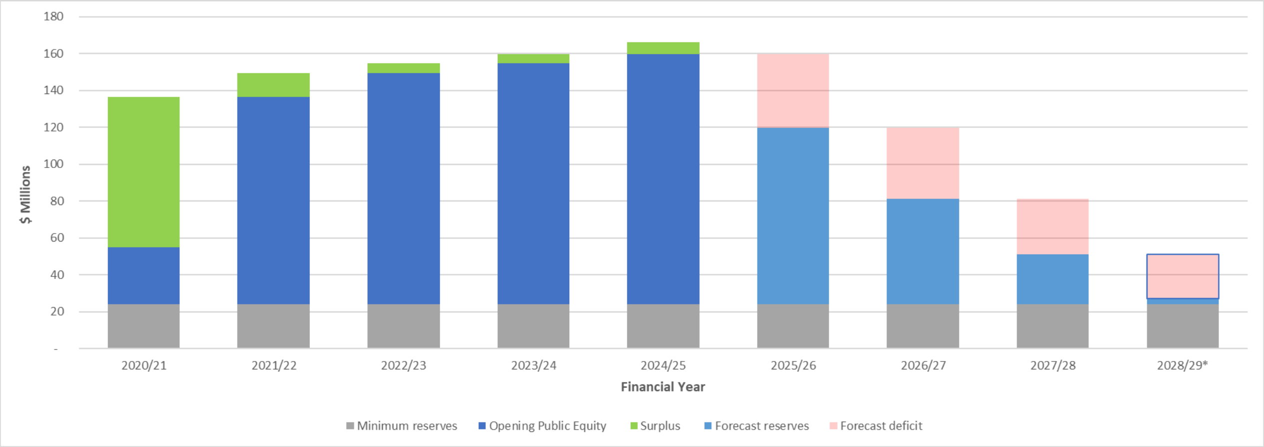
SPORT NZ GROUP STATEMENT OF FINANCIAL POSITION	Actual 30-Jun-26 $000	Actual 30-Sept-25 $000	Budget 30-Jun-26 $000
Current Assets	169,785	169,885	122,031
Non-Current Assets	6,969	6,162	6,544
Total Assets	**176,754**	**176,047**	**128,575**
Total Liabilities	**11,687**	**7,921**	**16,224**
Net Assets	**165,067**	**168,127**	**112,351**
Represented by:			
Opening Equity	158,312	165,067	152,006
Net Surplus/(Deficit)	6,755	3,060	(39,655)
Equity	**165,067**	**168,127**	**112,351**

Key points:

- The Group is in a solid financial position with Net assets of $168m as at 30 June 2025. At 30 September 2025, the majority of these net assets are made up of cash and term deposits ($163m). 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 earnt 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 $5m TAB funding received in September, 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



*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. 2024/25 is the first 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 three years as part of 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, and are seeking an invitation into the Budget 26 process accordingly.

Contractors and Consultants

Sport NZ Group retains a close eye on contractors and consultants spend.

We spent $3M LESS on Contractors and Consultants *last year* than what we originally planned
The initial FY25 budget consolidated the downward trend from prior years.
Actual costs came in considerably lower due to:
- Implementation of Ministerial directives to continue reducing contractors/consultants;
- Overarching reductions to deliver savings through the IRR;
- Pausing and deferring some projects and programmes due to IRR and Governance uncertainties.
- FY25 was the first year of our new strategic cycle and the reset resulted in reduced spend while we ensured programmes and delivery were sufficiently planned.

Our annual budget spend for this year is $1.4M MORE than what we actually spent last year
The FY26 budget represents an increase on the actual spend in FY25 as we transition back to a more settled operating environment and focus on delivering planned programmes of work. The business systems reform programme will also ramp up in FY26 moving into implementation mode.

Our YTD spend so far this year is $1M MORE compared to the same period for last year
FY25 was first year in the new strategic cycle resulting in a focus on up-front planning, before moving into programme delivery. This year, the business systems reform has transitioned into delivery ($0.5M), advice and support to shape and deliver the ACC co-funded Tākaro Play programme have commenced ($0.2M), and our biannual education (HAL) programme evaluation is underway ($0.2M).

Our YTD spend so far this year is $0.2M LESS than what we have budgeted
We are tracking under budget so far this year by $232k (7%) due to minor changes in the timing of procurement and delivery of several projects.

Comparison of Budget and Actuals in prior year	**FY25 Budget $000**	**FY25 Actuals $000**	*Prior year variance*
Corporate, Statutory and Ministerial functions	3,889	3,045	*844*
Sector Support	6,823	5,828	*995*
Business Systems Reform	1,666	509	*1,156*
	12,378	**9,382**	*2,995*

Comparison of prior year Actuals to current year Budget	**FY25 Actuals $000**	**FY26 Budget $000**	*Prior year variance*
Corporate, Statutory and Ministerial functions	3,045	3,334	(289)
Sector Support	5,828	6,379	(551)
Business Systems Reform	509	1,101	(592)
	9,382	**10,814**	*(1,432)*

Comparison of Q1 in current year to Q1 in prior year	**Q1 FY26 Actuals $000**	**Q1 FY25 Actuals $000**	*Prior YTD variance*
Corporate, Statutory and Ministerial functions	793	574	(219)
Sector Support	1,554	1,256	(298)
Business Systems Reform	612	118	(494)
	2,958	**1,948**	*(1,010)*

Comparison of Q1 Actuals to Q1 Budget in current year	**Q1 FY26 Actuals $000**	**Q1 FY26 Budget $000**	*Current YTD Variance*
Corporate, Statutory and Ministerial functions	793	974	*181*
Sector Support	1,554	1,630	*77*
Business Systems Reform	612	586	(25)
	2,958	**3,191**	*232*

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.

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 our 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)

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
  - Budget 26 Bid being sought

- Sport NZ pressures of ~$10M pa from FY29
  - Cost pressures generally arise from short term funding reallocations to mitigate impacts of Budget 24 and Budget 25 reductions on affected programmes. These reallocation opportunities only existed for the 2024-28 period.
  - 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.

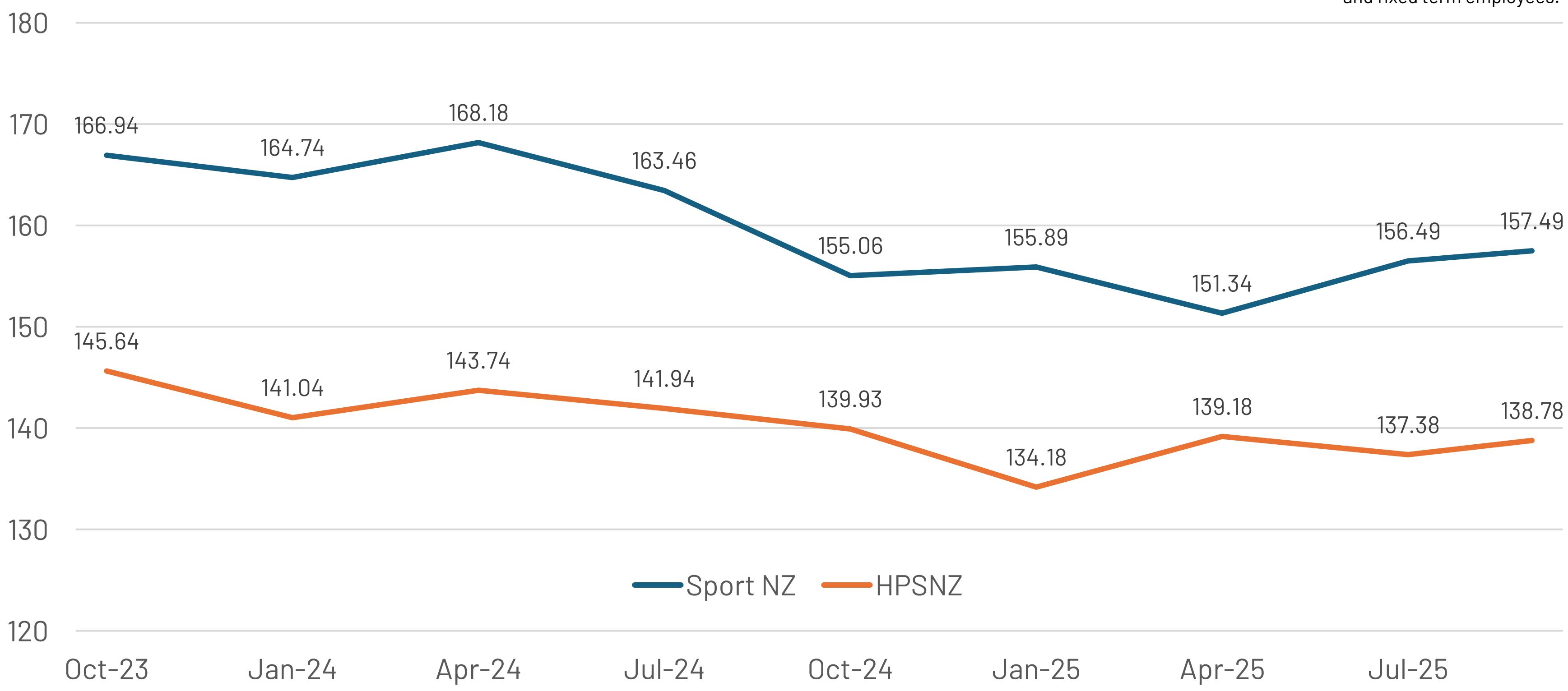
Value for Money

- VFM – back office
  - IRR (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

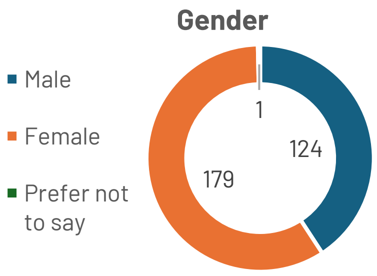
- VFM – Investments and programmes
  - Through our 'formal' evaluation, the Value for Investment (VfI) approach (developed by Julian King), has been used to assess Value for Money in three Sport NZ programmes (Healthy Active Learning, Active As, and Tū Manawa).
  - All three programme have been shown to provide value for money through appropriate allocation of funds, implementing 'effective and efficient' processes and showing positive progress towards achievement of outcomes.

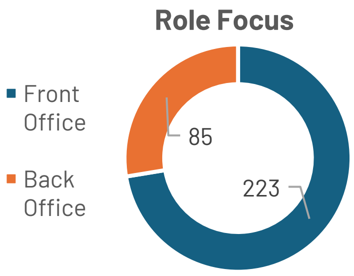
Group FTE

FTE is the total number of Sport NZ Group permanent and fixed term employees.

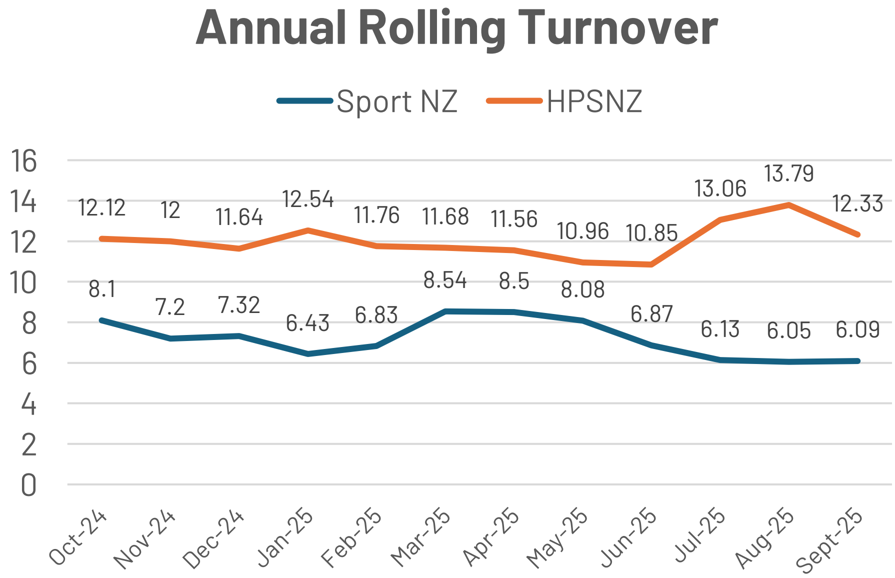


Our People





Front office staff predominantly work into, or in support of, the sector and related stakeholders. Back-office employees predominantly work in support of the Group's operations (e.g., Finance, People, IT)



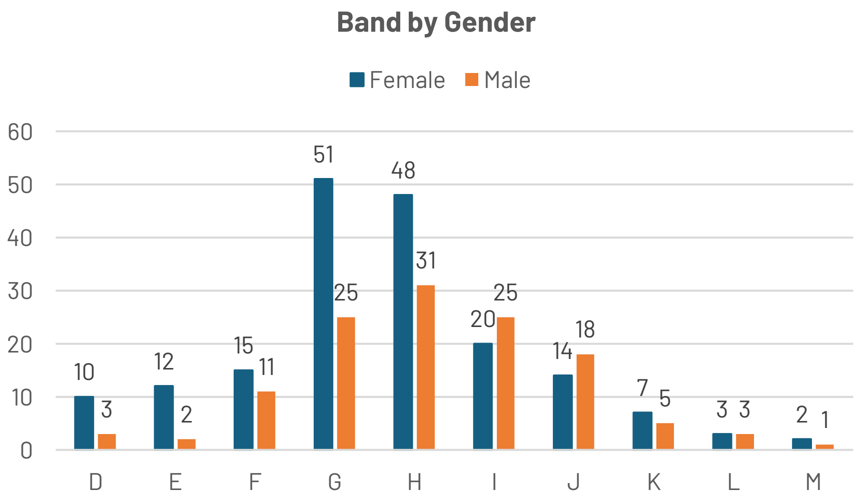
Commentary: FTE at Sport NZ and HPSNZ has decreased consistently following the Governments request to reduce headcount in April 2024. The increase in September is for short term resource to support the Partner Experience and Business Systems Reform Projects.

Commentary: Top 3 reasons cited when employees resign:

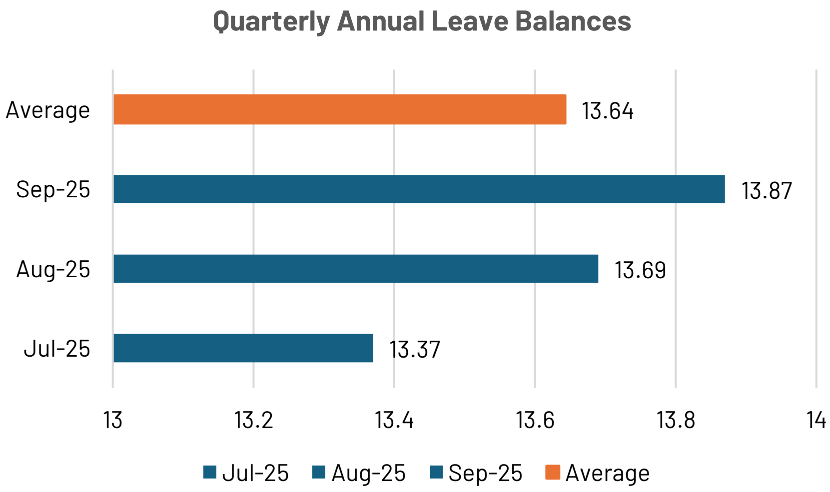
- career progression
- fixed term ending
- family/personal

HPSNZ employee turnover normally increases post the Olympic, Paralympic 4-year cycle. We are not seeing the same trend this time around.

Our People



Across the Sport NZ Group, there are more men than women in some of the higher bands (L+K), and more women than men in the lower bands (F,G+H). This distribution is driving our pay gender gap. The Group People Plan includes a focus on developing more women for succession pools for senior Group roles.



Available leave balances remains consistent with the previous quarter. Leave balances will drop in the next quarter due leave taken over the Christmas shut down period.

Average annualised FTE salary	$133,193.95

Average annual sick leave in Q1 25-26	4.18 days

Highlights and focus areas

- Sport NZ’s strategic priority 3: empowered local communities and hapori

SP3: empowered local communities and hapori

Key messages:

- Evidence tells us that living in areas of socioeconomic disadvantage has a negative impact on participation in play, active recreation and sport. As a Crown entity, we value the role we can play in connecting across all levels of the play, active recreation and sport system. We invest in regional partners and other organisations to work with and support communities and hapori to address barriers to participation and enable a more meaningful and sustainable response through local solutions.
- This is a relatively new area of strategic focus for Sport NZ, but builds on work already underway within the sector, particularly within RSTs. Only 15 months into our strategic period, we are seeing positive and steady progress.
- Monitoring of initiatives that support Strategic Priority 3 outcomes across all investment streams for RSTs in 2024/25 shows 71% are on track while 29% are being closely monitored.
- We are seeing better alignment between funding and investment streams within partners with some good examples of how Tū Manawa, Partnership Investment and Education-based funding are being woven together within a community to achieve better outcomes.
- RSTs who are doing this well have a good understanding of their local communities, mature relationships with other organisations, and are leveraging investment streams to achieve integration and impact.
- For other RSTs who are still at an earlier stage of aligning and integrating investments within their local communities, this approach is less mature.
- There remain challenges at the community level with the impact on local government funding being keenly felt.
- Work continues on collaborating with the RST network to build capability in this community led, place-based way of working.

SP3: empowered local communities and hapori

This is a new space for many RSTs and some are more advanced in their mahi than others. Looking ahead, we need to focus on helping partners tell better impact stories and we're also leveraging the RST Network to elevate the key themes and areas of practice for learning and sharing. Only 15 months into our 4-year strategy, we are comfortable with the level of progress being made.

Outcome statement	**Commentary on progress**
Local communities and hapori are empowered to lead the provision of quality play, active recreation and sport opportunities.	Despite being a relatively new focus area, there has been excellent progress toward this outcome. Early evidence points to emerging good practice and meaningful impact—reflected in stories from Geographic Priority Communities (GPC), the demand-driven nature of Tū Manawa, and the strong integration of Te Whetū Rehua within He Oranga Poutama.
Regional and local organisations work effectively together to enable the needs, wants and aspirations of local communities and hapori	This area has been a longstanding focus for Sport NZ 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. The inclusion of GPC stakeholders will enhance the evidence of progress at the community level.
Regional and local organisations are focussing on increasing equitable access to quality play, active recreation and sport for those who are less active	All 14 RSTs have applied an equity lens in identifying and selecting their GPCs (92 communities engaged across Aotearoa). Tū Manawa funding has been purposefully directed toward local communities experiencing higher levels of deprivation. While the full impact of these efforts will emerge in the later stages of the strategic period, the foundations for equitable access are clearly being laid.
Te Taiao (natural) and built environments are accessible and promote quality play, active recreation and sport	While there are some concerns due to declines in specific measures—potentially linked to recent storm and weather events—overall satisfaction levels remain high, indicating a generally positive outlook.

Partnerships Investment – Geographic Priority Communities (GPCs) via RSTs

All 14 RSTs receive Partnerships Investment to target the SP3 outcomes. RST initiatives to achieve these outcomes are largely focused on the identification and support of Geographic Priority Communities (GPCs) that are facing higher levels of socioeconomic disadvantage. The place-based approach aims to align and integrate cross-agency programmes and resources to drive sustainable longer-term change.

Key messages

How this supports SP3 outcomes…
We invest in regional partners and other organisations to work with and support communities and hapori to address barriers to participation and enable a more meaningful and sustainable response through local solutions. The place-based approach aims to align and integrate cross-agency programmes and resources to drive sustainable longer-term change.

Implementation progress

- RSTs identified 92 communities around the country to improve equitable outcomes for.
- Sport NZ supports RSTs to implement and deliver our other programmes and funds in a way that meets the needs and ambitions of the community.
- We also lead engagement at a national level with to identify opportunities to support our shared objectives in many of the priority communities.

Monitoring, evaluation and learning

- Feedback from Synergia review of GPC case studies found 5 of the 15 end-of-year case studies were of high-quality
- Areas to be addressed for next year included improving the story of change (before and after) rather than focusing solely on outputs, showing what the various investment streams (Tū Manawa, HAL etc) had together enabled, highlighting the collective impact of how the RSTs have worked together with iwi, councils, schools, health and social partners, and elevating the local leaders and rangatahi who are shaping the mahi.

Findings from the end of year case studies show:

- significant time required to build sustainable, trusting relationships with communities to understand their needs and challenges before initiatives can be successfully implemented.
- organisations that are leveraging other Sport NZ programmes and funds, like working into Healthy Active Learning schools and kura, using Tū Manawa funding or supporting the development of Neighbourhood Play Systems reports, are seeing opportunities to broaden community engagement.
- Sports clubs and orgs are often in a strong position to deliver community-based programmes, e.g ‘have a go’ sessions or youth-focused programmes that reflect needs and wants of the community.
- This interconnected way of working reiterates challenges and barriers aging facilities present for the communities and local government.

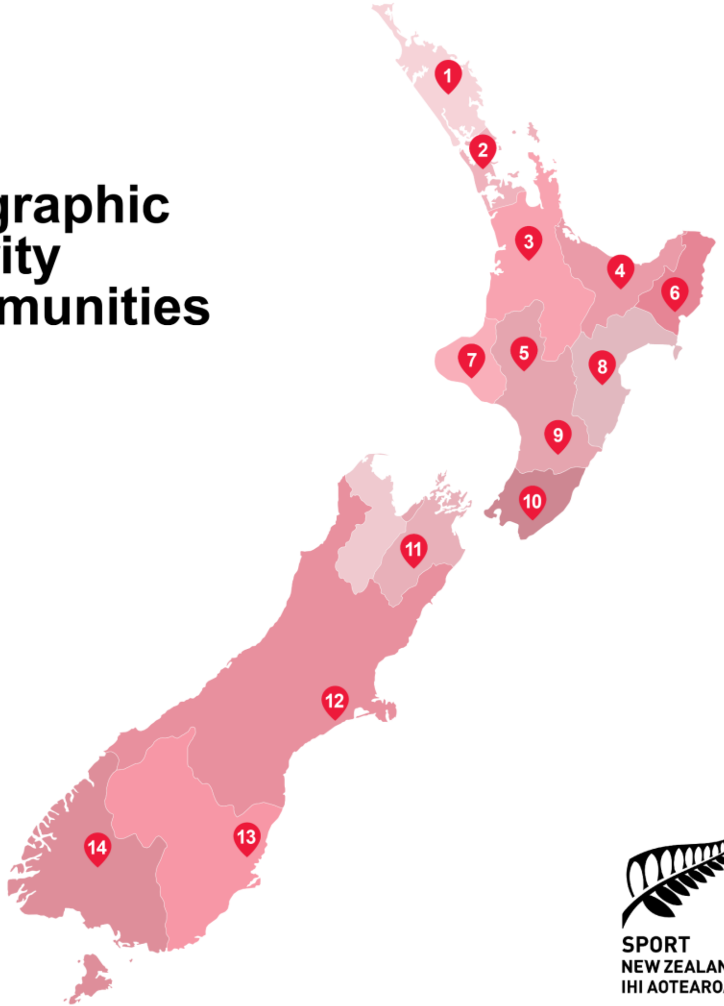
Monitoring Performance of Strategic Priority 3 initiatives for **Partnership Investment** for RSTs only 2024/25.

On Track	Monitoring Closely	Actively Managing
12 (86%)	2 (14%)	-

Impact Performance of Strategic Priority 3 initiatives for **Partnership Investment** for RSTs only, 2024/25 (assessed against SP3 initiative impact measures, including GPC case study)

4 – On Track	3 – Partially On Track	2 – Some Concerns	1 – Not on Track	Total Initiatives
17 (89%)	2 (11%)	-	-	19

Geographic Priority Communities



SPORT NEW ZEALAND IHI AOTEAROA

1 Sport Northland

- Kaitaia
- Ahipara
- Kaikohe
- Moerewa
- Kawakawa
- Dargaville
- Maungaturoto

2 Sport Auckland

- Glen Innes/Mt Wellington
- Panmure/Pakuranga East
- Flat Bush
- Oranga/Onehunga
- Wesley/Roskill South

CLM Community Sport

- Manurewa
- Ōtara
- Ōtāhuhu
- Māngere East

Sport Waitākere

- Kelston
- Glenavon
- Rānui
- Glen Eden

Harbour Sport

- Glenfield
- Albany
- Beach Haven
- Hibiscus Coast

3 Sport Waikato

- Tokoroa
- Ōtorohanga
- Te Kūiti
- Huntly
- Ngāruawāhia
- Paeroa
- Thames
- Melville

4 Sport Bay of Plenty

- Whakatāne (South, Coast, Central)
- Ōpōtiki
- Kawerau
- Te Puke-Maketū
- Merivale-Gate Pā wards
- Western Heights-Aorangi

5 Sport Whanganui

- Southern Rangitikei
- Taumarunui
- Waimarino
- Whanganui East

6 Whiti Ora Tairāwhiti

- Matakaoa
- Waiapu
- Ruatōria
- Tokomaru Bay
- Kaiti
- Elgin
- Te Karaka

7 Sport Taranaki

- Ōpunake
- Waitara
- Patea

8 Sport Hawke's Bay

- Hastings West (Raureka, Camberley, Flaxmere)
- Tamatea
- Maraenui
- Westshore
- Takapau
- Wairoa

9 Sport Manawatū

- Highbury
- Takaro
- Awapuni
- Shannon
- Dannevirke

10 Nuku Ora

- Wairarapa
- Porirua
- Te Awa Kairangi ki Tai (Lower Hutt)

11 Sport Tasman

- Motueka
- Kaikōura

12 Sport Canterbury

- Aranui/Wainoni
- Linwood
- Shirley/Mairehau
- Waimate

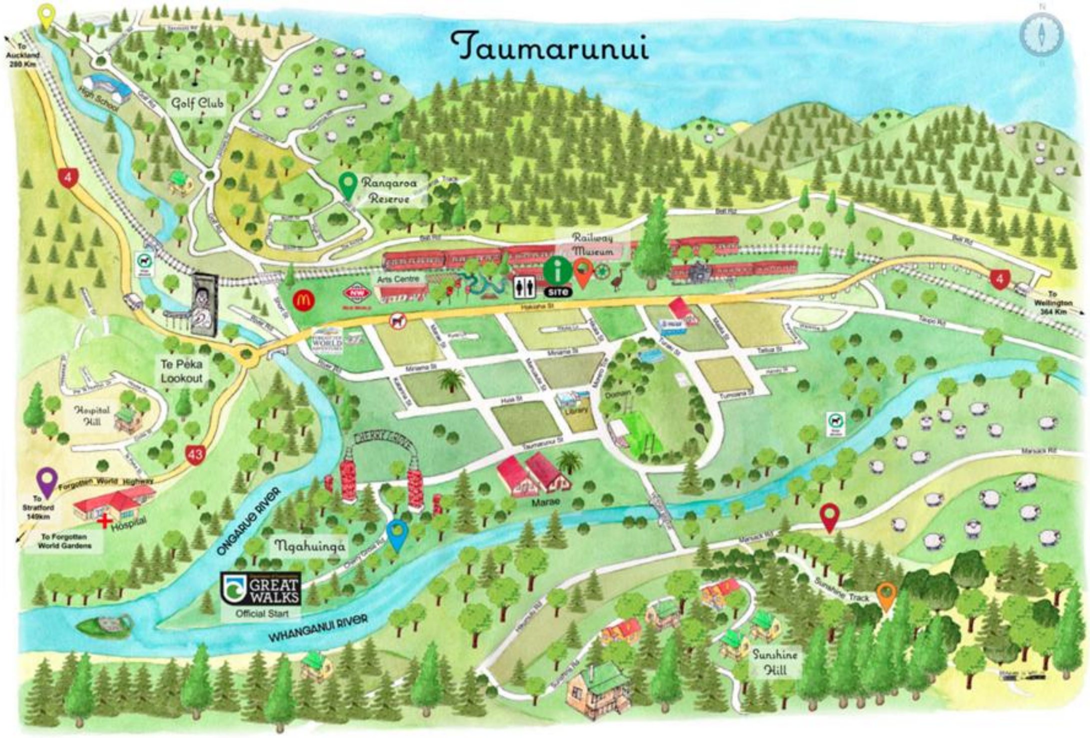
13 Sport Otago

- Milton
- East Otago
- Oamaru North or Dunedin City TBC

14 Active Southland

- South Invercargill
- Mataura
- Tautapere

Partnerships Investment – GPC Stories



- [Sport Whanganui – Taumarunui]()
- [Sport Auckland – Glen Innes / Mt Wellington]()
- [Sport Bay of Plenty - Kawerau]()

Improving physical and mental wellbeing in Maraenui

04 October 2024

[Click here]()

Risk report

Risks rated high as at Q1 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.	Increasing
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
- Responses to MCH quarterly monitoring focus

Sport NZ SPE measures 2025/26

Sport NZ has replaced two measures from 2024/25 with the grey highlighted measures below as part of our continued focus on ensuring our service performance information is meaningful and reliable. We are on track to report results of service performance measures in the 2025/26 annual report.

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 increase
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	Finalising baseline - 2024/25 data	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

HPSNZ is

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

MCH quarterly monitoring focus

Q1 2025/26: iwi engagement

What opportunities have you had in your work in 2024/25 to engage with iwi for Treaty Settlement Engagement?	We develop relationships and strategic partnerships with Kaupapa Māori providers, including iwi, through our partnerships, programmes and funds to support the delivery of culturally distinctive activities for Māori. Sport NZ's He Oranga Poutama programme provides a culturally distinctive pathway for tamariki and rangatahi Māori to participate and succeed in physical activity as Māori. The providers of the programme contribute to Sport NZ's strategy by delivering culturally distinctive opportunities and experiences for Māori. The programme affirms our strategic commitment to Te Tiriti o Waitangi. Providers are supported to reach into local communities to lead and support whānau, including iwi, to be active.
What engagements have you had over 2024/25?	2024/25 marked a transition year for He Oranga Poutama as we introduced a new investment approach for 2025–28 and worked with the 18 He Oranga Poutama providers to support other hapu, iwi and Māori organisations to deliver events and activations. We also formed new Māori partnerships with five iwi and/or iwi mandated organisations: 1. Waikato Tainui 2. Te Nehenehenui Trust (Northern King Country) 3. Raukawa Settlement Trust (South Waikato / North Taupō) 4. Hauraki Māori Board (Hauraki / East Waikato) 5. Te Kapua Whakapipi Trust (Ngāti Tūwharetoa).
What impacts and outcomes have you seen as a result of engagement?	Sport NZ facilitates an annual conference for the providers of He Oranga Poutama to share regional differences, foster collaboration, identify challenges and celebrate success of the programme. The conference has supported Sport NZ and providers to build closer working relationships with iwi representatives.
Do you have any case studies that you are able to share?	See attachment:Te Pae Oranga o Ruahine: He Oranga Poutama social impact assessment.