Sport New Zealand Group

# Annual Report

1 JULY 2025 – 30 JUNE 2026

SPORT NEW ZEALAND GROUP

New Zealand Government
Te Kāwanatanga o Aotearoa

## Statement of responsibility

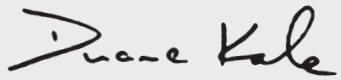
We are responsible for the preparation of Sport and Recreation New Zealand's financial statements and statements of performance and for the judgements made in them.

We are responsible for any end-of-year performance information for Sport and Recreation New Zealand under section 19A of the Public Finance Act 1989.

We have the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of the Sport NZ Group for the year ended 30 June 2026.

On behalf of the Sport NZ Board.



**Duane Kale ONZM**
Chair, Sport NZ and High Performance Sport NZ
28 October 2026



**Rowena Davenport**
Deputy Chair, Sport NZ
28 October 2026

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Presented to the House of Representatives pursuant to section 150(3) of the Crown Entities Act 2004.

# From the Board Chair and Chief Executive

Sport has had another big year. It has not been an easy year, but it has been an important one.

Across Aotearoa New Zealand, our sector kept showing up. For communities, young people and athletes. For the many people who make sport and physical activity happen every day.

That matters. Play, active recreation and sport are not nice-to-haves. They help people connect. They build confidence. They support wellbeing. And they give New Zealanders moments that bring us together.

This year we had to be clear about what mattered most. We focused our effort and investment where it could make the biggest difference. That meant backing rangatahi to be active, supporting communities facing the greatest barriers, and helping our partners stay capable in a tough environment.

There are encouraging signs. Rangatahi activity is lifting. Tamariki activity is broadly holding. More young people are meeting the physical activity guidelines or being more active than at the start of the strategic period. But progress is uneven. That tells us where we need to keep pushing.

Our high performance athletes also continued to make New Zealand proud. Milano Cortina delivered strong winter results and showed there is depth for future Games. HPSNZ is focused on that next horizon - Los Angeles 2028 and beyond.

The year ahead will require discipline and focus. We will keep backing the people and organisations who are effecting the biggest positive change in communities. We will keep making choices that support long-term impact. And we will keep working so more New Zealanders can experience the benefits of being active and feel inspired by success on the world stage.



**Duane Kale ONZM**
Chair, Sport NZ and High Performance Sport NZ



**Raelene Castle ONZM**
Chief Executive, Sport NZ Group

# Mai i te Heamana me te Tumu Whakarae

He nui anō te tau kua hipa ki Ihi Aotearoa nei. Kāore i ngāwari, engari i hirahira tonu.

Huri noa i Aotearoa, ka rite tonu te tū pakari a tō mātou rāngai. Mō ngā hapori, mō ngā rangatahi, mō ngā kaitākaro te take. Mō ngā tāngata katoa e whakahaere ana i te mahi tākaro i te ia rā.

He mea nui tērā. Ehara i te mea he tāpirihanga noa te tākaro, te mahi ā-rēhia, me te hākinakina. Ka āwhina ēnei mea i te whakawhanaungatanga. Ka whakawhanake ēnei mea i te māia. Ka tautoko ēnei mea i te oranga. Ā, ka whai wāhi te iwi ki te whakakotahi i raro i te maru o ēnei mahi.

Nō tēnei tau, ka aro atu mātou ki te whakamārama i ngā kaupapa nui ki a mātou. Ka aro atu te mahi me te pūtea ki ngā wāhi he nui rawa ngā hua i reira. Nā reira, ka tautoko mātou i ngā rangatahi ki te korikori, i ngā hapori e pāngia ana e ngā taupā nui, i ngā hoa patui hoki kia pakari tonu ai rātou ahakoa ngā uauatanga o te wā.

Arā ētahi tohu pai e puta mai ana. E piki haere ana te kori tinana ā-rangatahi. E mau tonu ana te kori tinana ā-tamariki. He maha ake ngā rangatahi e tutuki ana i a rātou ngā aratohu kori tinana, he nui ake rānei tā rātou kori tinana tēnā i te wā i te tīmatanga o tēnei wā rautaki. Engari kāore e tūmau ana te ekenga taumata. Nā konā ka mōhio ki ngā wāhi me whanake tonu.

Ka rite tonu te poho kererū a Aotearoa whānui i ngā kaipara e mahi ana i ngā taumata tiketike. He rawe ngā putanga takurua i hua mai i Milano Cortina, ā, e whakaatu mai ana ērā hua i te pitomata mō ngā Kēmu hei te anamata. Ināianei, e aro ana a HPSNZ ki te pae tata – ki Los Angeles 2028 me ngā pae kei tua.

Me urutū tātou, me aro pū hoki i te tau e tū mai nei. Ka tautoko tonu mātou i ngā tāngata me ngā whakahaere he nui rawa ngā hua pai e puta ana i ā rātou mahi ā-hapori. Ka kōwhiri tonu mātou i ngā kōwhiringa e tautokona ai te pānga mauroa. Ā, ka mahi tonu mātou kia wheako ai ngā tāngata katoa o Aotearoa i ngā hua o te korikori, kia whakaaweawetia hoki ai rātou e ngā whakatutukinga tākaro ki runga i te taumata o te ao.



**Duane Kale ONZM**
Heamana, Ihi Aotearoa me High Performance Sport NZ



**Raelene Castle ONZM**
Tumu Whakarae, Ihi Aotearoa Whānui

Section 1

# About the Sport NZ Group

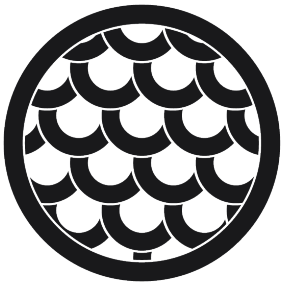
Sport New Zealand Ihi Aotearoa (Sport NZ) is a kaitiaki (guardian) of the play, active recreation and sport system in Aotearoa New Zealand. As a Crown entity, we promote and support quality experiences in play, active recreation and sport, including elite sport, to improve levels of physical activity and, through this, ensure the greatest impact on the wellbeing of all New Zealanders.

High Performance Sport New Zealand's (HPSNZ) role is to enable and empower world class sporting performances that inspire New Zealanders, within environments that value wellbeing.

Together, Sport NZ and HPSNZ provide leadership across the play, active recreation and sport system in Aotearoa. This system includes the organisations, places, people, regulations, relationships and settings that directly or indirectly influence participation and performance; from central and local government agencies, sport and recreation organisations, schools, funders and commercial providers through to whānau, hapū, iwi, Māori, teams and social groups. As kaitiaki, the Sport NZ Group works to connect and share information, insights and investment across this diverse system, while recognising that the play, active recreation and sport sector is the subset of organisations and people whose primary focus is delivery.

## Our values

Our Sport NZ Group values guide us in our work and represent the essence of our culture and identity. They support us to be a cohesive organisation working to empower everybody to realise their aspirations in play, active recreation and sport, whilst giving effect to Te Tiriti o Waitangi.



HE TANGATA
WE STAND FOR THE PEOPLE



MAHI TOA
WE STRIVE FOR THE REMARKABLE



NGĀTAHI
WE'RE BETTER TOGETHER

# Sport NZ Group governance

The Sport NZ Group is governed by the following bodies which provide oversight and assurance of the Group's activities.

- The Sport NZ Board
- High Performance Sport New Zealand Board of Directors
- Te Taumata Māori Advisory Board

Responsibility for the day-to-day management and operational delivery of the Sport NZ Group sits with the Group Executive Team, led by the Chief Executive.

During 2025/26 there was turnover in The Sport NZ Board, a new Chair was appointed and recruitment was undertaken for several vacancies to bring the Board to full complement for 2026/27. Committee members completed relevant induction and, in some cases, additional governance training to support their role.

Appendix 1 provides more details on membership, attendance and other interests.

## Funding




The Lottery funding received allows Sport NZ to invest in national and regional partners, local communities, schools and kura. In addition to direct investments, Sport NZ provides support through programmes, resources, advice and insights to enhance sector capability and resilience and ultimately achieve the goal of lifting levels of physical activity. Lottery funding also supports the implementation of Te Aho o Ihi Aotearoa, the Māori Activation Plan focusing on shared goals, improved levels of physical activity for Māori, equitable access to participation, improved health outcomes, and long-term efficiency by strengthening overall service delivery.

# Sport NZ Group Strategy to 2032

**Our Aspiration for Aotearoa New Zealand**

## Mauri Tū, Mauri Ora
## Every body active in their way, everyday

Play, Active Recreation and Sport has the power to create a happier, healthier and more connected Aotearoa New Zealand through enabling communities to be active and inspiring performances on the world stage

### Our Mission

**Empower everybody to realise their aspirations in Play, Active Recreation and Sport, whilst giving effect to Te Tiriti o Waitangi**

### Our Values

**He Tangata**
We stand for the people

**Mahi Toa**
We strive for the remarkable

**Ngātahi**
We're better together

### To Achieve Our Aspiration

**We Lead**
by maintaining the strength, resilience and integrity of the Play, Active Recreation and Sport system

**We Partner**
with organisations to improve the provision of Play, Active Recreation and Sport

**We Invest**
in our partners and others across the sector to achieve shared outcomes

### Our Commitment to the Sector's Preferred Future

**Mana Taurite**
Foster a culture and environment that embraces and celebrates diversity, equity, and inclusion

**Mana Tangata**
Empower communities, networks and hapori to lead and act for themselves

**Mana Māori**
Uphold the mana of Te Tiriti o Waitangi and its principles

**Oranga Taiao, Oranga Tangata**
Value the relationship between tangata and te taiao that supports physical activity, and reduce our impact on the natural environment

**Mauri Ora**
Promote and celebrate the value of physical activity and sport to individual and collective wellbeing

**Sport NZ Vision**
**Every Body Active**

**HPSNZ Vision**
**Inspiring Performance Every Day**

# Highlights

## Sport NZ

**All 92 identified Geographic Priority Communities** are receiving targeted support.

**69%** of territorial authority stakeholders rated their Regional Sports Trust's (RST) contribution to regional spaces and places planning as very good or excellent.

**Healthy Active Learning is supporting 185,000 students** to be more physically active, with evidence of positive changes in school culture and teacher practice.

**$15 million investment approach through to June 2028** to support the Government's priority to reduce child and youth offending, using physical activity and sport as part of wider prevention and intervention responses for young people aged 10–18 experiencing higher risk factors or contact with Police or the youth justice system.

**$0.2 million** was invested through the Disability Inclusion Impact Fund into 10 eligible partner organisations (9 NSOs and 1 NRO) and $1.2m is committed over the 4 years. **$2.948 million** was invested through Disability Investment into regional and national disability sport and recreation organisations.

New Zealand's first whole-of-government **Sport Diplomacy Strategy 2025–2030** launched in September 2025 and early progress has been made with India, the Pacific, and major international sporting events

**Tū Manawa Active Aotearoa has distributed $93 million since 2020**, enabling 3.45 million participations through nearly 8,000 approved projects.

With the support of Sport NZ 95% of sport and recreation organisations re-registered under the **Incorporated Societies Act 2022**, exceeding the national rate of 91.3%.

**181 people from 91 organisations engaged with Tū Te Wana learning modules**, strengthening capability to put Te Tiriti-led practice into action.

# HPSNZ

New Zealand equalled its Winter Olympic medal record and achieved its **highest-ever number of top-8 finishes at Milano Cortina 2026**. The 4-year investment in Snow Sports NZ was also confirmed through to the 2030 cycle.

**61 podium finishes** were achieved by HPSNZ-invested sports at benchmark events across Olympic, Paralympic and non-Olympic and non-Paralympic disciplines.

**A new Electronic Health Record became operational**, improving continuity of athlete health information and supporting more integrated care.

Design and scoping for the **new Athlete Management System** were completed and the build is well advanced, strengthening the platform for coordinated athlete support and performance decision-making.

HPSNZ Insight to Impact programme was completed by a **second cohort of High Performance Directors and future leaders** building leadership capability for National Sport Organisation partners.

**The Prime Minister's Scholarships marked 25 years of helping athletes** pursue education and career development alongside high performance sport.

**The Wellbeing Scan expanded from 18 to 22 national sport organisations**, including every podium sport, and showed year-on-year improvement in athlete wellbeing results.

**A new world-class HPSNZ facility opened** at Parakiore Recreation and Sport Centre in Christchurch, expanding the training and specialist support environment available to athletes and coaches.

**One-off funding was provided** to 13 National Sport Organisations to strengthen pre-high-performance development pathways and support future athlete depth.

Section 2

# Sport NZ progress towards our strategic intentions

We are now half-way through our strategic period, 2024-2028. Our Statement of Intent reflects our long-term vision of Every Body Active and the aspirations outlined in our 2020-2032 Strategic Direction and Sport NZ Strategy 2024-2028. This annual report provides an assessment of our progress towards our strategic intentions.

# Sport NZ Strategy 2024-2028

**Sport NZ Vision**

## Every Body Active

### Long-term Outcomes

| | | |
|---|---|---|
| Increased frequency, intensity, time and type of participation in physical activity and sport | Enhanced experience of participants, supporters, volunteers and workforces | 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:

| | | |
|---|---|---|
| Maintaining physical activity levels of tamariki | Reducing the decline in physical activity levels for rangatahi | Improving equity for tamariki and rangatahi who are less active |

### Strategic Priorities

To be successful, we will aim to achieve:

| **Capable and resilient partner organisations** | **Quality opportunities and experiences** | **Empowered local communities and hapori** | **Active schools and kura** |
|---|---|---|---|
| Effective governance and leadership | Aligned and integrated systems | Supported to lead and act | Active learning environments |
| Diverse and inclusive systems and structures | Diverse and inclusive | Community and hapori centred | Culturally distinctive approaches |
| Upholding the mana of Te Tiriti o Waitangi | Participant centred | Equity focused | Ākonga centred, equity focused |
| Environmentally responsible | Culturally distinctive pathways | Accessible natural and built environments | Connected local communities |

### How We Deliver

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

# How we implement our Strategy

As kaitiaki of the play, active recreation and sport system, Sport NZ works with organisations and people who have the greatest influence on participation outcomes for tamariki and rangatahi. We create system change by leading, partnering, investing, using evidence and supporting action across the sector.

### Sector Leadership

As kaitiaki of the system, we have a wider responsibility to ensure its strength and sustainability. We do this by focusing on whole-of system issues.

We do this through; research and insights, advocacy, media campaigns, Government and TA partnerships, Iwi partnerships, sport diplomacy etc.

### Partnerships

We primarily deliver our strategy by working in partnership with the sector. We look for partners who can best meet our objectives and reach our priority communities and highperformance ambitions.

This includes long-standing partnerships with both national and regional recreation and sport bodies.

### Investments

We invest in our partners and others in the sector to achieve our shared outcomes.

Our Investment Portfolio is aligned to our Strategic Priorities.

The diagram above summarises the main levers Sport NZ uses to influence and support the system. These levers work together: leadership and evidence help set direction, partnerships and investment enable delivery, and programmes, advocacy, resources and campaigns support action across national, regional and local settings.

# Our reflections

Overall, the 2025/26 results show a mixed participation picture: rangatahi physical activity is increasing, while tamariki activity has broadly remained stable, which is in line with our aim to maintain physical activity levels for this age group. Inequities remain by gender, ethnicity, disability and deprivation, highlighting the need to sustain targeted effort through Sport NZ's strategic priorities, work programme, initiatives and investments.

The wider delivery evidence indicates that Sport NZ and its partners are continuing to support the conditions that help young people stay active — through quality experiences, school and kura settings, locally led community approaches, kaupapa Māori delivery, disability inclusion, play, spaces and places, and targeted support for young people facing barriers. However, achieving our Strategy will require continued effort and support in areas where we can have the greatest impact.  We need to continue to prioritise what we do and where we invest.

From an organisational perspective, we are delivering efficiencies.  Implementation of improved monitoring and evaluation systems allows us to prioritise where we put our effort. The Business Systems Reform programme is beginning to bring efficiencies and ongoing opportunities for continuous improvement, including how we engage and support those we work with.

## Sector challenges and our response

The play, active recreation and sport sector is navigating significant change, including rising costs, affordability pressures, workforce and volunteer constraints, climate-related risks, persistent participation inequities, infrastructure pressures and legislative reform. Sport NZ has responded by using its system leadership, investment, programmes, funds, insights and advocacy levers to help partners adapt, strengthen capability and build long-term resilience.

In 2025/26, this included support for leadership and governance, organisational capability, cultural capability, strategic foresight, research and evaluation, and environmental sustainability. A partner-led approach allowed organisations to prioritise the areas of greatest need while continuing to build resilience in line with their own context and capacity.

Persistent inequities remain for disabled people, young women and girls, Māori and communities experiencing deprivation. Targeted initiatives including Tū Manawa Active Aotearoa, He Oranga Poutama, Mātaiao, Tākaro Māori, Disability Investment, the Disability Inclusion Impact Fund, Active Recreation investment and the Rural Travel Fund helped partners and communities reduce barriers, improve access and deliver more inclusive, culturally responsive opportunities.

Access to suitable spaces and places also remains a significant challenge. Sport NZ responded through Spaces and Places resources, the development of a Grassroots Spaces and Places Fund, funding advice and support to Regional Sports Trusts, councils and other partners to strengthen evidence-based planning and improve access to safe, inclusive and fit-for-purpose environments.

Within schools and kura, curriculum reform and wider education system changes created both risk and opportunity for quality physical activity. Sport NZ continued to advocate for the role of play, active recreation, sport and physical education in supporting attendance, engagement, learning and wellbeing, while programmes such as Healthy Active Learning, Active As, Regional Sports Directors and Mātaiao helped schools and kura strengthen capability, build local connections and embed physical activity into everyday learning.

Overall, these actions show Sport NZ and its partners responding to system challenges through targeted investment, strong partnerships, advocacy, programmes and evidence-informed decision-making, while recognising that some outcomes require sustained effort over time.

## Preparing for the future

These challenges reinforce the need for Sport NZ and the sector to remain future focused and ready to respond to change from an informed position.

During 2025/26, Sport NZ continued to provide strategic foresight resources, guidance and support to help partners anticipate change and strengthen organisational resilience. Partner feedback[1] indicates this support is making a difference, with 90% reporting that Sport NZ's strategic foresight resources and guidance improved their ability to anticipate change, identify new opportunities and make more informed strategic decisions.

Sport NZ also progressed work to embed futures thinking into sector governance and planning so boards and leaders can use simple, practical tools to explore uncertainty, test assumptions and make choices that keep their organisations relevant and sustainable.

Our foresight work is closely connected to wider insights and research, including Active NZ, Voice of Participant and partner confidence surveys, sector funding research, economic and social value research and programme evaluation. Together, these tools help Sport NZ and its partners move from reacting to challenges towards planning for resilience, adaptation and long-term impact.

1 Data is from the Partner Confidence Survey

# Tracking towards 2028

The following summarises progress towards our strategic focus areas, which is supported through the investment portfolio and initiatives within each of the strategic priority work programmes – refer to Assessment of our Operations and Performance on pages 20 to 32.

**Focus Area 1**

## Maintaining physical activity levels of tamariki

We support play, active recreation and sport organisations at national, regional and local levels, alongside schools, kura, local communities and hapori to understand the benefits of physical activity and deliver quality opportunities and experiences through play, active recreation and sport.

Tamariki physical activity levels have remained broadly stable post-COVID and for the period of the Strategy as shown in the graph below. School-based play and physical education continue to provide important opportunities to be active. Over the past 2 years we have not reached our target rate of 62% and during 2026/27 we will continue to invest in this area with a focus on affordability and the health of community sport, as well as in the in-depth work we are doing with schools. The high proportion of tamariki participating in physical activity at school, together with the reach of Healthy Active Learning and other school- and community-based initiatives, shows that important delivery foundations are in place.

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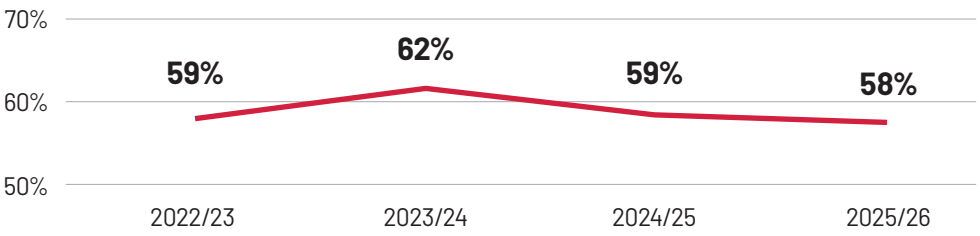
Page 47 outlines how physical activity (PA) levels for tamariki have progressed during 2025/26.

**% of tamariki meeting PA guidelines**



**Focus Area 2**

## Reducing the decline in physical activity levels for rangatahi

Our prime interest for this group is in improving the quality of experiences, opportunities and support offered to keep them being active by better understanding and responding to their needs.

The latest results suggest the decline in rangatahi physical activity is easing, with the last 2 years showing a lift rather than continued deterioration. This points to encouraging momentum across several participation settings, while reinforcing the need to sustain quality, relevant opportunities that keep rangatahi active over time.

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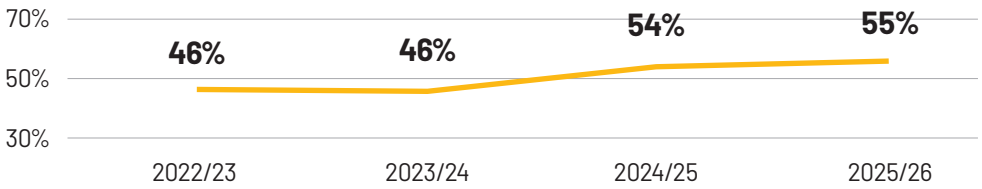
Page 48 shows how the decline in physical activity for rangatahi has progressed during 2025/26.

**% of rangatahi meeting PA guidelines**



**Focus Area 3**

## Improving equity for tamariki and rangatahi who are less active

Our focus is to ensure these groups – especially girls, rangatahi Māori, disabled young people, and those living in more highly deprived communities – have improved access to, and experience of physical activity.

Progress on equity is moving in the right direction, with fewer young people doing very little physical activity than at the start of the strategic period. While recent results suggest the gains are being held rather than accelerating, this stability indicates that targeted investment and locally focused programmes are helping maintain progress for young people facing the greatest barriers. Sustained effort will be needed to turn this stability into further improvement over the remainder of the strategic period.

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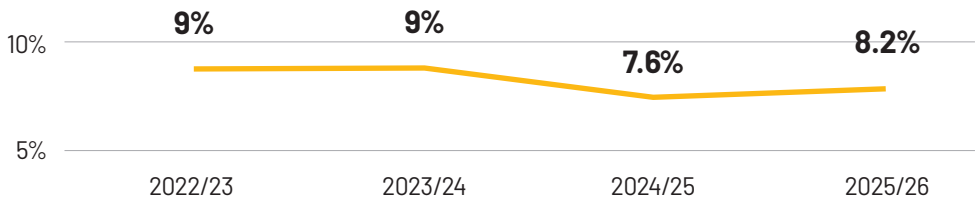
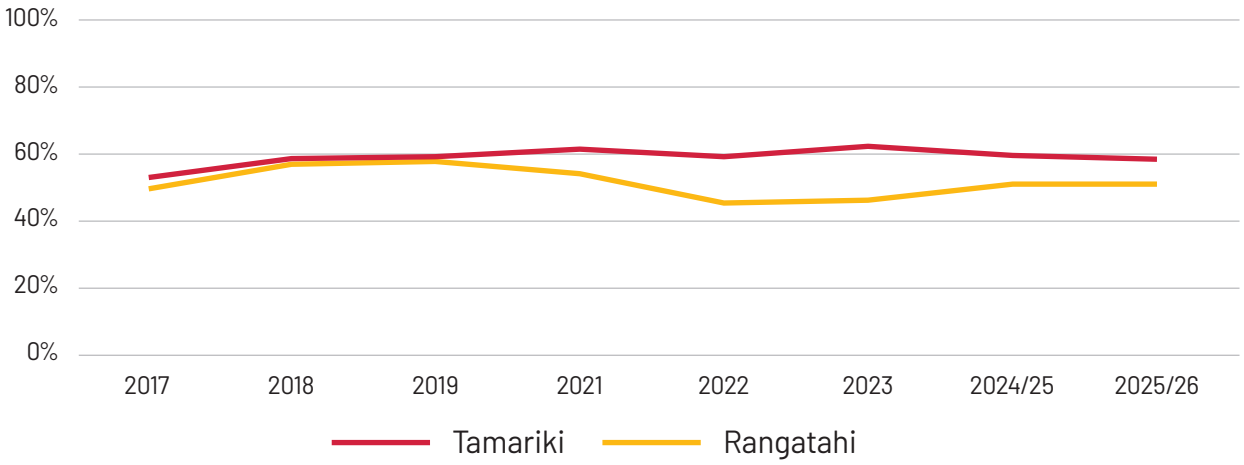
Page 49 shows how overall equity for tamariki and rangatahi who are less active has progressed during 2025/26.

**% of young people doing less than 30 minutes per week of physical activity**



Looking across multiple years and applying different demographic lenses, Active NZ data show encouraging signs of progress for tamariki and rangatahi. Levels of participation have remained relatively stable between 2024/25 and 2025/26 and positively show an improvement on baseline. However inequities remain as outlined in the following graphs.

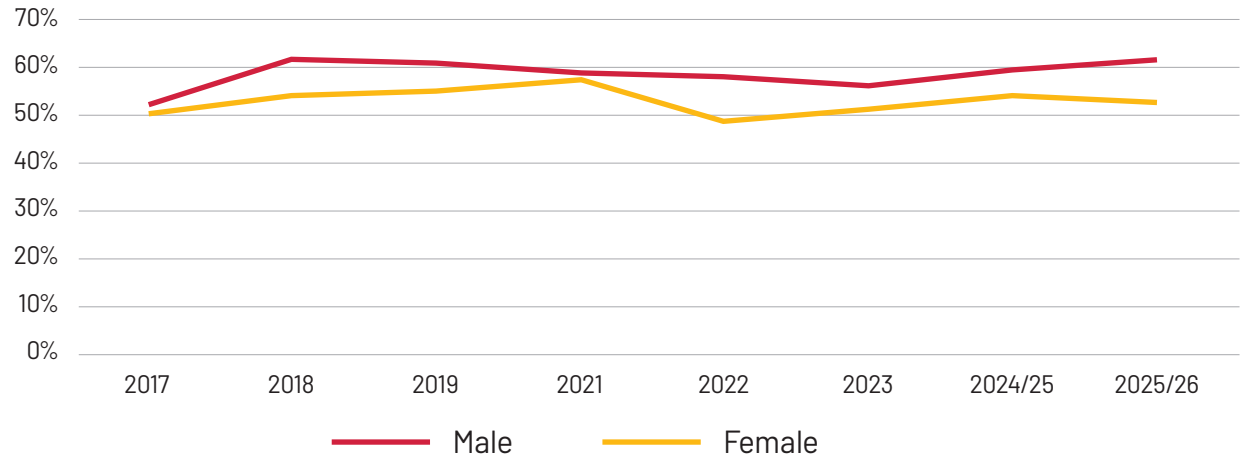
**Meeting the guidelines – by age**




The proportion of tamariki meeting the guidelines is broadly consistent with prior years.

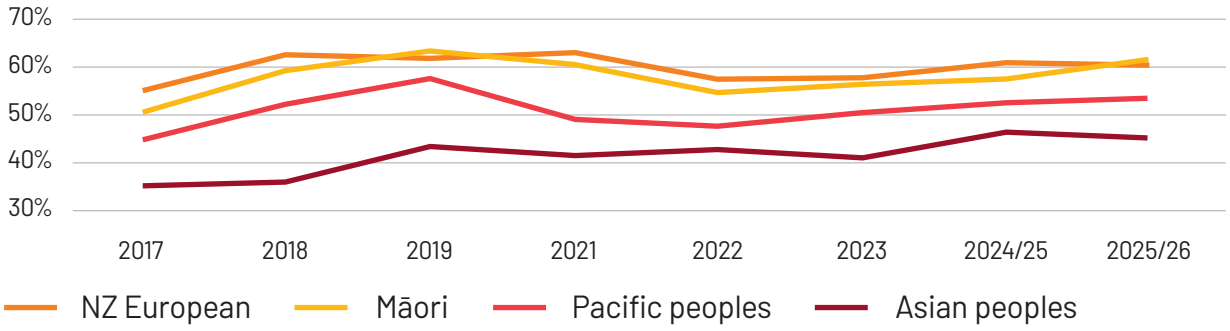
The improvement in rangatahi physical activity levels observed last year has remained relatively stable this year.

**Meeting the guidelines – by gender**



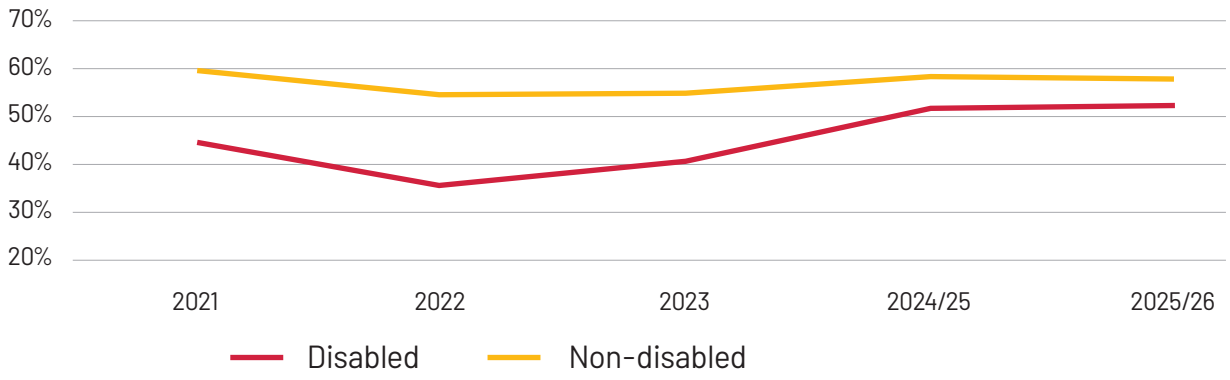

Results remain relatively stable from last year and the gap between male and female remains consistent.

### Young people meeting the guidelines by ethnicity



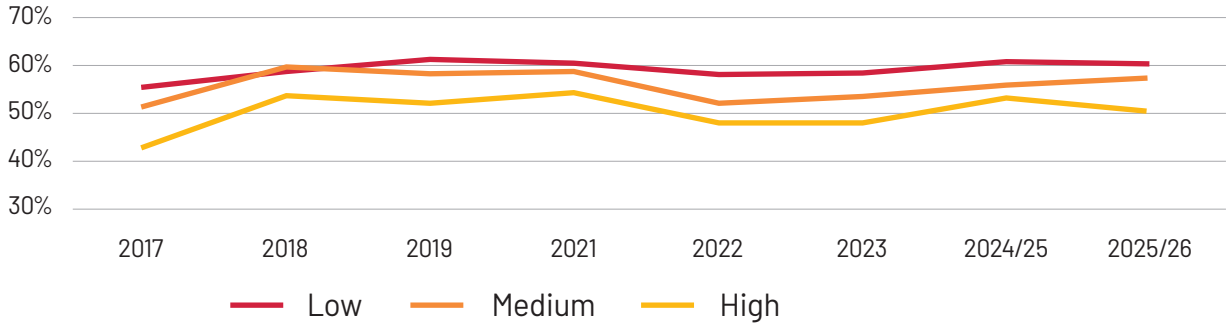

Māori participation shows a slight increase from last year slightly overtaking NZ European. Inequities still exist for Pacific and Asian peoples with the latter showing a slight decrease this year after the upward swing from the previous year.

### Young people meeting the guidelines by disability




The positive shift we saw last year in narrowing the gap between disabled and non-disabled has remained.

### Young people meeting the guidelines by deprivation




After the initial uplift in 2018 and the post-COVID period, the level of activity for people living in areas of deprivation has remained relatively stable. However activity levels for those in highly deprived areas have reduced.

# Assessment of operations and performance

In this section we outline our progress for 2025/26 towards implementing the Government's priorities, our 4 strategic priorities and our investment portfolio. In addition to our work with partners, we deliver a range of programmes and funds that contribute to the outcomes we're seeking in each strategic priority area. Section 4, Statement of Service Performance, outlines the results during the year against the performance measures outlined in the 2025/26 Statement of Performance Expectations and the Sport and Recreation Estimates.

## Implementing the Government's priorities

The Sport NZ Group's role as a kaitiaki (guardian) in the play, active recreation and sport system places us in a unique position to support the Government's priorities to deliver significant health and wellbeing benefits for all New Zealanders through access and participation at all levels.

Detailed below is how Sport NZ has supported the Government priorities, including:

- progressing the Reducing Child and Youth Offending project by using physical activity and sport to support children and young people who experience higher risk factors relating to offending or reoffending
- maximising opportunities for advancing international relationships, driving economic growth, and telling the 'New Zealand Story' to the world
- identifying and capitalising on opportunities to bring suitable major sporting events to New Zealand
- establishing and implementing a national facilities strategy, to ensure that stadiums, significant sports facilities, and high-performance training centres meet needs.

### Reducing Child and Youth Offending

During 2025/26, Sport NZ established a targeted investment and delivery approach that uses physical activity and sport as part of wider prevention and intervention responses for children and young people aged 10 to 18 experiencing higher risk factors or contact with Police or the youth justice system.

Key achievements included confirming a $15 million investment approach through to June 2028, developing a Theory of Change to support consistent and evidence-informed practice, and approving regional Tū Manawa funding plans across 14 Regional Sports Trusts to support locally led youth development initiatives.

Sport NZ allocated the first $2.2 million of Community Impact Investment to 5 proven community organisations, appointed a national Strategic Lead for Youth Development, supported the first Regional Sports Trust project role through Aktive, and strengthened cross-agency relationships with Oranga Tamariki, Police, Corrections, the Ministry of Education and the Ministry of Youth Development.

Joint initiatives with Oranga Tamariki, Regional Sports Trusts and Sport NZ progressed in Hawke's Bay and Manawatū, while Sport NZ's participation in the Resilience to Organised Crime in Communities work programme helped connect sport and physical activity more deliberately with community-led prevention activity.

This work is shifting Sport NZ's contribution from isolated programme delivery towards a more connected, system-wide prevention and intervention approach that devolves local decision-making, strengthens protective factors, and builds recognition of sport and physical activity as credible contributors to reducing child and youth offending over time.

## Sport diplomacy

During 2025/26, Sport NZ moved from strategy development to implementation of New Zealand's first whole-of-government Sport Diplomacy Strategy 2025–2030, formally launched in September 2025. Working with 9 government agencies, Sport NZ established the governance, coordination and delivery foundations needed to use sport more deliberately to advance New Zealand's international relationships, economic interests and global profile.

Sport NZ strengthened the bilateral sport relationship with India by building on the March 2025 Memorandum of Cooperation, delivering a minister-led Sport Leaders Delegation to India, developing a Joint Action Plan covering high performance sport, coaching, sport science and athlete development, and supporting sport diplomacy elements of Prime Minister Narendra Modi's visit to New Zealand, including a high performance innovation showcase, athlete ambassador engagement and recognition of 100 years of India–New Zealand sporting connections.

Major sporting events continued to provide opportunities to advance New Zealand's international objectives. Sport NZ supported cross-agency activations around the All Blacks v Ireland match in Chicago and FIFA World Cup activity in Los Angeles, using these events to facilitate diplomatic engagement, business networking and the promotion of New Zealand interests. In Chicago, Sport NZ partnered with NZ Inc agencies to deliver a ministerial programme, a New Zealand–Ireland business networking event and stakeholder engagement activities involving more than 80 guests, demonstrating how major events can create opportunities beyond the field of play.

In the Pacific, Sport NZ secured funding to support the future expansion of Healthy Active Learning, positioning sport and physical activity as contributors to wider wellbeing, education and development outcomes across the region.

These achievements established practical partnerships, new international connections and stronger cooperation arrangements that can support future collaboration for Sport NZ, HPSNZ and national sporting organisations.

## Major events

Sport NZ continued to work closely with the Ministry of Business, Innovation and Employment (MBIE), national sporting organisations and event hosts to attract, secure and maximise the value of major sporting events for New Zealand. Sport NZ focuses on ensuring major events deliver lasting benefits for communities, participants, athletes and the broader sport system.

During 2025/26, Sport NZ supported our partners on a range of internationally significant events that showcased New Zealand on the world stage. Through the MBIE-administered Major Events Fund, support was provided to events that contributed to regional economic activity, international visibility and opportunities for New Zealanders to engage with world-class sporting experiences, including the New Zealand Sail Grand Prix, Crankworx Christchurch and Rotorua[2], Women's Amateur Asia Pacific Championship and New Zealand Open (Golf) and Global Youth Sevens.

Sport NZ also worked alongside MBIE and national sporting organisations to secure future hosting opportunities. During the year, hosting rights were confirmed for 3 World Triathlon events in Tauranga across 2026, 2027 and 2028, the 2027 State of Origin, the 2028 Women's ILCA 6 and Men's ILCA 7 World Championship and the Ocean Race[3], as well as ongoing investment in golf, cycling and motor racing events. These events provide a platform to attract international athletes and visitors while building long-term participation and community benefits. Sport NZ further supported planning and funding discussions relating to the 2027 British and Irish Lions Women's Series, and the 2028 ICC T20 Cricket World Cup. Sport NZ also continued to partner with sporting organisations to identify and pursue future hosting opportunities into the 2030s.

2 Crankworx is the world's largest mountain bike festival series

3 The annual international sailing regatta for the ILCA (International Laser Class Association) dinghy

## National Sport Facilities Strategy

During 2025/26, Sport NZ led development of the National Sport Facilities Strategy, a long-term framework designed to guide planning, investment and operation of nationally significant sport facilities across Aotearoa New Zealand. Engaging with National Sport Organisations, councils, facility operators, and relevant government agencies, Sport NZ undertook analysis of the country's sport infrastructure network, future population and participation trends, venue utilisation, financial sustainability and major event requirements. This work informed a proposed national sport facilities planning framework that would support more coordinated, evidence-based infrastructure decisions, improve alignment between local and national priorities, and help ensure future investment is directed where it is needed most - toward facilities that meet population needs, are fit-for-purpose, sustainable and capable of supporting high performance sport, major events and community outcomes.

Sport NZ established an independent advisory group at the beginning of this work, which included drafting a discussion document, engaging with key stakeholders, and preparing a draft strategy and implementation approach for Government consideration.

This work is now led by the Ministry of Culture and Heritage (MCH), supported by SportNZ.

## Cross-government engagement

During 2025/26, Sport NZ worked across government to connect play, active recreation and sport with wider public sector priorities in education, health, youth development, safer communities, urban design, regional development and regulatory reform.

Key collaborations included Healthy Active Learning, Active As and curriculum reform work with education and health partners; youth offending prevention activity with Oranga Tamariki, Police, Corrections and youth development agencies; active design guidance with Health NZ; Balanced Female Health with ACC; and regional public service engagement to align local projects with wider government-funded activity.

A notable achievement was Sport NZ's partnership with MBIE and the Companies Office to support the sector's transition to the Incorporated Societies Act 2022. Through coordinated communications, practical guidance and monitoring, 95% of sport and recreation organisations had re-registered by 5 April 2026, exceeding the national rate of 91.3%, with all Sport NZ investment and recognised organisations completing the process.

## Supporting fiscal sustainability and budget reduction targets

The Sport NZ Group continues to deliver savings in response to the Government's fiscal sustainability programme whilst protecting our strategic priorities, including investments and programmes delivered into the sector. This has included:

- Budget 24 Crown funding reduction of 7.5% ($9m) per annum;
- Budget 25 Crown funding reduction against Grants and Funds of just under $4m per annum;
- In February 2025, an Independent Rapid Review of the Sport NZ Group provided assurance that the Group continues to operate efficiently and effectively whilst also providing further reprioritisation options in support of the Government's objectives; and
- Budget 26 Crown funding reduction of 2% ($2m) per annum.

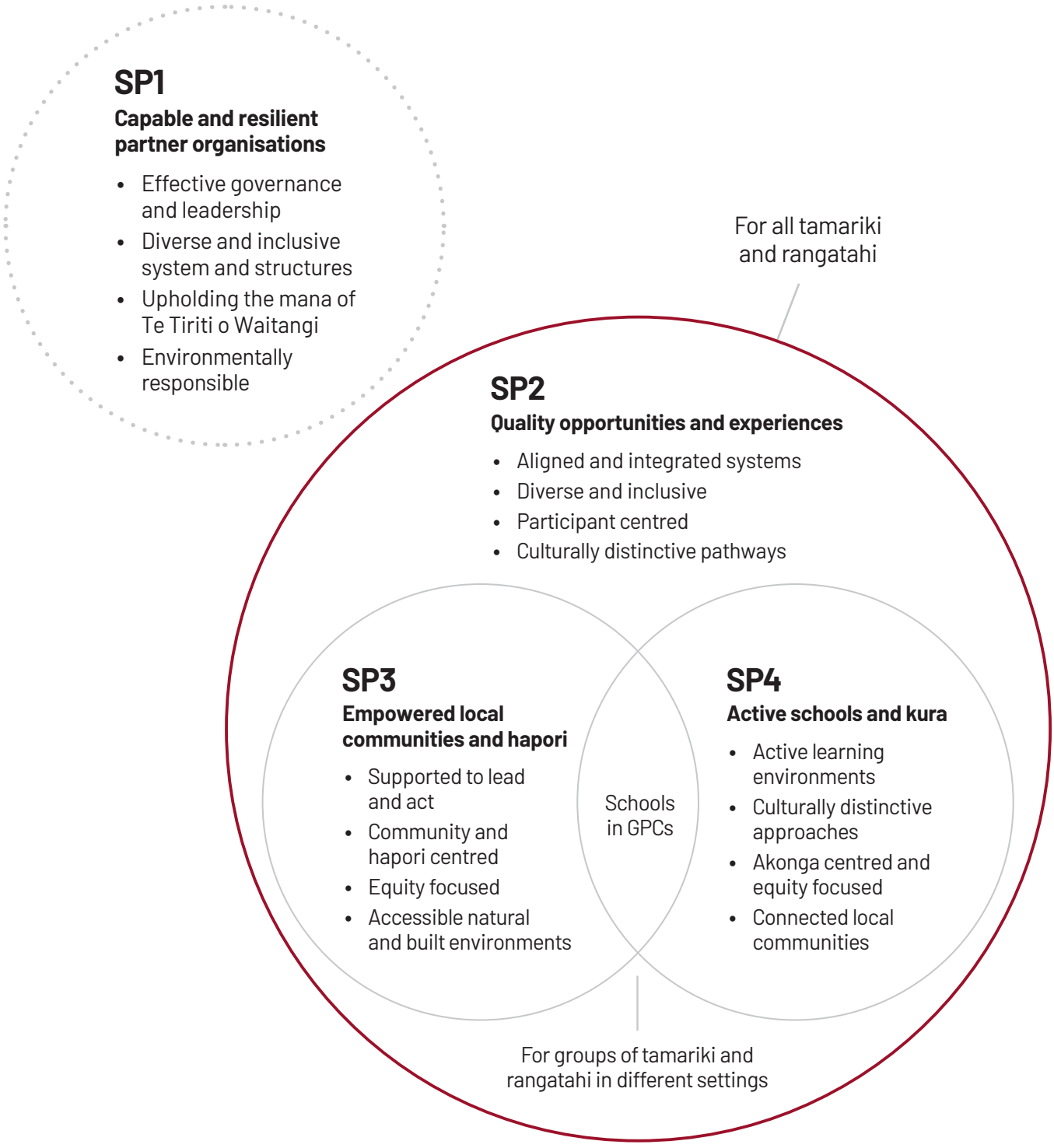
In delivering these Crown funding reductions, Sport NZ Group has worked to protect committed sector investments and programmes in the current strategic cycle to 30 June 2028. This has been achievable through:

- Reallocating COVID recovery funding that was not contracted at the time of Budget savings exercise
- Delivering headcount and operating expense reductions
- Allocating one-off funding received from Lotto over the last 3 years to sustain programmes and investments that would otherwise have been impacted by the Crown funding reductions.

Most of these levers are short-term in nature and Sport NZ will work closely with its stakeholders through 2027 in preparation for a 2028 Strategy, Investment and Operating Model reset.

## Our strategic priorities give effect to our Strategy

We give effect to our Strategy by achieving the outcomes identified across our 4 strategic priorities. In practice the strategic priorities are interconnected. Capability and resilience in partner organisations provides the foundation for better-quality opportunities and experiences for tamariki and rangatahi, while empowered communities and hapori help ensure those opportunities are locally relevant, inclusive and accessible. Active schools and kura further strengthen this system by embedding quality physical activity experiences in the places where young people spend much of their time.

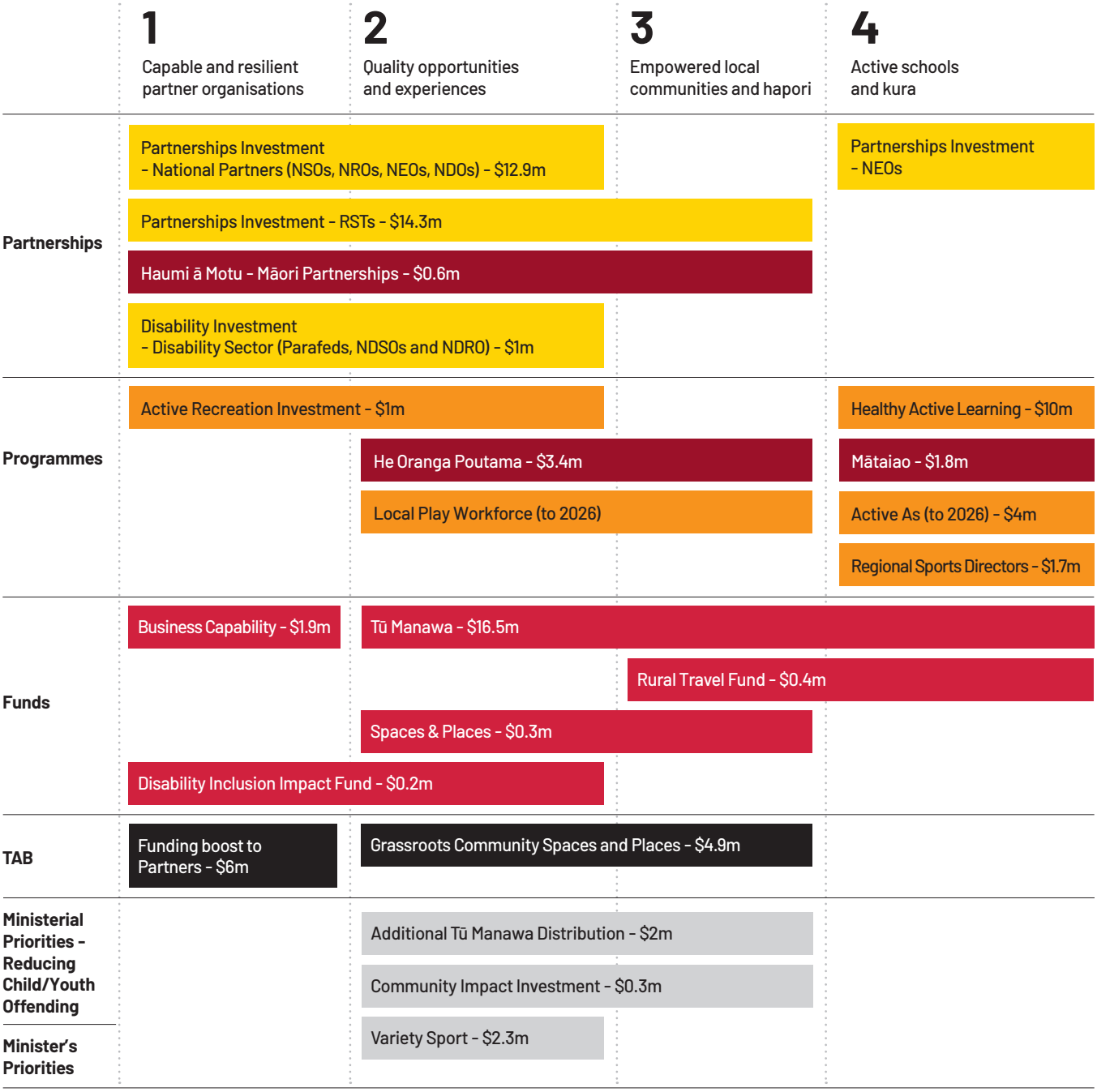



Performance measures for the strategic priorities are reported in Section 4, Statement of Service Performance.

## Our investment portfolio

As outlined on page 11, Sport NZ's investment portfolio is critical to achieving our Strategy. The portfolio consists of Partnerships Investments, Programmes and Funds, which are aligned to the 4 strategic priority areas. The total investment allocated into the sector over the 4 years is $371m and $98.3m was invested in 2025/26.

The diagram below represents $87m of the 2025/26 investment. A further $11.3m was invested in Water Safety NZ, Strengthen and Adapt initiatives, Oranga Tangata, Strategic Response Fund, New Zealand Olympic Committee (NZOC) initiatives and other targeted investments, bringing the total investment to $98.3m.




NSO: National Sport Organisation
NRO: National Recreation Organisation
NEO: National Education Organisation
NDO: National Disability Organisation
RST: Regional Sports Trust
NDSO: National Disability Sports Organisation

Te Aho investment

Partnerships Investment is a core component of our portfolio. In 2025/26 we invested over $33m in our national and regional partners to deliver initiatives that support their ability to reach and engage tamariki and rangatahi in physical activity. In consultation with Sport NZ, partners have committed to deliver a range of initiatives, aligned to the outcomes we're looking for across the strategic priorities, over the 4 years.

In 2025/26:

- 93% of all Partnership Investment initiatives (94% of all Regional Sport Trust initiatives and 93% of National Partners initiatives) are progressing as expected (assessed as either on track or partially on track) to achieve their intended outcomes over 4 years.
- Of the $33m invested in partners, $27.3m was through Partnerships Investment and a one-off $6.0m TAB funding boost. Of the Partnerships Investment funding, $14.3m was invested in Regional Sport Trusts and $12.9m in national organisations, comprising National Sporting Organisations ($10.1m), National Disability Organisations ($1.4m), National Recreation Organisations ($1.3m), and National Education Organisations ($0.2m).

# Strategic priority 1: Capable and resilient partner organisations

We work with and invest in partners who make the biggest difference to the play, active recreation and sport sector – and just as critically, are open to improving their organisational capability and resilience. As a leader in the sector, Sport NZ is often best placed to support sector organisations to improve their capability, and we have the resources to deliver many of these opportunities efficiently and at scale across the sector.

Sport NZ supported partner organisations to strengthen the capability and resilience they need to deliver for the play, active recreation and sport system. Support was deliberately partner-led, with organisations sequencing work across the 10 capability domains according to their own context, readiness and capacity, rather than progressing every area at the same pace. This approach reflects the reality that capability development takes time, particularly in a sector facing workforce, funding, cost and capacity pressures.

**Organisations sequence across the 10 domains**



## Effective governance and leadership

Sport NZ strengthened governance and leadership capability across the sector by supporting partners to improve governance practice, strategic planning, evidence use and future readiness. We recognise that workforce capacity, leadership turnover, rising costs and funding pressures continue to constrain the pace of capability development for some organisations. As reported in 2025/26 Partner Confidence Survey[4], there has been an upswing in the support provided by Sport NZ.

- **Business capability services were rated highly by partners that used them**, including people and culture at 93% good/excellent, governance at 80%, technology at 85%, commercial capability at 85% and change management at 71%.
- **90% of partners** reported that strategic foresight resources and guidance had a positive impact on their organisation's ability to anticipate change, identify new opportunities and make more informed strategic decisions.
- **87% of partners** reported that insights and evaluation support had a positive impact on their organisations, with Regional Sport Trusts (93%) and Territorial Authorities (91%) rating this support particularly highly.

## Diverse and inclusive systems and structures

A key investment was the Disability Inclusion Impact Fund, which allocated $1.2 million from 2025–2028 to support 10 partners (9 NSOs and 1 NRO) and 8 Strategic Priority 1 initiatives. The fund focuses on strengthening organisational capability, embedding inclusive practices, and driving sustainable change for disabled tamariki and rangatahi.

- In 2024 **81% of partner organisation employees and board members** said they agreed with the statement 'I feel (organisation) puts its commitment to diversity and inclusion into practice'.[5]
- **44% of organisations** reported having a formal diversity, equity and inclusion policy.[5]

## Uphold the mana of Te Tiriti o Waitangi

Tū Te Wana supported partners to assess and grow their cultural capability through baseline surveys, tailored assessment guides, action plans, discussion guides and online learning modules, with partners also accessing workshops and support materials to strengthen Te Tiriti-led practice.

- **181 individuals from 91 organisations** were engaging with Tū Te Wana online learning modules, with 53 individuals having completed all 10 modules.
- **71% of Māori stakeholders** said they agreed their local RST is 'positively influencing participation in play, active recreation and sport' as reported through the RST Survey.

## Environmentally responsible

Sport NZ supported partners to begin considering environmental sustainability more deliberately in their planning and operations, including how facilities, events, travel, procurement and delivery models can reduce environmental impact and improve climate resilience.

Progress in this area is slower than in others reflecting the sequencing of capability lifting across the 10 domains.

4 An annual stakeholder survey conducted by Sport NZ Group to measure how partners perceive the organisation's leadership, strategies, support, and engagement.

5 This data is from the Workforce Survey undertaken in February/March 2024. The next survey will be undertaken in November/December 2026.

# Strategic priority 2: Quality opportunities and experiences

Motivation to participate differs across age, gender, ethnicity and disability. Largely through our Partnerships Investment initiatives, we're focused on supporting our partners to better understand and cater to the unique needs and motivations of tamariki and rangatahi. We know that when tamariki and rangatahi have positive physical activity experiences they have a greater chance of establishing a life-long involvement in play, active recreation and sport.

Programmes, partnerships and investments are largely progressing as planned and supporting a continued shift toward better-quality experiences for tamariki and rangatahi.

## Aligned and Integrated Systems

The Sport Pathways Framework and Balance is Better initiatives continued to provide common direction for partners and support alignment across coaching, competition and participant development.

Sport NZ provided one-to-one partner support to 64 National Sport Organisations (NSOs) and 14 Regional Sports Trusts (RSTs) on coaching and competition work, and supported 3 collaborative projects between NSOs, Regional Sport Organisations (RSOs), National Disability Organisations (NDOs) and the school sport system to improve regional and local alignment.

- **71% of stakeholders** said they agree their RST is 'working in partnership with other organisations to achieve shared outcomes in the play, active recreation and sport sector'.

## Diverse and Inclusive

Sport NZ strengthened inclusive opportunities through targeted disability, women in coaching, active recreation and partnership investment, including three-year disability investment arrangements and the Disability Inclusion Impact Fund.

Sport NZ's 3-year Disability Investment now supports 22 Regional Disability Organisations and National Disability Sport Organisations, with quarterly one-to-one support, monitoring and reporting helping these organisations plan for longer-term impact for disabled tamariki and rangatahi.

- **79% of young people** said their club provided opportunities to play sport in a way that met their needs as reported in the Voice of Participant survey.
- **72% of tamariki** said they felt included during physical activity in class time (like physical education) as reported in the Voice of Tamariki survey.

## Participant Centred

Sport NZ continued to strengthen participant-centred practice by using participant voice, research and insights to support partners to design experiences that respond to the needs, motivations and aspirations of tamariki and rangatahi.

The Coaching for Impact pilot involved 100 community youth sport coaches across 3 regions, with evaluation findings showing coaches learned new skills, gained knowledge and tools and identified changes they wanted to make to their coaching practice.

- **87% of young people** agreed their club provided a supportive and encouraging environment as reported in the Voice of Participant survey.
- **54% of tamariki** agree people in my life encourage me to be active as reported in the Voice of Tamariki survey.

## Culturally Distinctive Pathways

Sport NZ supported culturally distinctive pathways through He Oranga Poutama, tākaro Māori and kaupapa Māori approaches that strengthen Māori-led participation opportunities. Some implementation has taken longer than planned as relationships, iwi-led decision-making and investment processes are worked through carefully.

He Oranga Poutama transitioned towards the 2025–28 investment approach, with iwi from 16 of 18 regions identifying their preferred delivery organisation. All 18 providers were assessed as eligible for investment, while delivery remained strong through wānanga, events, activations and hapori support. Tū Manawa supported 427 kaupapa Māori projects with $5.1 million in 2025/26. More than 123,000 tamariki and rangatahi benefitted from this funding in 2025/26.

- **47%** of rangatahi said physical activities offered to me by my school/kura **supported by Active As** reflect my culture as reported in the Voice of Rangatahi survey.
- **47%** of tamariki say I get chances to learn about Māori culture through being active as reported in the Voice of Tamariki survey.

# Strategic priority 3: Empowered local communities and hapori

Evidence tells us that living in areas of socioeconomic disadvantage can have 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 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.

Community-led and place-based approaches are becoming more embedded through funded programmes and initiatives. Reducing Child and Youth Offending is a significant initiative within this priority, with progress covered under the Government's priorities. Key enablers for Strategic Priority 3 include:

- **Place-based investment** focuses Sport NZ and Regional Sport Trusts efforts on communities where young people face greater disadvantage and barriers to participation, including through Geographic Priority Communities and devolved Tū Manawa decision-making.
- **Kaupapa Māori and locally led delivery** supports communities and hapori to design culturally grounded, locally relevant opportunities through initiatives such as He Oranga Poutama and Reducing Child and Youth Offending.
- **Spaces, places and play support** builds local capability and improves access to safe, inclusive and fit-for-purpose environments through the Local Play Workforce Project and Grassroots Spaces and Places Fund.

## Supported to Lead and Act

Communities and hapori increasingly took a leadership role in identifying priorities, designing solutions and delivering locally responsive initiatives through place-based investment such as Geographic Priority Communities and devolved Tū Manawa decision-making. Reflections on the year reinforce that community-led approaches are most effective when local priorities, readiness and capability shape the pace and form of implementation.

In Geographic Priority Communities, Regional Sports Trusts are working with local leaders, schools, councils and community providers to identify barriers and connect Sport NZ investment and programmes to locally agreed priorities.

- **100% of Regional Sports Trusts** reported a positive impact from Strategic Priority 3 activity, with 86% saying they were very positive about the impact being achieved (Partner Confidence Survey 2026).

## Community and Hapori Centred

The needs and aspirations of communities and hapori remain at the centre of physical activity and sport provision. Regional Sports Trusts continue to work alongside their Geographic Priority Communities in understanding their diverse challenges and supporting solutions that suit their needs.

Providers used wānanga, kaupapa Māori events and hapori activations to support tamariki, rangatahi and whānau to be active in ways that strengthen connection to culture, identity and place.

- **71% of stakeholders** agreed their Regional Sports Trust is working in partnership with other organisations to achieve shared outcomes in the play, active recreation and sport sector, up from 59%, as reported through the Regional Sports Trust (RST) Stakeholder survey.
- **69% of territorial authority stakeholders** rated their Regional Sports Trust's role in leading or contributing to regional spaces and places planning as very good or excellent as reported in the Regional Sports Trust (RST) Stakeholder survey.

## Equity Focused

Sport NZ's equity focus is increasingly embedded across partnerships, programmes and funds, supporting communities and hapori experiencing the greatest barriers to design locally relevant responses for tamariki and rangatahi who are less active or missing out.

- **All 14 Regional Sports Trusts** have applied an equity lens in identifying and selecting their Geographic Priority Communities.
- **92 Geographic Priority Communities** have been identified and are receiving targeted support through place-based investment and partnerships.
- **Tū Manawa** has purposefully directed funding towards local communities experiencing high levels of deprivation, **$93m has been distributed since 2020**, supporting 3.45 million individual participations through 7,997 approved applications.

## Accessible Natural and Built Environments

Sport NZ improved access to play, active recreation and sport opportunities through investment in natural and built environments, including through the Grassroots Spaces and Places Fund and the Local Play Workforce Project. Quality spaces and places are key enablers of participation, and access remains uneven where communities face limited transport, harsh weather, gaps in youth-friendly spaces and shortages of accessible indoor facilities.

The Local Play Workforce Project and Grassroots Spaces and Places Fund are helping councils, Regional Sports Trusts and communities improve planning, influence local infrastructure decisions, and deliver small-scale improvements that support safer, more accessible and more connected local places to be active.

- **82% of young people** said they agree with the statement 'I have access to spaces and places where I can do the physical activities I want' as reported in the Active NZ survey.
- **52 Neighbourhood Play System reports** have been completed to support community planning and play space development.

# Strategic priority 4: Active schools and kura

Schools and kura play an important role in shaping the lives of tamariki and rangatahi and we know that physical activity at school can support education outcomes, attendance and improved student wellbeing. We invest in regional partners to deliver programmes for schools and kura that support the education system to embrace the holistic value of play, active recreation and sport and enhance the attitudes and motivation of tamariki and rangatahi to be physically active.

School- and kura-based programmes are increasingly supporting quality physical activity experiences, stronger student voice, and better connections between education settings and local communities.

Research and insights have told us that the opportunities and experiences that tamariki have to be physically active in schools and kura are often failing to meet their needs, wants and aspirations. This has led to Sport NZ prioritising education settings, and broadening its programme portfolio, including Healthy Active Learning in the primary setting, Active As and Regional Sports Directors (RSDs) in the secondary setting and Mātaiao in kura kaupapa.

- **Healthy Active Learning** supports schools and kura to improve the wellbeing of tamariki and rangatahi through healthy eating and drinking, and quality physical activity and curriculum delivery. Delivered through Sport NZ's formal partnership with the Ministry of Education, Ministry of Health and Health NZ – Te Whatu Ora, the programme works through regional partners to build school capability, support teacher confidence, strengthen community and whānau connections, and improve the visibility of physical activity in school planning.
- **Mātaiao** supports kura and kaiako to strengthen tauira wellbeing through a kaupapa Māori approach that connects physical activity, mātauranga Māori, te taiao, identity and place. The programme recognises that quality physical activity in kura is most meaningful when it reflects local whakapapa, tikanga, whenua and community aspirations.
- **Active As** supports secondary schools and wharekura to enhance the wellbeing and learning of students through increased physical activity. Delivered through regional partners, the programme uses student voice, leadership and co-design to help schools create more inclusive, relevant and everyday opportunities for rangatahi to be active during the school day.
- **Regional Sports Directors** help secondary schools and kura provide quality, connected and locally relevant sport opportunities for rangatahi. They coordinate inter-school and intra-school sport, support the school sport workforce, connect schools with clubs, Regional Sports Trusts and community partners, and help schools embed sport and physical activity into planning.

## Active learning environments

Sport NZ supported schools and kura to value and prioritise quality play, active recreation, sport and physical education through Healthy Active Learning, Active As, Mātaiao, Regional Sports Directors and national education partnerships. Our overarching goal is to create learning environments where physical activity is planned for, embedded and connected to support attendance, engagement, learning and wellbeing.

Healthy Active Learning supported 900 primary and intermediate schools and kura across all 14 regions, helping strengthen school culture, teacher confidence, whānau and community connections, and the visibility of physical activity in school planning.

- In 2025, **57% of tamariki** supported by Healthy Active Learning agreed (quite a lot and heaps) they get the chances to do the physical activities they want at school as reported in the Voice of Tamariki survey.
- **67% of rangatahi** supported by Active As said they believe 'My school/kura provides an inclusive and safe environment to be physically active as reported in the Voice of Rangatahi survey.

## Culturally distinctive approaches

Sport NZ supported culturally distinctive approaches through Mātaiao and kaupapa Māori approaches in Healthy Active Learning and Active As, that connect physical activity with Mātauranga Māori, te taiao, identity and place.

Mātaiao continued to reach kura and wharekura across 7 regions, with evidence of positive impact where kura have embedded Mātaiao into practice, including learning centred on te taiao, connection to culture and place, and increased opportunities for tauira to be physically active.

- **47% of rangatahi supported by Active As believe** 'physical activities offered to me by my school/kura reflect my culture', up from 46% as reported in the Voice of Rangatahi survey.
- **47% of tamariki supported by Healthy Active Learning believe** 'I get chances to learn about Māori culture through being active', a new measure in 2025 as reported in the Voice of Tamariki survey.

## Ākonga centred and equity focused

Sport NZ supported ākonga-centred (student-centred) and equity-focused approaches by helping schools and kura value student voice, local insight and targeted programmes to design inclusive opportunities that respond to the needs and aspirations of tamariki and rangatahi. Participation barriers remain for young people to participate including cost, transport, disability, deprivation and confidence-related challenges.

Active As has supported secondary schools and wharekura to embed student led approaches including student voice, leadership and co-design opportunities. Evaluation findings show stronger improvements in physical activity, confidence, belonging and school attendance for rangatahi in schools supported by Active As.

- In 2024 **48% of kaiako agreed** with questions on schools and kura adopting ākonga centred approaches and promoting inclusive and equitable opportunities to be physically active as reported in the Voice of Kaiako (teacher) survey.
- In 2025, **50% of rangatahi said** they believed 'I can have a say in what physical activities are offered at my school/kura', up from 48% in 2024 as reported in the Voice of Rangatahi survey.

## Connected local communities

Sport NZ strengthened connections between schools, kura, whānau and local communities through Regional Sports Directors, Healthy Active Learning, Active As, Tū Manawa and the Rural Travel Fund, while recognising that local delivery depends on strong relationships, volunteer capacity, transport solutions and alignment with community priorities.

Regional Sports Directors supported secondary school sport across the country by coordinating inter- and intra-school opportunities, supporting the school sport workforce, connecting schools with community sport systems and helping embed quality sport in school planning.

- In 2025 **57% of rangatahi said** they believed 'I feel able to participate in community, or hapū and iwi activities', up from 54% in 2024 as reported in the Voice of Rangatahi survey.

Section 3

# High Performance Sport New Zealand (HPSNZ) progress towards our strategic intentions

The Sport NZ Group Statement of Intent (SOI) 2024-2028 outlines HPSNZ's second 4-year strategic plan. Our assessment of operations and performance discusses key elements of our work programme in the past year that supports our strategic focus areas.

# HPSNZ Strategy 2025-2028

**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

Support targeted athletes to succeed on the world stage

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

Enhance collaboration, capability and sustainability of the high performance system

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

### How We Deliver

| | | | |
|---|---|---|---|
| Athlete investment | Athlete Performance Support | Programmes and partnerships | Intelligence and systems |
| Targeted NSO and campaign investment | Performance environments and facilities | Research and innovation | Leveraging success |

# How we implement our strategy

HPSNZ has a unique role to play in the high performance sport sector and we apply our resources and expertise in the following ways to deliver on our Strategy:

## Athlete investment

Tailored Athlete Pathway Support (TAPS) is dedicated funding delivered through National Sport Organisations (NSOs) to support the performance and wellbeing of athletes in the New Zealand high performance sport environment. TAPS is designed to ensure athletes have the right resources at the right time relative to their stage in their respective sport's performance pathway.

## Targeted NSO and campaign investment

Guided by the Targeted Investment Framework, HPSNZ invests in NSOs and their athletes and coaches to achieve medal-winning performances on the world stage. The investment is based on an agreed performance pathway within each sport and the number of campaigns, athletes and coaches involved.

## Athlete performance support

HPSNZ's Performance Support is delivered by a nationwide network of expert specialists from health and sport science to support athlete wellbeing and optimise performance. Expert support is tailored to suit athletes' individual performance plans with consideration for the unique nature of their sport, as well as their age and stage on their sport's performance pathway.

## Performance environments and facilities

Our connected network of national training centres and regional pods support future, current and retiring high performance athletes and coaches with support for performance, development, and transition. We also have a comprehensive wellbeing programme that aims to support NSOs to ensure high performance sport environments empower individuals to optimise their potential and thrive in their sporting and non-sporting lives.

## Programmes and partnerships

We deliver several programmes and initiatives to achieve the outcomes we're striving for, including Healthy Women in Performance Sport, which prioritises a HPSNZ-wide focus on optimising elite female athlete health, wellbeing and performance. Coach development programmes support coaches from funded NSO partners to optimise their performance and realise podium potential. The Prime Minister's Scholarship programme funds athletes, coaches, officials and support staff to gain educational or professional development while continuing in sport.

## Innovation and research

Working in collaboration with athletes, coaches and NSOs, we identify challenges that athletes, sports and systems are experiencing and apply innovative solutions, products and technology to increase New Zealand athletes' chances of success on the world stage.

## Intelligence and systems

We're developing mechanisms to measure our strategic success and using that intelligence to guide system-wide improvement. In parallel, we're implementing new systems reforming four of our key platforms to better support NSO partnerships through investment and athlete support, alongside internal finance, people and capability.

### Performance Pathways

HPSNZ partners with NSOs to strengthen campaign-focused, evidence-based and sustainable high-performance systems as a competitive advantage. Through the ongoing evolution of the Performance Pathways Framework, sports were supported to benchmark and develop the capability required to identify, support and transition targeted athletes and coaches through key stages of the pathway.

### Leveraging success

Often focused on pinnacle events, we develop and deliver campaigns and activations to inspire and engage New Zealanders through high performance sport success.

Our integrated system as a competitive advantage: HPSNZ's competitive advantage lies in the way our system brings together performance pathways, wellbeing, strategic investment and innovation. This integrated approach enables aligned performance support, environments that strengthen athlete identity and autonomy, coaching excellence, and a partnership model with NSOs that supports honest, robust performance conversations.

## How we are tracking progress

Following the launch of the new HPSNZ investment period from 1 January 2025, we established our measurement and evaluation framework, which helps us to identify the key measures we need to assess the impacts of our 2025-2028 Strategy and the results we are reporting to various stakeholders.

The measures are tracked throughout the strategic period and results shared regularly with our Board and staff. The measures seek to understand quantitative progress towards strategic outcomes but we will also use qualitative insights where available to support our performance reporting.

At a high performance system level, we've improved our measurement approach for the 2025-28 strategy and across the strategic focus and priority areas to ensure we maximise our positive impact.

Refer to the HPSNZ Statement of Service Performance in Section 4 for the 2025/26 key measures, results and commentary.

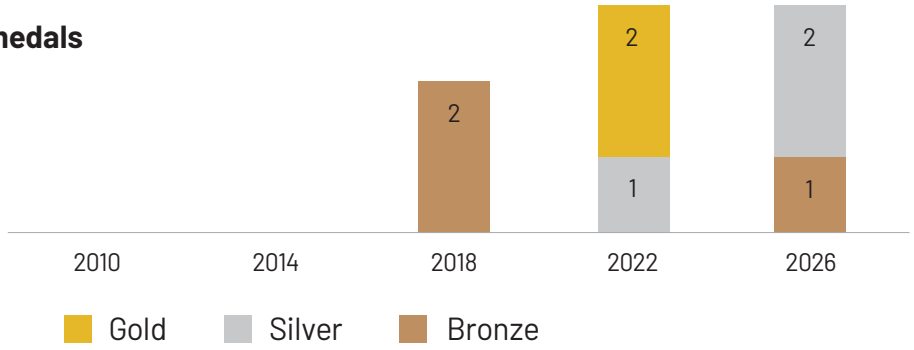
# Our reflections

## Our high performance athletes continue to achieve on the world stage

In the 2025/26 period, our high performance athletes continued to make great progress in preparation for future events and achieved some outstanding results. Focus was on the Milano Cortina Winter Olympics and Paralympics and preparing for the Commonwealth Games 2026 in Glasgow, while preparation continues for the LA 2028 Olympic Games.

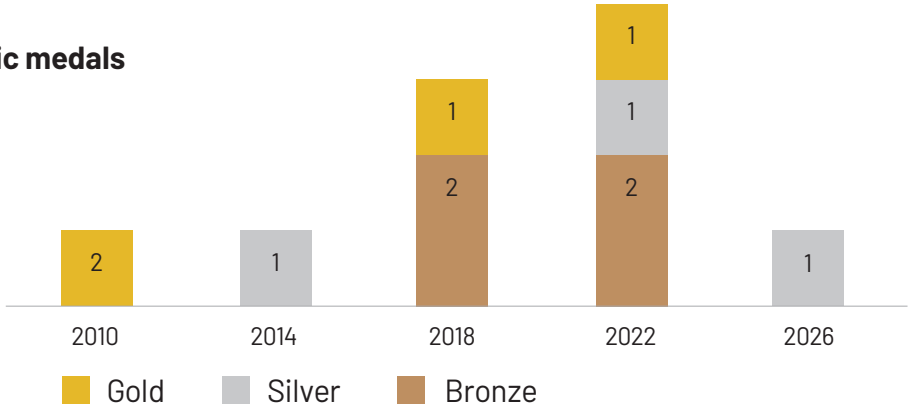
Milano Cortina 2026 was a significant feature of the year, with Snow Sport NZ achieving 3 Olympic medals. This marked the third consecutive Winter Olympic Games in which New Zealand has achieved medal success. New Zealand also achieved 1 medal at the Paralympic Winter Games, reflecting another strong performance in a highly competitive environment.

**Olympic medals**




As the graph shows, medal outcomes have varied across recent Games, providing an important benchmark as we focus on strengthening the depth and competitiveness of our Winter Paralympic campaigns for future Games.

**Paralympic medals**




Snow Sport NZ's results indicate sustained podium capability in targeted winter sports and provide a strong platform for the next winter cycle.

HPSNZ has maintained a strong focus on Glasgow 2026 Commonwealth Games readiness as an important milestone within the LA28 performance cycle. We are working with targeted sports on campaign tracking, performance planning and support so athletes, coaches and teams can test systems, build international campaign experience and benchmark readiness ahead of Los Angeles 2028.

## Tracking towards 2028

HPSNZ Strategy identifies 2 long-term outcomes:

- Performances that connect – international performances that inspire and unite New Zealanders, contributing to national pride and wellbeing
- Engagement – an increased proportion of New Zealanders engaged with high performance sport.

As reported in the Statement of Service Performance, Section 4, progress towards these long-term outcomes is monitored through specific performance measures. The results indicate that young people and adults continue to be engaged with and inspired by high performance sport. However engagement levels are impacted by the cycle of when events occur within the 4-year strategic period.

Progress during 2025/26 against our 3 strategic focus areas is provided in the assessment of our operations and performance section (see pages 39 to 42) and as reported through our performance measures in the Statement of Service Performance section (see pages 43 to 65). Contributing to the delivery and progress of our strategic focus areas, our work is supported through alignment to 4 strategic priorities:

- **Support targeted athletes to succeed on the world stage** - 91% of athletes supported on the world stage responded affirmatively regarding the quality of daily training and environment experiences
- **Enhance system capability to ensure that wellbeing is everyone's right and everyone's responsibility** - 94% of respondents replied affirmatively to their understanding of rights and responsibilities to enhance wellbeing.
- **Enhance collaboration, capability and sustainability of the high performance system**
- **Build system capability to increase the use of quality data to support performance and investment decision making**. As part of the Business Systems Reform (see page 73), development of an Athlete Management System is progressing well.

# Assessment of operations and performance

This section discusses how our work this year is progressing towards achieving the 3 strategic focus areas of our 2025-2028 Strategy (as presented on page 30).

## Sustainable Investment

HPSNZ confirmed its investment portfolio of $162.8m in 36 National Sport Organisations (NSOs) and 2 Peak Bodies over the 4 calendar years 2025-2028 through to the Los Angeles 2028 Olympic and Paralympic Games, at $40.7m per annum.

In addition, $22m per annum supports the Tailored Athlete Pathway Support programme. Just over half of this goes to NSOs to support athletes in the form of base training and excellence grants. The remaining investment is for performance and transition support to allow athletes access to health and wellbeing - focused performance medicine, nutrition, physiotherapy, performance science and performance life.

A further $800,000 is available per annum in a standalone fund for NSO wellbeing initiatives.

| Partner type | | HPSNZ investment to support | 2025-28 per annum $000 |
|---|---|---|---|
| **Podium Sport NSOs** (6) – | | High likelihood of achieving multiple podium success at pinnacle events across multiple cycles. | 25,111 |
| **Aspirational Sport NSOs** (20) | **NSO focused campaigns –** | NSOs with 1 or more campaigns likely to achieve podium success at the pinnacle event in this cycle and at the pinnacle event in the next cycle. | 3,475 |
| | **Individual focused campaigns –** | NSOs with individual campaigns likely to achieve podium success at the pinnacle event in this cycle. | 890 |
| | **High performance potential –** | NSOs with campaigns that have shown potential of a Top 8 placing at the pinnacle event in this cycle and/or potential to medal at the pinnacle event in the next cycle and/or contribute to HPSNZ's broader investment objectives. | 575 |
| **Team Sport NSOs** (10) – | | Likelihood of achieving podium success at the pinnacle event in this cycle, and/ or across multiple cycles, and/ or contribute to HPSNZ's broader investment objectives. | 7,850 |
| **Peak Bodies** (2) - The New Zealand Olympic Committee (NZOC) and Paralympics New Zealand (PNZ). | | Planning, preparation and delivery that enables NZOC and PNZ to support the New Zealand Team at Olympic, Paralympic and Commonwealth Games. | 2,300 |
| **Total direct core investment per annum (incl. contingency)** | | | **40,700** |

HPSNZ is investing just over $10m per annum in athlete performance support to help targeted athletes access the integrated health and science expertise they need to effectively train, compete and thrive. Support is delivered across medicine, psychology, nutrition, physiotherapy, massage, physiology, strength and conditioning, Performance Technique Analysis and Performance Life, and is aligned to an athlete's individual performance plan, stage of development and the specific demands of their sport.

This support contributes to quality daily training environments by working closely with coaches and sports to deliver an individually tailored approach focused on athlete availability, progression and performance optimisation. It also strengthens sport capability by enabling NSOs and performance teams to coordinate more proactive, integrated and responsive support around each athlete.

In 2025/26, this included specialist service delivery, education, integrated health monitoring and continuity of support across daily training environments, camps, competitions and pinnacle events. Key examples included:

- Training 2 Refer, which helped sports, athletes and staff recognise signs of mental health concerns and know how to respond and refer appropriately. Over 100 athlete-facing staff and high performance coaches took part in Training 2 Refer workshops during the year.
- Embedding psychology support across Podium sports, including 5 embedded roles, which strengthened the availability of specialist support within daily training environments and helped raise awareness of the importance of brain health for life and for sport.
- Maintaining continuity of athlete performance support across training camps, competitions and pinnacle events, including support delivered in partnership with Paralympics New Zealand and the New Zealand Olympic Committee, so athletes could continue to access critical services when performance demands were highest.
- Periodic health evaluations, supported by the Electronic Health Record, to strengthen continuity of care, support early identification of issues and inform ongoing health management from entry to departure in the high performance system.

## Performance Pathways

By helping national sporting organisations (NSOs) support their athletes through targeted investment, educational opportunities and specialist practitioner services, HPSNZ enables athletes and coaches to succeed on the world stage. We also work alongside sports to develop and implement evidence-based performance pathways that support sustainable success across multiple performance cycles.

HPSNZ continued to focus investment and support on athletes aligned to targeted campaign outcomes. As at 30 June 2026, 193 athletes were being supported within the 2028 cycle, alongside a dedicated High Performance Development cohort of 61 athletes focused on future Brisbane 2032 performance outcomes.

The ongoing refinement of the Performance Pathways Framework has provided greater clarity around athlete readiness, progression and investment decisions, helping sports prioritise the athletes and coaches most likely to contribute to future podium success. Athlete transition remains a key measure of pathway effectiveness, with close to 200 athlete transitions supported during the year as athletes moved into, through and out of the high-performance system, ensuring investment remained aligned to athlete readiness, progression and campaign contribution this cycle or next.

HPSNZ continued to work with NSOs on High Performance Development Plans, focusing on leadership, coaching capability, daily training environments and competition opportunities that support future campaign success.

For the 2025–28 strategic period, HPSNZ has continued to refine its coach development approach, drawing on learnings from the previous strategic period and responding to the current operating environment. In 2025/26, we worked with funded NSOs to support nominated coaches, with a focus on ensuring athletes have access to world-class coaching that enables them to progress and perform on the international stage. A return to a consultancy model has strengthened this approach by enabling more targeted one-to-one support, while also supporting individual coach development and tailored performance conversations.

## Innovation and research

Our Goldmine Innovation programme supports Podium sports and priority campaigns to identify challenges and opportunities their athletes, sports and systems are experiencing and develop solutions to achieve performance improvements. In 2025/26 we have focused on the following areas:

- Supporting the performance goals of athletes and sports competing at the Paris 2024 Games. The innovation team worked on 63 projects for summer sports across the four-year Paris cycle, with many of these project involving multiple sports, indicating strong collaboration and engagement across the high performance sport system. Sixteen of the 20 Olympic medals at Paris 2024 involved HPSNZ innovation projects, for example working on the skin suits worn by the New Zealand Track Cycling athletes.
- Formalising our first innovation partnership with Cub Digital, a New Zealand-based company developing customised digital solutions. The partnership is developing image recognition technology to provide critical video insights for high performance swimmers and throwers in Athletics. Typically, video analysis is extremely time consuming for high performance analysts to undertake but the Cub Digital technology has the potential to allow analysts and coaches to focus more on the athletes, while delivering better quality data.
- Progressing our impact research questions project, which aims to identify the big performance-based research questions in New Zealand high performance sport.

# Wellbeing and Engagement

We work in partnership with funded NSOs to support high performance sport environments that empower individuals to thrive. We develop tools, resources and guidance to support NSOs to strive for wellbeing in the same way we strive for podium success.

Measuring wellbeing at a high performance system level is multi-faceted. To understand the impact of our wellbeing programme, we're most interested in how NSOs develop and maintain high performance sport environments that empower individuals to make choices and have their voice heard.

## Activity highlights

The Wellbeing Scan was launched in January 2026 and, at year-end, 506 respondents from 22 NSOs had completed it, an increase from 18 NSOs in 2025. Combined results showed that athletes generally felt supported to access wellbeing resources, look after their wellbeing, and contribute feedback on their needs and experiences.

- 79% of athletes have either somewhat or completely been advised about wellbeing resources that are available to them (eg, trainings, providers, online tools).
- 80% of athletes have either somewhat or completely been supported by their NSO to look after their wellbeing.
- 93% 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.

## New tools and resources

We have continued to expand our suite of wellbeing and mental health resources to support athletes, coaches and NSO staff to take care of their own wellbeing and the high performance environment to enhance wellbeing. In 2025/26 we have released a range of new resources, including:

- a series of sport specific mental health and wellbeing workshops named Training 2 Refer. All athlete facing HPSNZ staff have completed the workshops. All Podium sports have either completed workshops or scheduled them for staff in the second half of 2026. Additional workshops are also being delivered for Aspirational and Team Sport staff. Athlete specific workshops are currently being planned for late 2026 and 2027. These workshops are supported by Mental Health and Performance Resources available on HPSNZ website.

- an Offboarding Guidance for NSOs to promote healthy adaptation of individuals and sports that can be tailored for different offboarding transition journeys and a Supporting Offboarding Transitions - Best Practice Scenarios resource.
- Guidance for Supporting Youth Specific Onboarding and Offboarding Resources.
- Guidance for Developing Whānau Specific Onboarding and Offboarding Resources.
- Guidance for Supporting the Para Athlete Journey.
- HPSNZ Wellbeing Guidance for Selections.

## Wellbeing Investment

Direct NSO wellbeing investment for the 2025-2028 investment cycle so far has been committed to Cycling NZ, Rowing NZ, Snow Sports NZ, Athletics NZ, Swimming NZ, Equestrian Sports NZ, Hockey NZ, Basketball NZ and Yachting NZ, totalling around $1.87m. This direct investment covers different initiatives bespoke to each NSO and includes Wellbeing Lead roles, health and safety training, safeguarding training and parental resources and workshops.

HPSNZ continued to support pathways for women in high performance leadership and coaching through Te Hāpaitanga, the Residency Experience and the Women in High Performance Coaching Summit.

## Women in High Performance Sport

In addition to the fifth cohort completing the Te Hāpaitanga coaching programme, we have continued to advance our other workstreams that aim to create the right environment and opportunities for more women in high performance leadership and coaching positions. The Residency Experience is a targeted investment approach designed with NSOs for individual work placement opportunities in high performance environments alongside personal development facilitated by HPSNZ.

The third cohort-based Residency Experience was completed in 2025. Of the 26 women across the cohorts, 50% have continued to be funded in a sustainable capacity by the NSO. If we include those Residents who have been retained within the high performance system but not necessarily within the NSO this figure increases to 70%.

In June we hosted a Women in High Performance Coaching Summit. This brought together over 60 women working across the high performance system (past and present high performance coaches, high performance development coaches, coaches from HPSNZ coaching programmes) to support a stronger network and greater acknowledgement and representation of women in high performance across all sections of sport.

## Healthy Women in Performance Sport (HWIPS)

The HWIPS programme's objective is to support a world leading, inclusive, culturally appropriate, and sustainable approach to optimising women's health, wellbeing, and performance in the New Zealand high performance sport environment.

HWIPS continues to support new and ongoing research in this area domestically and is an active member of the Global Alliance for Female Athletes (GAFA) a partnership between national sports institutes with the mission of implementing a global approach to trustworthy knowledge dissemination and accelerating the generation of impactful research and innovation.

HWIPS Resources developed in 2025/26 include:

- women's health basics infographics that have been published online as well as placed around our training facilities
- a video series from athlete stories on key topics pertinent to the athlete cohort alongside expertise from our performance health
- educational information sheets for athletes.

HWIPS has also been working in collaboration with the HPSNZ coaching team, to develop a workshop series for coaches working with female high performance athletes.

## Section 4

# Statement of Service Performance

Under section 150 of the Crown Entities Act 2004, the Sport NZ Group must prepare an annual report at the end of each financial year.

This section of the annual report constitutes Sport NZ Group's service performance information, presented in accordance with service performance reporting standard Public Benefit Entity Financial Reporting Standard 48 (PBE FRS 48). The Sport NZ Group is accountable for performance across 3 appropriations administered through the Vote Sport and Recreation: Sport and Recreation Programmes, High Performance Sport and Prime Minister's Sport Scholarships.

### About the Sport NZ Group

The Sport New Zealand Group comprises the parent entity, Sport New Zealand Ihi Aotearoa (Sport NZ), its wholly owned subsidiary High Performance Sport New Zealand (HPSNZ), and the New Zealand Sports Foundation Charitable Trust, in which Sport NZ has a controlling interest.

### Basis of preparation

This Statement of Service Performance (SSP) comprises the Sport NZ Group's service performance information prepared in accordance with PBE FRS 48 and is presented alongside the financial statements for the same reporting entity and period. Other performance commentary included elsewhere in this Annual Report is provided to support a reader's understanding of context and delivery, but the SSP is the primary location of audited service performance measures and results for the year.

Preparing service performance information requires judgement, particularly where Sport NZ Group's intended impacts are long-term and delivered through partners and the wider system. No significant judgements have been made to the selection of performance measures, aggregation and presentation decisions, treatment of comparatives, or assessment of partner-reported information against agreed impact criteria.

Where measures have been added, removed, or refined for the current strategic period, we have identified these changes in the performance tables and explained the reason for change. Where a measure change affects comparability with prior-year information, we either present comparative information on the same basis where practicable, or explain why comparatives are not presented or are not directly comparable.

### Removed and changed performance measures

Any new, removed or changed performance measures are clearly indicated in the measurement tables in this section.

# Output class one: Sport and Recreation programmes

## What is intended to be achieved

This appropriation is intended to achieve an increase in the number of young people and adults participating in play, active recreation and sport. We give effect to this through the Sport NZ 2024-2028 Strategy.

This section reports on Sport NZ's progress towards the measures of performance published in the Statement of Performance Expectations 2025/26 and Estimates of Appropriation.

## Our measurement approach

In the short- to medium-term, we want to understand the impact of our work programme on progressing towards the outcomes in each strategic priority area and if our work is leading to positive changes in participation outcomes.

The performance measures we have chosen for Sport NZ tell us the key participation indicators we are interested in by age and level of physical activity which will inform how we are tracking towards our 4-year Strategic Plan. The measures reflect that we are seeking incremental change over the medium-term, that is for the period of the Strategic Plan.

We've also selected measures for the strategic priority areas that are designed to capture the capability, experience and actions of our key partners, as well as participants and influencers across the system, who can have a considerable impact on how our strategic objectives for the sector are implemented. We also monitor a range of second level indicators that are used to report internally to the Board.

## How we assess our performance

To support the reliability and verifiability of service performance reporting, we apply quality assurance processes appropriate to each data source. Survey-based measures are managed through established tools and internal review processes. Partner and investment measures are assessed using defined criteria, with review and moderation applied to support consistency of assessment.

Our main tools include:

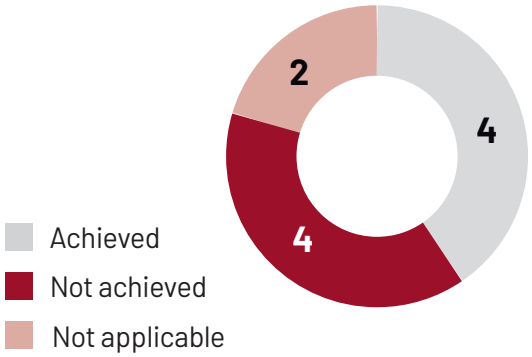
- The annual **Active NZ survey** is our nationwide participation survey on young people and adults to understand the types of activities people are doing and attitudes and behaviours towards physical activity. The survey has been running since 2017. In 2025/26 14,912 adults completed the survey (14,971 in 2024/25) and 4,575 tamariki and rangatahi (4,571 in 2024/25). Active NZ is a nationally representative survey. However, like all surveys the published results are subject to a small 'margin of error' meaning the actual result falls within a narrow range of the published result.[6] This margin is taken into account when interpreting the results and understanding progress towards the target.
- The **Voice of Participant survey** is designed to help NSOs understand club level player experiences, the drivers of participation and how NSOs might adapt to meet people's changing needs. Year-on-year comparability of Voice of Participant results may be affected by changes in the mix of participating sports and respondents. Results are interpreted as indicative of the experience of respondents in the relevant year rather than definitive evidence of system-wide change. In 2025/26, 11 sports participated in the survey with 16,833 young people (5-18) responding. This compares to 16,800 responses from 12 sports from young people in 2024/25.

6 Generally, any survey response with a maximum margin of error of +/-5% or less would be considered very reliable for reporting. Responses in 2025/26 had a margin of error of 0.8% for adults and 1.8% for young people which are both well within a reliable range.

- The **Voice of Rangatahi survey** is delivered into secondary schools/kura to help us understand how rangatahi experience physical activity within a school. Results are based on a calendar year and 19,930 rangatahi participated in the survey in 2025 (18,997 in 2024). The results are not weighted to account for differences in demographics.
- The **Voice of Tamariki** is a new survey Sport NZ developed to launch in primary (including intermediate) schools in 2025/26. The survey is focused on understanding how physically active primary-school (including intermediate) aged tamariki are at school/kura and home, and how they experience physical activity. Sport NZ manage data collection and processing. 38,322 tamariki participated in the survey in 2025.
- The **Regional Sports Trust (RST) Stakeholder survey** is a biennial survey and assists RSTs to identify key strengths and development areas as perceived by their regional stakeholders. It helps Sport NZ understand the impact of our support and investment into the RST network. The most recent survey was completed in 2025, with about 5,900 contacts (6,000 in 2023) of the 18 RSTs receiving the survey and 1,655 responses (1,700 in 2023) were received.
- The annual **Partner Confidence Survey** allows Sport NZ Group to gauge the value our partners derive from the services and advice Sport NZ and HPSNZ provide. In 2025/26 the survey was sent to 181 contacts (189 in 2024/25) from a range of partner organisations, including Regional Sports Trusts, National Sport Organisations, National Recreation Organisations, territorial authorities, and a small number of other organisations. 128 contacts completed the survey in 2025/26 compared to 126 in 2024/25.
- The **Annual Impact Reporting** assesses the progress made by investment partners against agreed initiatives using a defined assessment scale. Sport NZ reviews and moderates to support consistent assessment of whether initiatives are on track to achieve their intended impacts, recognising variation in delivery stages and the timing over which outcomes are expected to accrue. 76 partners have 282 agreed initiative investments in place. Of the 76 partners, 75 have 106 initiatives that contribute to Strategic Priority 1. We use this to report against initiatives delivering to the outcomes of Strategic Priority 1.

## Performance against Sport NZ Strategy 2024-2028

The following pages outline Sport NZ's progress towards the performance measures outlined in our Statement of Performance Expectations 2025/26 and Vote Sport and Recreation Estimates of Appropriations 2025/26.




The measures we have selected reflect where we expect to see change over the medium-term in line with the intent of our 4-year Strategic Plan. Results are dependent on a range of factors in the operating environment which can impact on the change we are hoping to make. 4 of our 10 performance measures met target, 2 measures are new this year and a baseline will be established during 2026/27, and 4 measures did not meet target. Of the 4 that did not meet the target, we saw an uplift from last year (from 70% to 78%) on the effectiveness of the support provided by Sport NZ. The remaining 3 results remained relatively stable from last year being below target by a small percentage only - 1-4%. These results are based on survey data and, as with all survey findings, are subject to a margin of error. Considering the ongoing constrained operating environment we believe the results are positive overall and that we remain on track to deliver our Strategy.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Sport NZ's (excluding High Performance Sport NZ) overall effectiveness as rated by all Sport NZ partners to increase participation | 70% | 80% of partners rate as 'Good' or higher | 78% |

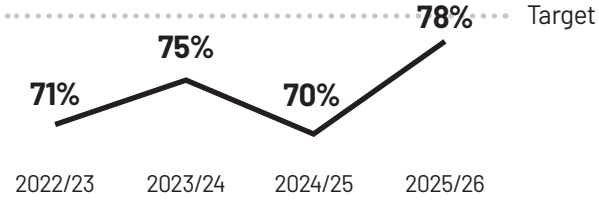
**About this measure:** This measure is published in the Vote Sport and Recreation Estimates of Appropriations 2025/26. Our relationship with, and investment in, our partners is important for achieving the sector's shared objectives. The results of this measure provide an indication of how effectively we lead and influence the sector. This measure allows us to assess whether we are supporting our partners to help lift participation rates. The source for this measure is the annual Partner Confidence Survey. We assess the percentage of partners who gave good or excellent ratings.

**About the result:** The percentage of partners who gave 'good' or 'excellent' ratings for 2025/26 has increased from 70% in 2024/25 to 78%. While not quite meeting the target of 80%, this is the most positive result recorded since 2017. The improvement appears to be driven by stronger results from National Sport Organisations and Regional Sport Trusts and is likely associated with more positive perceptions of the support provided by Sport NZ.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** Comparative results are available for 2024/25.

**Overall effectiveness as rated by all partners**



## Strategic Focus Areas

These measures have been selected to demonstrate the impact of our work with partners through play, active recreation and sport on maintaining participation rates of tamariki, reducing the drop-off in physical activity among rangatahi and improving equity for tamariki and rangatahi who are less active.

### Strategic Focus Area 1 – Maintaining physical activity levels of tamariki

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of tamariki (aged 5-11) who are meeting the physical activity guidelines (7+ hours a week) | 59% | Maintain or increase baseline 62% | 58% |

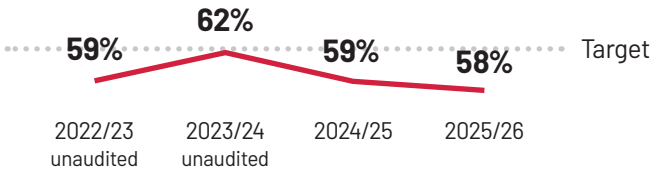
**About this measure:** The source for this measure is the Active NZ survey and the baseline was established from the 2023 survey. The physical activity (PA) guidelines are based on World Health Organisation guidelines. Using the World Health Organisation physical activity guidelines provides a trusted and science-based standard. This measure helps us understand if tamariki participation levels are being maintained.

**About the result:** The proportion of tamariki meeting guidelines has remained largely stable over last year (a drop of 1%) but remains lower than the target of 62%. Over the last year tamariki have spent less time being active in Physical Education and playing, offset very slightly by a small increase in time spent in other organised settings (competition/tournament and training with a coach). There were some positive shifts within some key demographic groups, particularly Māori and Pacific tamariki. However, the numbers of disabled tamariki, and those living in higher deprivation areas meeting guidelines dropped compared to last year. Cost has been a growing barrier for tamariki and whānau, up from 12% in 2022 to 34% now. In 2026/27 we will continue to focus on affordability and the health of community sport, as well as the in-depth work we are doing with schools.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** Comparative results are available for 2024/25.

**% of tamariki meeting PA guidelines**



## Strategic Focus Area 2 – Reducing the decline in physical activity levels for rangatahi

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of rangatahi (aged 12 – 17) who are meeting the physical activity guidelines (7+ hours a week of any intensity) | 54% | Maintain or increase baseline 46% | 55% |

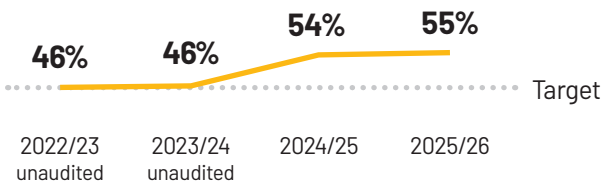
**About this measure:** The source for this measure is the Active NZ survey and the baseline was established from the 2023 survey. The physical activity (PA) guidelines are based on World Health Organisation guidelines. Using the World Health Organisation physical activity guidelines provides a trusted, science-based standard. They offer clear benchmarks for healthy movement, include inclusive targets for diverse groups. This measure helps us understand the drop-off in rangatahi participation is reducing.

**About the result:** The proportion of rangatahi meeting guidelines remained largely stable over the last year (an increase of 1%) and remains above baseline. There was a decrease in the time spent being active in physical education, but this was offset by an increase in informal activity (play). The small increase in meeting guidelines is driven by males, while female activity dropped slightly (widening the gender gap).

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** Comparative results are available for 2024/25.

**% of rangatahi meeting PA guidelines**



## Strategic Focus Area 3 – Improving equity for tamariki and rangatahi who are less active

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of young people aged 5-17 years (up to 18th birthday) who are not participating in play, active recreation and sport (under 30 minutes a week) | 7.6% | Meet or improvement on baseline result 9% | 8.2% |

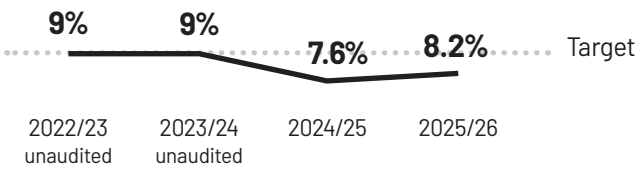
**About this measure:** The source for this measure is the Active NZ survey and the baseline was established from the 2023 survey. The physical activity (PA) guidelines are based on World Health Organisation guidelines. Using the World Health Organisation physical activity guidelines provides a trusted, science-based standard. They offer clear benchmarks for healthy movement, include inclusive targets for diverse groups. This measure helps us understand if there is an improvement in equity of opportunities and access for tamariki and rangatahi to be active.

**About the result:** The result of 8.2% is within our target and reflects the percentage of young people that are not participating in physical activity. The result is slightly less positive than the previous year however it remains relatively steady across the last 4 years and is within our target range.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** Comparative audited results are available for 2024/25.

**% of young people not participating in play, active recreation and sport**



## Strategic Priority Areas

### Strategic Priority 1 - Capable and resilient organisations

We support and enable organisations across the sector to develop their leadership capabilities in areas such as leadership and governance, financial sustainability, diversity, equity and inclusion, research and evaluation, climate change and developing authentic relationships with Māori.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of Strategic Priority 1 Partnership Investment initiatives that are **on track** to deliver the agreed impact or have achieved the agreed impact. | New measure in 2025/26 | Maintain or increase | 49% |

**About this measure:** This measure helps us to understand the degree to which partners' capability initiatives are on track to achieve their intended outcomes against Strategic Priority 1. Each initiative has clearly defined outcomes intended to build partners' capability and resilience and associated measures of success. The source of this measure is the annual assessment of the investment initiatives undertaken in July 2026. Investments are assessed against a scale of 4 ratings: on track, partially on track, some concerns or not on track. This measure identifies those at are rated as on track only.

**About the result:** The result of 49% reflects Year 2 of the investment period, where partners are required to demonstrate progress against established baselines and provide evidence of achievement against agreed measures. In addition to the 49% of initiatives that are On Track, 48% of initiatives Partially on Track, together indicating that 97% of initiatives are making good progress. Overall, the results indicate that most initiatives are progressing towards their intended capability and resilience outcomes over the four-year investment period, with those rated as Partially on Track required to make minor adjustments to receive a On Track rating for the year ahead.

**Judgements:** Sport NZ assesses each initiative against a four-point rating scale based on progress towards intended outcomes and the quality of evidence provided. To achieve a rating of On Track, partners must provide sufficient evidence that all relevant measures are being reported against and are progressing as expected. This represents a deliberately high threshold, reflecting both performance and the quality of supporting evidence. Initiatives rated On Track are considered to be meeting expectations for the purposes of this measure.

**Comparability:** This is the first year we have reported on this measure. As yearly progress is captured we will provide comparative data in future reports.

## Strategic Priority 2 - Quality opportunities and experiences

We support the sector to develop opportunities and experiences for tamariki and rangatahi that meet their needs, wants and aspirations.

The following measures allow us to monitor how satisfied young people are with the physical activity experience in school and club environments. We acknowledge there are other settings where tamariki and rangatahi are physically active, particularly in a more informal and recreational capacity, however there are challenges in collecting quality data across all settings where physical activity takes place. Sport NZ has a consistent track-record of collecting quality, cost-effective data in school and club settings.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of rangatahi who are very or extremely satisfied with the physical activity experience in school | 33% | Maintain or increase baseline 36% | 34% |

**About this measure:** The source for this measure is the annual Voice of Rangatahi (VOR) survey. The baseline is from the 2023 survey. The survey is run every calendar (school) year and data is typically collected through terms 2, 3 and 4 of the school year. This survey gives us a clear indication of experience in the settings that we directly influence. We consider this to be an ambitious target as it is a high standard for respondents to assess their experience as very or extremely satisfied.

**About the result:** The result of 34% indicates students who are 'more than' satisfied with their overall physical activity experience at school (very or extremely satisfied). We note that whilst the result is not at the same level as the baseline (2023) result of 36%, it has improved compared to 2024, showing it is moving in the right direction.

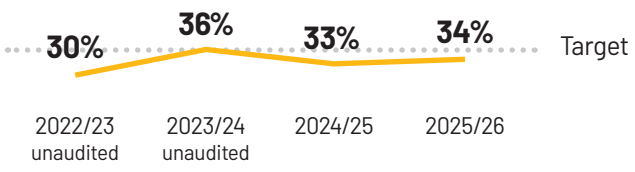
The results including 'satisfied' have continued to improve each year – 87% in 2023, 87.5% in 2024, 88.3% in 2025. Both male and female rangatahi have increased in satisfaction each year when satisfaction is included. This means that there are reducing numbers of dissatisfied students each year.

The improvement over 2024 is from male rangatahi. Female rangatahi results have remained stable over the two years (29.4% compared to 29.6%).

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** While results are largely comparable across the reporting period, the results are 'unweighted', meaning changes in the survey sample can make year-on-year comparisons challenging.

**% of rangatahi very or extremely satisfied with PA experience in school**



| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of young people who are very or extremely satisfied with their club experience | 65% | Maintain or increase baseline 68% | 66% |

**About this measure:** The source for this measure is the annual Voice of Participant (VOP) survey. This measure helps us to understand the experience young people have in the sport club setting and provides an indication of whether their needs and motivations are being met. This is important in furthering our understanding of the factors contributing to the drop-off in rangatahi physical activity.

**About the result:** The result of 66% is slightly below the target of 68% but represents an improvement on the 2024/25 result of 65%. This suggests that, overall, young people continue to report positive club experiences, with satisfaction remaining relatively stable across participating sports. While the measure did not achieve its target, the year-on-year improvement indicates progress in maintaining quality experiences for young participants.

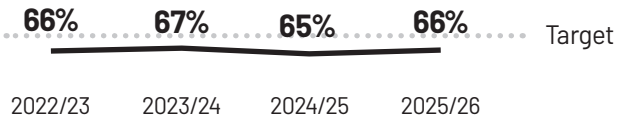
The result reports the proportion of young people that are 'very satisfied' or 'extremely satisfied' with their club experience. A further 28% of young people report being 'satisfied', which means 94% are either 'satisfied', 'very satisfied' or 'extremely satisfied'. The equivalent result in 2024/25 was 93%.

Results are based on an average across participating sports, and the mix of sports involved in the Voice of Participant survey changes from year to year.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** Comparative results are available for 2024/25. Previously, Sport NZ has reported satisfaction results for all respondents. The focus on young people reflects the focus of Sport NZ's 2024-28 strategy. It is challenging to compare results year-on-year as the sports who opt-in to participate in the Voice of Participant survey change each year. However, four of the 2025/26 sports also took part in the survey in 2024/25.

**% of young people very or extremely satisfied with club experience**



## Strategic Priority 3 - Empowered local communities and hapori

We support an aligned national, regional, and local approach that improves access to play, active recreation and sport in local communities and hapori where the greatest barriers to participation exist.

As outlined in Section 2, we have focused on working with our regional partners to identify place-based priority communities and supported our partners to integrate other Sport NZ programmes and funds to meet the needs of the community. We continue to work closely with councils, government and other providers to support the delivery of programmes and funds into communities across Aotearoa.

Regional Sports Trusts are a critical partner for us and we invest in the 18 RSTs to support their connections and leadership role across the communities they operate in. The following measure provides an indication of how effectively RSTs are engaging with stakeholders in their regions.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage 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% | Maintain or increase baseline of 59% | 71% |

**About this measure:** The source for this measure is the Regional Sports Trust (RST) Stakeholder survey which is undertaken every second year. The baseline is from the 2023 survey, the 2025/26 result is from the 2025 survey. This measure helps us understand how well RSTs are working with their local communities and hapori (i.e. stakeholders) to advocate, promote and deliver shared outcomes.

**About the result:** There was a significant 12% improvement from the baseline to 2025/26 in stakeholders' views of how effectively their local RST partners with other organisations.

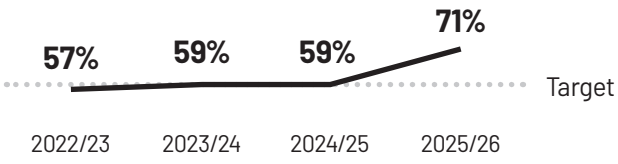
Results by sector show a similar pattern to most RST Stakeholder survey results, with those from the education sector providing high ratings (77%, up from 69% in 2023) and those from local clubs lower ratings (53%, up from 47% in 2023).

Results within Geographic Priority Communities are broadly similar to results outside GPCs, indicating that positive ratings on working in partnership are reasonably widespread throughout the RSTs' regions.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** Comparative results are available for 2024/25.

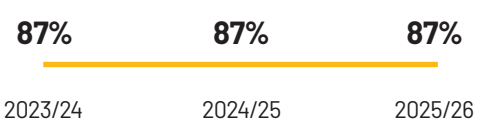
**% of stakeholders who agree RST is working in partnership**



## Strategic Priority 4 - Active schools and kura

As outlined in section 2, we continue to support our partners to deliver Healthy Active Learning, Mātaiao and Active As into primary and secondary schools and kura. These programmes are reaching a mature stage in their implementation, and we continue to see positive progress.

The first measure in this strategic priority area provides an indication of how the key enablers for positive system change within schools and kura are being implemented and embedded by teachers and school leaders. Through the second measure we are monitoring physical activity levels in secondary schools.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of tamariki who have taken part in physical activity at school that year | New measure in 2025/26 | Maintain or increase | 95% |
| **About this measure:** The source of this measure is the new Voice of Tamariki survey, which Sport NZ established in 2025/26. This measure helps us to understand if our programmes aimed at supporting primary schools to meet the needs and motivations of tamariki to be active in the school setting are having an impact on getting more students engaged in physical activity. This measure tells us the proportion of tamariki who say they have done some activity within school time, including within classtime and during playtime (morning and lunch breaks).<br>**About the result:** This is a very positive result, reflecting the high proportion of tamariki who are active during school time.<br>**Judgements:** No judgement is required when calculating this measure.<br>**Comparability:** This is a new measure in 2025/26 and while there is data available from prior year evaluation surveys, comparability is limited. No data collection took place in 2023/24 due to survey fatigue among participating Healthy Active Learning schools. | | | |
| Percentage of rangatahi who have taken part in physical activity [at school] that year | 87% | Maintain or increase baseline 87% | 87% |
| **About this measure:** The source for this measure is the Voice of Rangatahi survey which is undertaken each calendar year in line with the school year. The baseline is from the 2023 Voice of Rangatahi survey. This measure helps us to understand if our programmes aimed at supporting secondary schools are having an impact on getting more students engaged in physical activity.<br>**About the result:** Over the period that we have been measuring this the result has remained consistently high at 87%. However, there has been some change within some of the smaller contexts. For example, the number of rangatahi who are physically active at break or lunchtime has increased from 37% in 2023 to 40% in 2025 and rangatahi involved in other organised activities or clubs (e.g. kapa haka) from 21% to 23% over the same period. The larger contexts of organised sport and within physical education have remained stable, resulting in no change to the net result.<br>**Judgements:** No judgement is required when calculating this measure. The survey question asks, 'How have you taken part in physical activity at or for school this year?' and the result is based on the proportion that selected at least 1 of the physical activity response options.<br>**Comparability:** As noted above, the net result has been consistent over the 3 years though movements are recognised within some of the smaller contexts. | | | |
| **% of rangatahi taking part in physical activity at school** |  | | |

# Cost of Service by Output Expense - Sport and Recreation Programmes

**For the year ended 30 June 2026**

| Actual 2025 $000 | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|
| | **Revenue** | | |
| 32,105 | Crown funding | 27,928 | 28,595 |
| 90,159 | Other operating revenue | 105,110 | 75,112 |
| **122,264** | **Total revenue** | **133,038** | **103,707** |
| | **Less Expenses** | | |
| 75,934 | Sector investment and consulting | 98,338 | 90,253 |
| 5,334 | Programme management | 12,960 | 9,785 |
| 21,427 | Technical advice and resources | 23,117 | 23,952 |
| 3,387 | Policy advice | - | - |
| 7,067 | Knowledge and information | - | - |
| - | Core Statutory functions | 9,090 | 9,926 |
| **113,149** | **Total expenses** | **143,505** | **133,916** |
| - | Other Revenue and Expenditure | 17 | - |
| **9,115** | **Net operating surplus / (deficit) before recovery package** | **(10,450)** | **(30,209)** |
| | **Recovery Package** | | |
| 3,655 | Crown funding | - | - |
| | **Less Expenses** | | |
| 6,040 | Sector investment and consulting | - | - |
| **6,040** | **Total expenses** | **-** | **-** |
| **(2,385)** | **Net operating deficit from recovery package** | **-** | **-** |
| **6,730** | **Net operating surplus / (deficit) after recovery package** | **(10,450)** | **(30,209)** |

# Output class two: High Performance Sport

## What is intended to be achieved

This appropriation is intended to achieve more New Zealand winners on the world stage by supporting them in their pinnacle[7] events. Through partnerships, we work to deliver a sustainable high performance system.

The HPSNZ 2025-28 strategy is the second four-year strategic plan in pursuit of our long-term strategic direction through to 2032.

## Our measurement approach

HPSNZ's strategy sets out the long-term outcomes we're aiming to achieve in pursuit of our 2032 Strategic Direction. These are focused on international performances that inspire and unite New Zealanders and an increased proportion of New Zealanders engaging with high performance sport. These long-term outcomes are enduring and we are constantly monitoring progress towards them.

During this strategic period, we want to understand the impact of our work programme on the three strategic focus areas and if our work is leading to positive changes in our long-term outcomes.

The performance measures we have chosen include New Zealand's results on the world stage, although due to the nature of pinnacle events, we can't report results every year. We also track how inspired by and engaged with high performance sport adults and young people report to be.

## How we assess performance

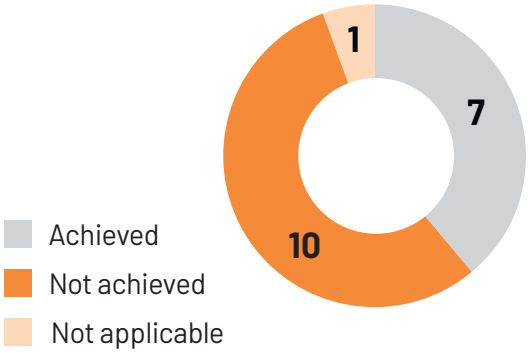
In addition to tracking the international performance outcomes of funded sports, athletes and teams, we employ various methods of monitoring to track progress towards our long-term outcomes and strategic focus areas:

- The annual Active NZ survey is our nationwide participation survey on young people and adults to understand the types of activities people are doing and attitudes and behaviours towards physical activity. The young people and adult surveys both contain questions on the extent to which people are inspired by high performance athletes and teams and if people follow sports funded by HPSNZ.
- Databases associated with athlete nomination and benchmarking processes and coach development programme registrations.
- The National Sport Organisations (NSO's) complete the health check process and associated performance conversations regularly (at least 3 times) during the strategic 4-year investment period. The health check process and performance conversations enable HPSNZ to benchmark HPSNZ-funded high performance programmes against the fundamental high performance programme components, identify risks within high performance programmes, agree improvement actions, and identify trends across sports. There are 35 invested NSOs for the 4-year strategic period. During the reporting period 29 completed a Health Check which resulted in a maturity assessment, other sports completed a campaign questionnaire relative to the targeted investment, and investment for one sport was concluded in 2026, therefore was not required to complete either. There are an extensive range of high performance related questions in the Health Check assessment, which is completed by both the eligible sport and HPSNZ. A maturity level rating and/or a RAG assessment (red, amber, green) is applied to the responses to indicate how embedded each fundamental area is in the NSO's high performance programme. The sport and HPSNZ then meet to discuss the assessments, areas of misalignment and agree actions for implementation.

7 Pinnacle Events means the highest level of international competition within the sport, and may include the Olympic Games, Paralympic Games, World Championships, Commonwealth Games and other international events as agreed between HPSNZ and the NSO.

## Performance against HPSNZ strategy 2025-28

The following pages outline HPSNZ's progress towards the performance measures outlined in our Statement of Performance Expectations 2025/26 and Vote Sport and Recreation Estimates of Appropriations 2025/26.




For 2025/26 we achieved 10 of 18 targets, noting that one measure is new this year and a baseline is being established. While most results are comparable when viewed over the medium-term, we did see a drop in the number of adults following high performance sport. Each measure contains a full explanation of the result and any variables that may have contributed to the result.

### Long-term outcomes

| Performances that connect | | | |
|---|---|---|---|
| **Measure** | **Targets** | **Past performance** | **2025/26 results** |
| Funded sports deliver targeted performances at pinnacle events | Los Angeles 2028 Summer Games<br>Olympic medals = 12-16<br>Paralympic medals = 12-16 | Tokyo 2020 Summer Games<br>Olympic medals = 20<br>Paralympic medals = 12<br>Paris 2024 Summer Games<br>Olympic medals = 20<br>Paralympic medals = 9 | Not applicable |
| | *No input required – the next reporting period is for the LA 2028 Games.* | | |

<table>
<tr><th>Measure</th><th>Targets</th><th>Past performance</th><th>2025/26 results</th></tr>
<tr><td rowspan="5">Funded sports deliver targeted performances at pinnacle events</td><td>Milano-Cortina 2026 Winter Games<br>Olympic medals = 2+<br>Paralympic medals = 2+</td><td>Beijing 2022 Winter Games<br>Olympic medals = 3<br>Paralympic medals = 4</td><td>Milano-Cortina 2026 Winter Games<br>Olympic medals = 3<br>Paralympic medals = 1</td></tr>
<tr><td colspan="3">About the results:<br>The Milano-Cortina Winter Games medal target was partially achieved. Olympic performances met the target, with 3 medals won against a target of 2+, while Paralympic performances did not meet the target, with 1 medal won against a target of 2+.<br>The Olympic team showed strong depth across their outcomes, with 11 of 28 campaigns (40%) finishing in the top 8 and the greatest number of finals performances in New Zealand Winter Olympic history. The Paralympic team was small, with 2 athletes across 5 campaigns, but still delivered one medal and three further top 8 performances. These results indicate sustained podium capability in targeted winter sports, while highlighting the small Paralympic campaign base and the need to continue strengthening depth toward future pinnacle events.<br>Zoi Sadowski-Synnott became the most decorated Snowboarder in Olympic history with a total of 5 medals won across 3 Olympics. Adam Hall became the equal most-capped NZ Paralympian, attending 6 Paralympics, while also winning his sixth Paralympic medal and drawing level as New Zealand's most decorated Winter Paralympian.</td></tr>
<tr><td>Targets</td><td>Past performance</td><td>2024/25 results</td><td>2025/26 results</td></tr>
<tr><td>2024-28 non-Olympic pinnacle events<br>Podium placements = 2+</td><td>2022-2024 non-Olympic pinnacle events<br>Podium placements = 30[8]</td><td>0</td><td>4</td></tr>
<tr><td colspan="3">About this measure: This measure covers a 4-year period and consequently should be viewed as a medium-term target for HPSNZ investments.<br>About the results: Between 1 July 2025 and 30 June 2026, there were 4 podium placements at non-Olympic pinnacle events: Waka Ama 3 Elite Podiums at 2025 IVF World Distance Championships; and 1 for Softball (Men) who were 2nd at the 2025 World Cup. This is a cumulative result with 0 reported last year.<br>Judgements: No judgement is required when calculating this measure.<br>Comparability: Comparative results are available for 2024/25. It can be difficult to compare results achieved across calendar year and strategic period. Many invested non-Olympic and non-Paralympic sports have not yet had their pinnacle event in the reporting period, with major events still scheduled later in 2026 and across 2027 and 2028, including Rugby League World Cups (Oct 2026), the Netball World Cup (2027), Bowls World Championships (2027), Touch World Cup (2028) and future Waka Ama (Aug 2026, 2027, 2028), Motocross (2026 season ongoing, 2027, 2028) and Surf Lifesaving World Championships (Sep 2026 & 2028). Further podium opportunities are therefore expected later in the cycle.</td></tr>
</table>

8 This measure was reported in the last strategic period across two annual reporting cycles. In the 2022/23 annual report we reported a result of 10 Podium placements and the 2023/24 report published a result of 12 Podium placements. Between July-December 2024 a further 8 Podium placements were achieved in Waka Ama, bringing the total for the strategic period to 30.

## Funded sports' performances resonate with New Zealanders

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of New Zealanders who say they are inspired by high performance athletes and teams | Young people: 32%<br>Adults: 32% | 35%<br>(meet or exceed) | Young people: 36%<br>Adults: 32% |

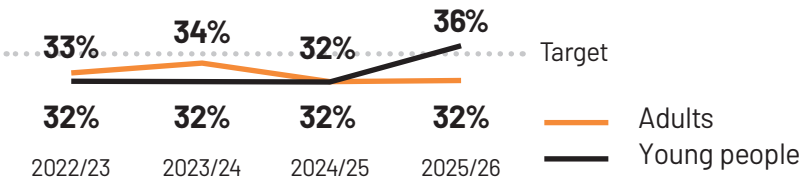
**About this measure:** The source for this measure is the annual Active NZ survey. The 2025/26 target is 35%, reflecting an average of the baseline 2021 Active NZ survey results from the young people (age 12-17) and adult (18+) Active NZ surveys, 36% and 33% respectively. However, as these are 2 separate surveys, it is not possible to get an all-of-population result. Instead, a result for young people and a result for adults are both reported. Results report the percentage of people who say they are very or extremely inspired.

**About the result:** There has been some positive movement for rangatahi in feeling inspired by NZ athletes and teams with both male and female rangatahi results going up. Feelings of inspiration for adults is reasonably stable, although has dropped by 1% each year across the last 3 years. Over the last year both males and females decreased in feelings of inspiration at similar levels. Young adults (18-24) were more likely to indicate a decrease in inspiration than other ages.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** The results for this measure are largely comparable year-on-year.

**New Zealanders who are inspired by high performance athletes and teams**




| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of New Zealanders who follow High Performance Sport New Zealand-funded sports | Young people: 63%<br>Adults: 62% | 55%<br>(meet or exceed) | Young people: 64%<br>Adults: 53% |

**About this measure:** The source for this measure is the annual Active NZ survey. The 2025/26 target is 55%, reflecting a moderate increase on the average baseline result across both the young people (12-17) and adult (18+) 2021 Active NZ surveys. As these are 2 separate surveys, it is not possible to get an all-of-population result. Instead, a result for young people and a result for adults are both reported. Results report the percentage of people who follow at least 1 sport. To follow a sport is defined as watching it on television, listening to it on the radio, following it on social media or attending events to watch.

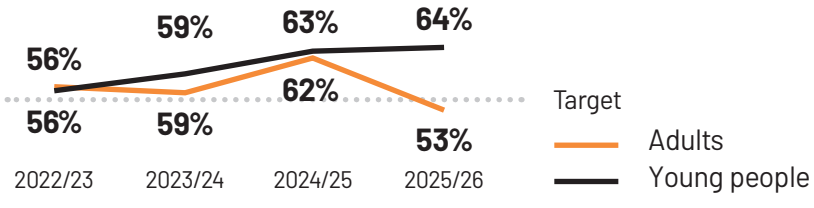
**About the result:** Following of high-performance sport among young people remained consistent with last year's results, showing a small increase of 1%. However, adults declined significantly between 2024/25 and 2025/26 for several demographic groups. These drops are across all sports measured. It should be noted that the Paris Olympics and Paralympics were last year and may have contributed to the strong result last year.

There was also an increase in rangatahi reported following high-performance sport. This has remained largely stable across the last 3 years.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** The results for this measure are largely comparable year-on-year.

**New Zealanders who follow High Performance Sport**



## Strategic focus areas

### 1. Tū te ihi – Performance Pathways

This year we have focused on supporting sports through the investment allocation and transition period in 2025/26 and re-setting core programmes that enable NSOs to support athlete and coach development.

As part of the investment allocation process, National Sports Organisations (NSOs) and HPSNZ agree pinnacle and benchmark event campaigns to target (see the glossary in appendix two for definitions of key terms). Following confirmation of HPSNZ investment, funded NSOs nominate athletes to receive HPSNZ athlete performance support and performance grants. The nominated athletes are those NSOs believe are in a strong position to achieve the targeted performance outcomes at pinnacle events, based on identified strengths and attributes of the athlete and the support network around them.

HPSNZ reviews the nominations and confirms the wrap-around athlete performance support team that will work with each athlete as they execute their individual performance plans. Nominations can happen at any time, although the majority of nominations, benchmarking and support allocation occurs in the first 6-12 months of investment confirmation.

There are numerous factors that can contribute to how athletes develop and perform as they move through their sport's performance pathway and not all are within HPSNZ or the NSO's control. To understand how our work across our strategic priorities contributes to the outcomes we're looking for in the Performance Pathways strategic focus area, we're interested in 2 key areas:

- Ensuring nominated athletes receive the support they need as they move through the performance pathway
- Ensuring nominated coaches are actively engaged in their professional development.

The following 2 measures help us monitor how athletes and coaches move in, through and out of sport performance pathways and the support delivered at each stage.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of athletes identified in the high performance athlete pathway benchmarked and supported as they transition in, through and out of the pathway | 100% | 100% | 100% |

**About this measure:** Data for this measure is from the performance pathway nomination process and performance tracking. Reported results are based on the benchmarked and supported athletes as at 30 June 2026. All athletes nominated for Tailored Athlete Pathway Support (TAPS) are benchmarked against National Sporting Organisation (NSO) investment priorities, sport-specific entry criteria, performance indicators and the HPSNZ Performance Pathways Framework (PPF). This ensures all nomination decisions are evidence-based and aligned to progression standards for future Top 8 and podium performances.

**About the results:**

- During 2025/26, 186 athlete transitions were supported, including 80 athletes transitioning into TAPS, 29 progressing through the pathway 54 transitioning out and 23 who underwent a reclassification within the TAPS pathways system.
- Most of the entry activity occurred within HP Development Phase, accounting for 54 athletes (68% of all entry nominations), reflecting the identification of future Brisbane 2032 campaign athletes as expected in Year 2 of the LA 2028 investment cycle (and 6 years out from targeted performances in Brisbane 2032).
- In contrast, HP Elite and HP Potential cohorts experienced limited transition activity as athletes benchmarked in 2024/25 remained focused on preparation and progressions for targeted LA 2028 campaign performances. Their mid cycle reviews are scheduled for 2026/27.
- 79% of athlete transitions occurred within Podium sports and 21% within Aspirational sports, reflecting the concentration of investment in targeted campaigns and the athlete depth required to sustain future podium performance outcomes
- The result demonstrates a clear, evidence-based pathway supporting athlete readiness, progression and future podium success.

**Judgements:** Sports provide extensive information about each nominated athlete, that HPSNZ uses alongside its own knowledge, to assess whether an athlete is benchmarked and supported.

**Comparability:** Comparative results are available for 2024/25.

We continue to offer several programmes to support coach development. Professional learning and development is an ongoing process and we're monitoring how nominated coaches in funded sports engage with development opportunities to support their coaching practice over time.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of coaches identified in the high performance coaching pathway engaged in professional development | 43% | 50% | 60% |

**About this measure:** The data source for this measure is coach attendance at HPSNZ coach development events and workshops, including Core Knowledge, Te Hāpaitanga residentials and satellite learning workshops. Coach development programmes run on a calendar year basis.

**About the results:** The 2025/26 result covers the period from 1 January 2025 to 31 December 2025. During the reporting period, 52 of 87 coaches working with Elite and Potential TAPS athletes engaged in HPSNZ professional development initiatives, representing 59.7% participation. This exceeds the target of 50% and reflects strong coach engagement. This is also a significant increase from last year's result of 43%.

The 2025/26 result includes coaches working with Elite and Potential TAPS athletes only. Following the conclusion of Core Knowledge in 2025, engagement was measured through coach development opportunities delivered directly by HPSNZ. These opportunities are primarily aimed at, and monitored for, coaches working with Elite and Potential TAPS athletes, making this cohort the most reliable group to report on.

For the 2025/26 reporting period, engagement was defined as participation in at least one HPSNZ coach development opportunity during the year. These opportunities included final Core Knowledge workshops, High Performance Coach Consultant (HPCC) support, Te Hāpaitanga residentials and satellite learning workshops, Training 2 Refer, Coach Connect Breakfasts, and a range of sport-specific coach development opportunities.

While the target has been achieved, HPSNZ aims to further increase coach participation and reach in the coming financial year.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** Comparative results are available for 2024/25, however as this was a new measure in 2024/25 and the programmes were only introduced in 2022, there is limited data for the 4-year period.

## 2. Tū te Wehi – Wellbeing and Engagement

As per HPSNZ's wellbeing framework and guidelines, we work in partnership with funded NSOs to ensure high performance environments empower and support individuals to have their voice heard.

There are a variety of mechanisms that a NSO can put in place to support the fundamental areas of their organisation and high performance environment, applicable to the size and scale of the NSO. Ultimately, we're interested in ensuring there is a sustainable number of talented athletes in NSO high performance pathways to achieve our strategic objectives at current and future pinnacle events. The organisational capability and capacity are important determinants here, which is why we regularly undertake Health Check processes and performance conversations with all funded NSOs and agree actions for NSOs and HPSNZ to implement to support continual improvement.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of invested NSOs that demonstrate a commitment to embedding wellbeing in their performance environments aligned to the HPSNZ Wellbeing Framework and Guidelines | 100% | 100% | 90% |

**About this measure:** The Health Check process and the measure help us to understand the extent to which NSOs are creating the performance environments that empower individuals to thrive and identify areas for improvement. The measure draws on data from the Health Check process completed by eligible National Sport Organisations. The results report the proportion of sports that have completed the Health Check process and received a mean maturity rating score of level 3 or above across the eight questions within the Wellbeing and Performance Environment area of the Health Check. Due to the 2025-28 HPSNZ investment period beginning 1 January 2025, the first round of Health Checks for eligible sports launched in June/July 2025.

**About the results:** There were a total of 35 invested NSOs in the reporting period. All 35 invested NSOs completed Health Checks relevant to their investment categorisation. Based on the level of investment, 29 NSOs completed High Performance Programme Health Checks that yielded maturity ratings (the remaining 6 NSOs completed campaign specific questionnaires which do not yield maturity ratings).

Of those 29 invested NSOs, 26 (90%) had ratings of ≥3.00, noting that the other three sports were small Aspirational sports. While results are below the target of 100%, we are confident with progress while noting that 100% of Podium invested Sports and 100% of Team invested Sports received maturity ratings of ≥3.00. However, we note that only 77% of Aspirational invested Sports received maturity rating of ≥3.00.

**Judgements:** Subject matter experts across HPSNZ provide guidance on the types of evidence and observations that help HPSNZ staff to determine maturity level ratings.

**Comparability:** More data is needed to provide comparability across years.

## 3. Tū te wana – Sustainable Investment

In this strategic focus area, sustainable means sport organisations have the capacity and capability to support the appropriate depth and talent of athletes and coaches to be successful on the world stage now and in the future.

The following measure has been selected to help us understand if funded sports organisations are taking the necessary planning and pathways development and focusing on their organisational health and capability to ensure a sustainable number of athletes and coaches. The NSO Health Check process and/or Performance Conversations are important tools for the sport organisations and HPSNZ to assess what's working well in each organisation and areas for improvement.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Percentage of invested NSOs that have taken action to build a more sustainable high performance environment | New measure in 2025/26 | 100% | 100% |

**About this measure:** The data source for this measure is the agreed actions between a NSO and HPSNZ that result from the Health Check process and/or a Performance Conversation. All invested sports complete a relevant Health Check process three times during the 4-year strategic period and Performance Conversations happen at least annually. Following the Health Check and/or Performance Conversation, actions are agreed between the NSO and HPSNZ and are monitored by HPSNZ.

This measure helps us to understand if NSOs are undertaking the necessary planning and pathways development to ensure there is depth of talent in athletes performing on the world stage now and into the future.

**About the result:** All 35 invested NSOs completed a Health Check and had a formal Performance Conversation with HPSNZ during the period to identify high performance programme or campaign improvement opportunities and actions. All Podium Sport NSOs updated and submitted their respective High Performance Development Plans (including the Development assessment tool) aimed at identifying and developing coaches and athletes capable of performing in future cycles.

In addition, during the 2025/26 period, all Podium Sport NSOs updated and submitted their respective High Performance Development Plans (including the Development assessment tool) aimed at identifying and developing coaches and athletes capable of performing in future cycles.

Assessments have been completed and improvement opportunities identified to build more sustainable high performance environments and this was supported through one-off investment to support targeted NSO pre-HP athlete development strategies.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** This is a new measure and comparative data is not yet available.

The following measures are published in the **Vote Sport and Recreation Estimates of Appropriations 2025-26.**

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Expert advice, guidance and assistance provided to funded national sport organisations, rated as 'Good' or above | All NSO partners: 80% | 80% rate as 'Good' or higher | 89% |

**About this measure:** The data source for this measure is the 2025/26 Partner Confidence Survey. The survey was completed by organisations who have received HPSNZ investment during the reporting period.

**About the result:** The survey was completed by a small number of organisations who were receiving HPSNZ investment in the last strategic period resulting in 49 responses. Eighty-nine percent (89%) of NSOs rate HPSNZ's expert advice, guidance and assistance good or above, which is above the target of 80%. This represents an improvement on last year's result of 80%. The increase appears to be driven by stronger ratings among Aspirational and Team Sports, while ratings from Podium sports remain consistently high.

**Judgements:** No judgement is required when calculating this result.

**Comparability:** Results are largely comparable year-on-year.

| | | | |
|---|---|---|---|
| Tailored Athlete Pathways Support athletes and their coaches strongly agree that specialist services have a positive impact on athlete performance | New measure for 2025/26 | 80% | 42% |

**About this measure:** This is a new measure for 2025/26, replacing *Direct support including grants and specialist services to athletes and coaches positively impacts their performance*. This new measure more accurately reflects changes in the provision of HPSNZ specialist services provided to tailor support for eligible athletes. The current year result reflects TAPS athletes attending pinnacle events during the reporting period, specifically the Winter Games. The target for this measure was established at 80% to reflect those that *strongly agree* and *agree* with the support provided however the measure description only identifies *strongly agree*.

**About the result:** Athlete Performance Support (APS) survey data from the Milano Cortina (2026) Winter Olympic and Paralympic campaigns included a total of 31 athlete and coach invitations. Of these, 13 individuals completed the survey, resulting in an overall response rate of 42%. This comprised of 19 invited athletes, inclusive of 2 non-TAPS athletes, of whom 7 responded (37%), and 12 invited coaches, of whom 6 responded (50%).

42% of coaches and athletes indicated that they strongly agree that the support provided by HPSNZ had a positive impact on athlete performance, which is in line with the description of the measure. However when those who *agree* are included, as per the intent of the measure, 84% of athletes and their coaches agreed or strongly agreed that APS support had a positive impact on athlete performance.

Across 3 further dimensions on the impact of APS disciplines on preparation and performance surveyed, access to timely support, and access to tailored support, the vast majority (85%) of responses agreed or strongly agreed on their value for respondents. Most (85%) athletes and coaches agreed or strongly agreed that the APS disciplines positively impacted athlete preparation and performance. Almost all (91%) agreed or strongly agreed that APS support was accessible in a timely manner. Finally, perceptions of tailored support were also rated highly, with a vast majority (79%) agreeing that services were tailored to athletes' individual needs.

Taken together, these findings suggest that APS services were viewed favourably across all three areas, with the strongest perceptions relating to timely access. The consistently high levels of agreement indicate that APS disciplines were widely regarded as making a meaningful contribution to athletes.

**Judgements:** No judgement is required when calculating this measure.

**Comparability:** As a new measure in 2025/26, comparable results are not yet available and will become available over time.

# Cost of Service by Output Expense - High Performance Sport

**For the year ended 30 June 2026**

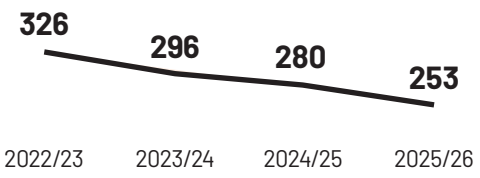
| Actual 2025 $000 | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|
| | **Revenue** | | |
| 74,192 | Crown funding | 74,192 | 74,192 |
| 9,833 | Other operating revenue | 7,960 | 6,845 |
| **84,025** | **Total revenue** | **82,152** | **81,037** |
| | **Less Expenses** | | |
| 52,197 | Sector investments and consulting | 54,770 | 53,968 |
| - | Infrastructure investment | - | 3,950 |
| 5,157 | Programme management | 5,237 | 5,659 |
| 13,540 | Technical advice and resources | 12,994 | 13,639 |
| 12,406 | High performance athlete services | 13,518 | 13,267 |
| **83,300** | **Total expenses** | **86,519** | **90,483** |
| **725** | **Net operating surplus / (deficit) before recovery package** | **(4,367)** | **(9,446)** |
| | **Recovery Package** | | |
| | **Less Expenses** | | |
| 1,592 | Sector investment and consulting | - | - |
| 15 | Operating expenditure | - | - |
| **1,607** | **Total expenses** | **-** | **-** |
| **(1,607)** | **Net operating deficit from recovery package** | **-** | **-** |
| **(882)** | **Net operating deficit after recovery package** | **(4,367)** | **(9,446)** |

# Output class three: Prime Minister's Scholarships

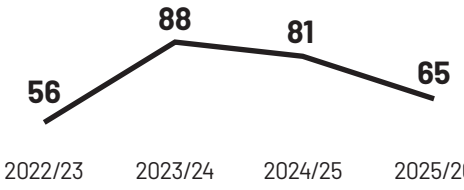
The Prime Minister's Scholarship programme is administered by HPSNZ and supports athletes, coaches, officials and support team staff to gain educational or professional development while continuing in sport. The programme supports our focus on enabling those in the high performance system to thrive in their sporting and non-sporting lives.

| Measure | 2024/25 result | 2025/26 target | 2025/26 result |
|---|---|---|---|
| Number of athlete scholarships awarded | 280 | 300 | 253 |
| **About the result:** The 2025/26 result reports the number of athlete gold scholarships awarded in the 2025 calendar year – these are aligned with the academic year. Changes to the TAPS athlete pathway framework became effective in 2025. These changes in the TAPS athlete pathway framework, which included raising the benchmarks for entry, resulted in a reduction in the number of TAPS athletes. Relative to 2024 there were less than half of the athletes eligible for scholarships ultimately resulting in fewer scholarships being awarded in 2025 than 2024.<br>**Judgements:** No judgement is required when calculating this measure. | | | |
| Number of coach, official and support team scholarships awarded | 81 | 100 | 65 |
| **About the result:** In the 2025 calendar year there was only 1 official intake (as opposed to the usual 2). Revised criteria also raised the benchmark required for applications resulting in lower numbers. Post Olympic year (2024) likely contributed to lower than anticipated numbers of applications.<br>**Judgements:** No judgement is required when calculating this measure. | | | |
| Administration costs are less than 10% of the total funding | 7% | <10% | 6% |
| **About the result:** The costs reflect the administration required to execute Prime Minister's Athlete, Coach, Support Team and Officials Scholarships programmes. Costs have stayed within the target. | | | |

**Athlete scholarships**




**Coach, official and support scholarships**



## Cost of Service by Output Expense – Prime Minister's Scholarships

**For the year ended 30 June 2026**

| Actual 2025 $000 | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|
| | **Revenue** | | |
| 4,250 | Crown funding | 4,250 | 4,250 |
| **4,250** | **Total revenue** | **4,250** | **4,250** |
| | **Less Expenses** | | |
| 2,510 | Sector investment and consulting | 2,396 | 3,958 |
| 575 | Indirect investment | 410 | - |
| 277 | Programme management | 255 | 292 |
| **3,362** | **Total expenses** | **3,061** | **4,250** |
| **888** | **Net operating surplus** | **1,189** | **-** |

Section 5

# Organisational Health and Capability

This section applies to the Sport NZ Group.

# Being a good employer

Our workforce brings together specialist technical, operational, and leadership capability across high performance sport, play, active recreation and community sport. During 2025/26, we focused on maintaining the systems, leadership practices, and workplace culture needed to support a safe, capable and engaged workforce. This included responding to fiscal constraints, changing workforce expectations, and the needs of a geographically dispersed organisation.

Our people and capability activities continue to demonstrate our commitment to our 'Good Employer' obligations. Engagement across the Group remained strong, reflecting a positive culture and a workforce that understands the importance of our work, who it benefits, and how their contribution supports the wider play, active recreation and sport system. This commitment helped the Group stay focused on delivery.

Key activities and initiatives for the 2025/26 year were:

## Leadership, accountability and culture

Engagement survey results continue to show a positive culture across the Group, with people reporting commitment to the kaupapa, and pride in the work people do. The results also reinforced the need to keep focusing on workload, prioritisation, clarity of expectations and sustainable ways of working.

People leaders play a key role in setting expectations, supporting performance, maintaining safe and inclusive team environments, and helping staff connect their work to the Group's strategic priorities. During the year, we continued to support leaders with practical tools, guidance and development focused on people management, communication, wellbeing, and leading through change.

## Recruitment, selection and induction

Our recruitment and selection practices are designed to support fair, transparent and merit-based appointments across a highly skilled workforce. We continue to refine our processes to attract candidates with the technical expertise, sector knowledge, and leadership capability needed across the Group. New employees are supported through a multi-faceted induction process, which continues to receive positive feedback.

## Employee development, promotion and exit

We continued to provide leadership and professional development focused on building resilience and mental wellbeing, leading hybrid and remote teams, communication and collaboration, unconscious bias, and navigating change and complexity. We also reviewed our learning and development approach to ensure investment is better aligned to workforce capability needs, career development and practical on-the-job learning through coaching, feedback, and stretch assignments.

## Flexibility and work design

We support flexible working where it aligns with role requirements, team connection, service delivery, and organisational needs. During the year, we continued to review our workforce policies so they remain fit-for-purpose, equitable, and consistently applied, while supporting collaboration and performance across a geographically dispersed workforce.

## Remuneration, recognition and conditions

Our approach to remuneration this year balanced the need to attract and retain skilled staff with Government expectations around reduced baseline spending, prudent financial management, and performance discipline. Our performance review process continues to provide meaningful opportunities for staff to reflect on achievements, identify growth areas, and engage in constructive dialogue with their managers. We continue to measure and report our gender pay gap and implement actions identified in our Kia Toipoto – Public Service Pay Gap Action Plan[9].

## Harassment and bullying prevention

We continued to promote Speak Up practices across the workforce and have strengthened these during the year. We implemented the new public sector Code of Conduct and launched e-learning on Organisational Inclusion, to support a shared understanding of expected workplace behaviour and inclusive practice.

## Safe and healthy work environment

As part of providing a safe work environment that encompasses physical and mental wellbeing for all employees, contractors, athletes, coaches and visitors, we are continuously improving our health, safety and wellbeing systems. During 2025/26, 1 notifiable incident at a high performance site was reported to WorkSafe. WorkSafe reviewed the incident report and closed the file, and maintenance controls relating to the equipment were updated.

We support kaimahi health and wellbeing through a range of initiatives, including staff benefits, which are largely focused on enhancing wellbeing and physical activity.

9 Read the Sport NZ Group's latest action plan for 2025-27 on the website here: https://sportnz.org.nz/resources/kia-toipoto-pay-gaps-action-plan/

## Our people at a glance

Number of employees[10]

**311**

**309** in 2024/25

Women[11]

**58.2%**

**58.6%** in 2024/25

Men

**41.5%**

**41.4%** in 2024/25

Average tenure in years

**5.7**

**5.4** in 2024/25

Annual staff turnover

**12.6%**

**8.86%** in 2024/25

Average age

**45.4**

**44.8** in 2024/25

Pay gender gap Sport NZ

**9.2%**

**7.8%** in 2024/25

Pay gender gap HPSNZ

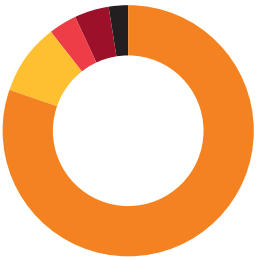
**10.5%**

**11%** in 2024/25

FTE

**302.1** **296** in 2024/25

Ethnic diversity at Sport NZ Group[12]



| | |
|---|---|
| European | **83%** |
| Māori | **7%** |
| Pasifika | **3%** |
| Asian | **5%** |
| MELAA | **2%** |

Headcount for the Group has remained stable during 2025/26, with a slight year-on-year increase as at 30 June of 0.6%. Turnover increased during the year, reflecting a combination of organisational change, movement in a competitive labour market and normal workforce movement across a specialist workforce.

We continue to monitor workforce representation and pay gaps through our Kia Toipoto action plan. While some workforce measures have shifted year-on-year showing a slightly less diverse workforce from last year, the plan remains an important mechanism for tracking progress and identifying areas for further action.

10 Includes fixed term roles, including those on the Business Systems Reform programme.

11 HPSNZ has one individual who prefers not to say which accounts for 0.3%.

12 Employee ethnicity data is provided on a voluntary basis and employees self-identify their ethnicity.

# Te Reo Māori revitalisation

During 2025/26, Sport NZ Group progressed Te Miro a Ihi Aotearoa, its internal te reo and tikanga strategy. Through te reo Māori lessons, noho marae, internal and sector mihi whakatau, cultural celebrations, and the use of te reo Māori in everyday meetings, engagements and communications, Sport NZ supports kaimahi to build confidence and capability in using te reo Māori in their work.

To advance Te Miro a Ihi Aotearoa, Sport NZ continues to focus on 3 strategic priorities:

- Kia tipu te reo - contribute to the growth of te reo as a living language
- Kia mau ki te reo - embed te reo into our practices and processes
- Kia tau te manaakitanga - create an environment encouraging the use of te reo at work.

The learning opportunities have created a strong foundation for continued growth in overall Māori capability. Ongoing learning prospects and increased workplace language use will help sustain learner confidence and support wider organisational goals around inclusion and Te Tiriti o Waitangi informed practice.

# Te Pākē a Ihi Aotearoa

Te Pākē o Ihi Aotearoa (Te Pākē) continued to guide Sport NZ Group's approach to Māori wellbeing outcomes during 2025/26. A key area of progress was the implementation of Te Aho a Ihi Aotearoa (Te Aho), which provides a consistent way to plan, monitor and report against the effort to achieve Te Pākē outcomes. Through Te Aho alignment, Sport NZ Group has strengthened its ability to identify and focus policies, practice and procedures toward Māori outcomes - improving the quality and consistency of outcome reporting across the organisation.

# Business Systems Reform

Sport NZ embarked on a significant programme of business systems reform in 2025. This reform was designed to make it easier for our partners to work with us and simpler and more efficient for our people to undertake their day-to-day work. The changes will deliver improved ways of working, stronger decision-making and enhanced partner and athlete experiences as the new systems and processes are embedded across the Sport NZ Group.

Our Business Systems Reform (BSR) programme is focused on 3 key areas:

- Upgrading our human resources and finance systems to modern, integrated cloud-based platforms that are fit-for-purpose and support efficient organisational operations.
- Improving the experience of our partners through enhanced partner management, investment management and customer relationship management capabilities.
- Optimising athlete health, wellbeing and performance through modern athlete management and electronic health record systems, supported by a connected data ecosystem.

During 2025/26, the BSR Programme moved from planning and design into active implementation and delivery. Significant progress was made across all programme workstreams. New finance and people management systems were configured, tested and prepared for organisational rollout, with data migration, training and change management activities undertaken to support adoption early in 2026/27. The new finance system was successfully rolled out in June 2026. The reform programme also completed key Partner Experience initiatives, strengthening partner processes and laying the foundations for future CRM and Investment Management capabilities. Procurement planning and requirements development has commenced for the next phase of this work.

Within High Performance Sport New Zealand, work continued on the Athlete Management System (AMS) programme. This included the delivery of a new electronic health record system in December 2025 as well as detailed solution design and planning for the phased implementation of the AMS, with delivery to the first sports in September 2026.

Throughout the year, programme governance monitored scope, schedule, risks and budget performance closely. Despite the scale and complexity of the change programme, the overall programme remains on track, with key governance groups providing oversight and support to ensure delivery milestones were achieved and organisational readiness was maintained.

# Carbon Neutral Government Programme

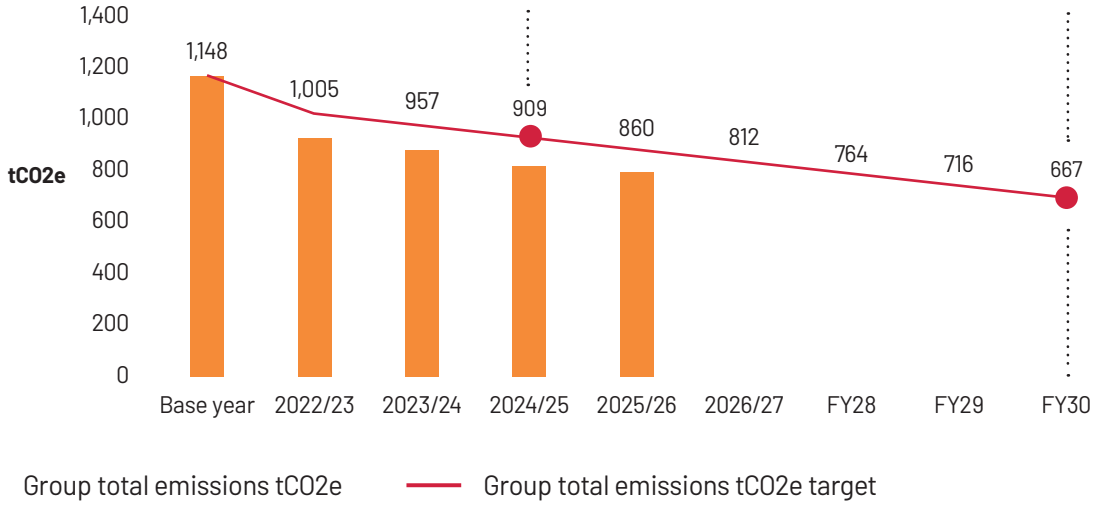
Sport NZ Group continues to measure, manage and reduce its carbon emissions in line with the Carbon Neutral Government Programme (CNGP) and a <1.5°C warming pathway. Emissions are independently verified by Toitū Envirocare. Both Sport NZ and HPSNZ are members of the Toitū carbon reduce programme and report under ISO 14064-1:2018 using an operational control approach.

Different base years were established for Sport NZ (2019/20) and HPSNZ (2018/19). When reporting as a group we combine the carbon emission inventories of Sport NZ and HPSNZ and report 2019/20 as the base year because this aligns with the parent entity.

## Total annual emissions and their sources

In 2025/26 Sport NZ Group emitted 780 tCO2e (tonnes of carbon dioxide equivalent). Our emissions in 2025/26 are down 2% on the year prior and down 32% since base year.

**Sport NZ Group absolute GHG emissions vs target**




Domestic air travel continues to be the largest contributor to our group emissions at 371 tCO2e in 2025/26, 48% of total emissions. International air travel is the next largest at 250 tCO2e, 32% of total emissions. Outside of air travel our largest emissions sources are electricity (including T&D losses and EV charging) 5% and accommodation 4% of the total.

Our largest Scope 1 emission source remains petrol use in lease fleet vehicles which contributed 15 tCO2e in 2025/26 - a 29% reduction from the base year. This reflects continued progress in fleet electrification.

**Table 1: Group emissions by scope and financial year (tCO2-e)**

| Category | Scope | Base year | 2023/24 | 2024/25 | 2025/26 |
|---|---|---|---|---|---|
| 1 – direct emissions | 1 | 75.8 | 39 | 25 | 15 |
| 2 – indirect emissions from imported energy | 2 | 74.1 | 46 | 47 | 34 |
| 3 – indirect emissions from transportation | 3 | 958.8 | 756 | 701 | 708 |
| 4 – indirect emissions from products and services used by organisation | | 39.6 | 28 | 28 | 22 |
| 5 – indirect emissions associated with the use of products from the organisation | | 0.00 | 0.00 | 0.00 | 0.00 |
| 6 – indirect emissions from other sources | | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total gross emissions** All measured emissions in tCO2-e | | **1,148.2** | **869** | **800** | **780** |
| Change in gross emissions (all categories) from previous financial year | | | -5% | -7% | -2% |
| Change in gross emissions (all Categories) since base year | | | -25% | -30% | -32% |

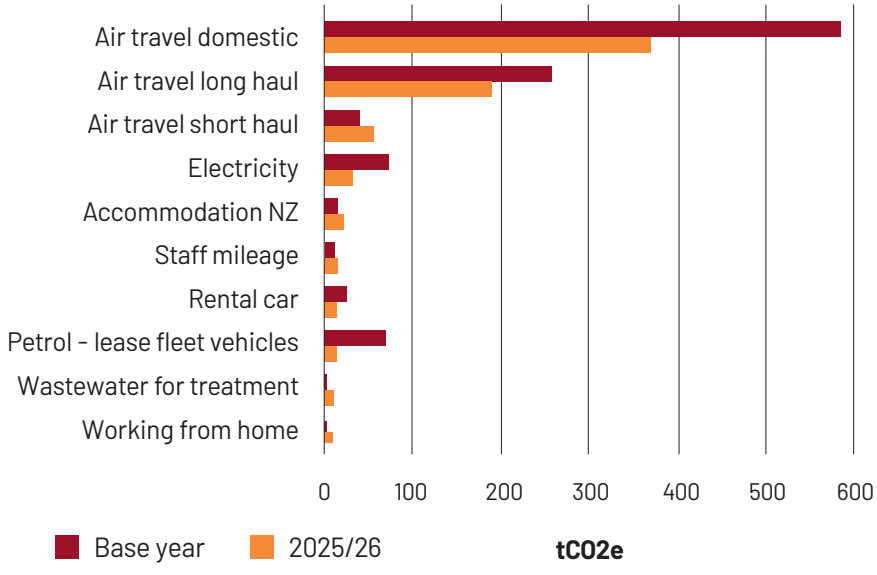
## Group reduction targets and progress

To meet CNGP requirements, Sport NZ Group committed to carbon reduction targets of 21% by 2025 and 42% by 2030 from base year.

In 2024/25 the Group exceeded the 2025 target achieving a reduction of 30% from base year.

The Group reduced emissions by 2% in 2025/26. To reach the 2030 target, emissions will need to decrease by an average of 4% each year. In 2026/27, the Group will continue to focus on reducing domestic air travel and other land transport emissions, including those from rental cars, taxis, rideshare services and staff mileage.

**Table 2: Top emissions breakdown by source (2025/26)**




| | % of FY26 total | % change from base year |
|---|---|---|
| Air travel domestic | 47.6% | -36.5% |
| Air travel long haul | 24.7% | -25.0% |
| Air travel short haul | 7.3% | 50.8% |
| Electricity | 4.4% | -54.1% |
| Accommodation NZ | 3.1% | 25.31% |
| Staff mileage | 2.1% | 21.1% |
| Rental car | 2.0% | -40.7% |
| Petrol - lease fleet vehicles | 2.0% | -78.3% |
| Wastewater for treatment | 1.3% | N/A |
| Working from home | 1.2% | N/A |

## Intensity measures

Group emissions intensity has improved since the base year, falling 39% per FTE and 49% per $1 million of revenue, despite a small increase in emissions per FTE in 2025/26.

**Table 3: Emissions intensity by FTE and revenue**

| KPI | Base year | 2023/24 | 2024/25 | 2025/26 |
|---|---|---|---|---|
| FTEs | 263.50 | 338.38 | 327.27 | 294.27 |
| Revenue ($m) | 166.70 | 236.17 | 214.00 | 220.91 |
| **Emissions intensity** | | | | |
| Total gross emissions per FTE in tCO2-e | 4.36 | 2.57 | 2.44 | 2.65 |
| Total gross emissions per million dollars of revenue in tCO2-e | 6.89 | 3.68 | 3.74 | 3.53 |

## Sport NZ Group carbon emissions reduction plan to 2030

The table below outlines the targeted reductions and supporting initiatives across key emissions sources from 2026-2030.

| Emissions source | Key reduction initiatives | Targeted % reduction | Equivalent reduction in tCO2e |
|---|---|---|---|
| Air travel | • Annual air travel carbon budgets with GET and SLT oversight | -15% | -88 |
| Other travel | • Fewer accommodation nights linked to reduction in travel<br>• Encourage EV/PHEV rentals and green taxi/Uber | -22% | -17 |
| Fleet vehicles | • Continue EV transition as charging infrastructure allows<br>• Maintain 2025 HPSNZ fleet gains | -55% | -11 |
| Energy efficiency | • Reduced Dunedin facility footprint (7% of site)<br>• Move to energy-efficient Parakiore facility in Christchurch.<br>• LED upgrades at HPSNZ Auckland Facility in 2025 | -15% | -7 |
| Other facilities | • Reduced occupancy at Dunedin facility | -19% | -6 |
| Work from home | • Improve data quality | -23% | -3 |

These initiatives collectively support the Group's trajectory toward a 42% reduction by 2030.

# Other declarations

## Service critical assets

The Sport NZ Group has identified no service critical assets in line with the reporting requirements in CO (23) 9.

## Ministerial Directions

The Sport NZ Group did not receive any directions from the Minister for Sport and Recreation during 2025/26.

## Acts in breach of statute

No natural person acts have been enforced against the Sport NZ Group under section 20(3) of the Crown Entities Act during 2025/26.

## Permission to act

Section 68(6) of the Crown Entities Act 2004 requires disclosure of a permission (by the chair or deputy chair) to act despite a board member's interest in a matter. No permissions were sought in 2025/26.

## Section 6

# Financial Overview

This section applies to the Sport NZ Group.

The Sport NZ Group's 2025/26 financial results were affected by two material unbudgeted distributions for which related investment commitments have been made into the sport and recreation system. Revenue was above budget due to discretionary distributions from the Lotteries Grants Board ($7 million) and a one-off $20 million distribution from TAB following the passing of the Racing Industry Amendment Bill. Sector investments were $10 million above budget as the Group committed additional investments associated with the TAB distribution.

The Group remained in a sound financial position at 30 June 2026. Term deposits were $30 million above budget due to timing differences between receiving additional revenue and entering into related investment commitments. Current surplus cash reserves are substantively committed to investments and programmes within the 2024-2028 strategic cycle.

Other matters affecting the financial result during the year included the full accounting impairment of the loan to Moana Pasifika Limited following the appointment of liquidators on 25 May 2026.

Over five of the past six years, the Group has reported a surplus, largely due to the receipt of discretionary Lotteries payments and a timing difference in committing to related investments. An exemption from section 165 of the Crown Entities Act 2004 allows these annual and accumulated surpluses to be retained as public equity, supporting strategic planning and investment over multiple years. Material deficits are forecast for the FY27 and FY28 financial years as these investments are delivered into the sector.

The Group delivers its 12-year strategic direction through four-year strategic and financial cycles. Most reserves are allocated to investments and programmes within the current 2024–28 cycle and are expected to be substantially utilised by its conclusion. The Group's strategy and financial settings for the 2028–32 cycle will be considered through future planning processes.

# Statement of Comprehensive Revenue and Expense

**For the year ended 30 June 2026**

| Actual 2025 $000 | | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|---|
| | **Revenue** | | | |
| 114,202 | Crown funding | | 106,370 | 107,037 |
| 82,386 | New Zealand Lottery Grants Board | | 80,031 | 72,862 |
| 7,390 | Racing Industry Act revenue | | 25,394 | 3,141 |
| 8,742 | Interest revenue | | 6,067 | 3,939 |
| 1,474 | Sundry revenue | | 1,568 | 548 |
| **214,194** | **Total revenue** | **2** | **219,430** | **187,527** |
| | **Expenditure** | | | |
| | **Sector investments** | | | |
| 79 | Investment consulting | | 229 | - |
| 130,563 | Partner investments | | 155,275 | 145,728 |
| - | Infrastructure investments | | - | 3,950 |
| 7,632 | Recovery investment portfolio | | - | - |
| **138,274** | **Total sector investments** | **3** | **155,504** | **149,678** |
| | **Cost of services** | | | |
| 319 | Board members' remuneration | 15,16 | 472 | 366 |
| 41,676 | Personnel costs | 4 | 43,613 | 44,176 |
| 10,155 | Professional and technical services | 5 | 11,949 | 11,341 |
| 2,332 | Leased property | | 2,560 | 2,621 |
| 1,185 | Depreciation and amortisation | | 1,320 | 1,349 |
| 13,485 | Other operating costs | 6 | 17,667 | 17,651 |
| **69,152** | **Total operating expenditure** | | **77,581** | **77,504** |
| **207,426** | **Total expenditure** | | **233,085** | **227,182** |
| **6,768** | **Net operating surplus / (deficit)** | | **(13,655)** | **(39,655)** |
| (32) | Gain / (loss) on disposal of assets | | 27 | - |
| **6,736** | **Total comprehensive revenue and expense** | | **(13,628)** | **(39,655)** |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements. Explanations for major variances against budget are provided in note 20.

# Statement of Financial Position

**As at 30 June 2026**

| Actual 2025 $000 | | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|---|
| | **Assets** | | | |
| | **Current assets** | | | |
| 1,990 | Cash and cash equivalents | 7 | 5,004 | 751 |
| 25,645 | Trade and other receivables | 8 | 24,706 | 21,214 |
| 605 | Prepayments | | 632 | 550 |
| 142,889 | Term deposits | 9 | 128,790 | 99,216 |
| 300 | Loans - current | 10 | 50 | 300 |
| **171,429** | **Total current assets** | | **159,182** | **122,031** |
| | **Non-current assets** | | | |
| 844 | Term deposits | 9 | - | - |
| 2,929 | Property, plant and equipment | | 3,536 | 3,981 |
| 365 | Intangible assets | | 1,162 | 313 |
| 2,522 | Loans - non current | 10 | 89 | 2,250 |
| **6,660** | **Total non-current assets** | | **4,787** | **6,544** |
| **178,089** | **Total assets** | | **163,969** | **128,575** |
| | **Liabilities** | | | |
| | **Current liabilities** | | | |
| 8,383 | Trade and other payables | 11 | 6,876 | 12,688 |
| 418 | Revenue received in advance | | 1,025 | 348 |
| 2,589 | Employee entitlements | 12 | 2,960 | 2,838 |
| **11,390** | **Total current liabilities** | | **10,861** | **15,874** |
| | **Non-current liabilities** | | | |
| 18 | Provisions | | 18 | 18 |
| 280 | Employee entitlements | 12 | 317 | 332 |
| **298** | **Total non-current liabilities** | | **335** | **350** |
| **11,688** | **Total liabilities** | | **11,196** | **16,224** |
| **166,401** | **Net assets** | | **152,773** | **112,351** |
| 159,665 | Opening public equity | | 166,401 | 152,006 |
| 6,736 | Total revenue and expenditure | | (13,628) | (39,655) |
| **166,401** | **Closing public equity** | | **152,773** | **112,351** |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements. Explanations for major variances against budget are provided in note 20.

## Statement of Changes in Equity

**For the year ended 30 June 2026**

| Actual 2025 $000 | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|
| | **Public equity** | | |
| 159,665 | Opening public equity | 166,401 | 152,006 |
| 6,736 | Total comprehensive revenue and expense for the year | (13,628) | (39,655) |
| **166,401** | **Closing public equity** | **152,773** | **112,351** |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements.

## Statement of Cash Flows

**For the year ended 30 June 2026**

| Actual 2025 $000 | | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|---|
| | **Cash flows from operating activities** | | | |
| 114,202 | Crown funding | | 106,370 | 107,037 |
| 81,290 | New Zealand Lottery Grants Board | | 80,031 | 72,766 |
| 7,390 | Racing Industry Act revenue | | 24,496 | 3,341 |
| 1,997 | Sundry revenue | | 3,016 | 489 |
| 8,520 | Interest revenue | | 7,058 | 3,739 |
| (980) | Goods and services tax | | (603) | - |
| (138,591) | Sector investment | | (155,712) | (150,014) |
| (27,028) | Payments to suppliers for goods and services | | (30,361) | (28,069) |
| (42,826) | Payments to employees | | (43,677) | (45,109) |
| **3,974** | **Net cash flow from operating activities** | | **(9,382)** | **(35,820)** |
| | **Cash flow from investing activities** | | | |
| 84 | Disposal of property, plant and equipment | | 27 | - |
| 194,106 | Term deposits maturing | | 204,344 | 37,945 |
| (1,184) | Purchase of property, plant and equipment | | (1,754) | 300 |
| (57) | Purchase of intangible assets | | (970) | (2,396) |
| (207,739) | Acquisitions of Term deposits | | (189,401) | - |
| (5,895) | Funds distributed to the Integrity Commission | | - | - |
| 150 | Loan repayments | 10 | 150 | - |
| **(20,535)** | **Net cash flow from investing activities** | | **12,396** | **35,849** |
| **(16,561)** | **Net increase / (decrease) in cash and cash equivalents** | | **3,014** | **29** |
| 18,551 | Cash and cash equivalents at 1 July | | 1,990 | 722 |
| **1,990** | **Cash and cash equivalents at 30 June** | | **5,004** | **751** |

This financial statement is to be read in conjunction with the accounting policies and notes to the financial statements.

# Reconciliation of Net Surplus to Net Cash Flows

**For the year ended 30 June 2026**

| Actual 2025 $000 | | Actual 2026 $000 | Budget 2026 $000 |
|---|---|---|---|
| **6,736** | **Surplus / (Deficit)** | **(13,628)** | **(39,655)** |
| | **Add / (deduct) non-cash items** | | |
| 1,185 | Depreciation and amortisation | 1,320 | 1,349 |
| 32 | Gain / (loss) on disposal of assets | (27) | - |
| - | Impairment of loan value | 2,672 | - |
| - | Reversal of impairment of loan value | (139) | - |
| **1,217** | **Total non-cash items** | **3,826** | **1,349** |
| | **Add / (deduct) movements in working capital items** | | |
| (1,525) | Trade and other receivables | (52) | 45 |
| (221) | Interest receivable | 991 | (200) |
| 362 | Prepayments | (27) | (400) |
| (1,596) | Trade and other payables | (1,507) | 3,782 |
| (169) | Revenue received in advance | 607 | (174) |
| (830) | Employee entitlements | 408 | (567) |
| **(3,979)** | **Net movement in other working capital items** | **420** | **2,486** |
| **3,974** | **Net cash flows from operating activities** | **(9,382)** | **(35,820)** |

# Notes to the Financial Statements

## 1. Statement of accounting policies for the year ended 30 June 2026

### Reporting entity

These financial statements are for the Sport NZ Group for the year ended 30 June 2026 and were authorised for issue on 28 October 2026. The Group comprises the parent entity, Sport and Recreation New Zealand (Sport NZ), its wholly owned subsidiary, High Performance Sport New Zealand Limited (HPSNZ), and the New Zealand Sports Foundation Charitable Trust (NZSFCT) in which Sport NZ has a controlling interest.

Sport NZ is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled and operates in New Zealand. The relevant legislation governing Sport NZ's operations is the Crown Entities Act (2004) and Sport and Recreation New Zealand Act (2002). Sport NZ's ultimate parent is the New Zealand Crown.

Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act (2002) (the Act) to "*promote, encourage and support physical recreation and sport in New Zealand*". Its functions are set out in section 8 of the Act, which incorporates the functions of HPSNZ.

The NZSFCT was granted charitable status under the Income Tax Act (1994) in August 1995 and commenced activities on 1 September 1995. The NZSFCT was registered as a charitable entity under the Charities Act (2005) on 30 June 2008. The objects of the NZSFCT include: to promote, organise, and provide for and assist in the promotion and organisation of sport, and participation in sport in the community, for the purpose of promoting the health, education, and development of individuals and communities.

Although the NZSFCT is a separate legal entity from Sport NZ, the Trustees are appointed by the Sport NZ Board and include members of the Sport NZ Board.

The Group does not operate to make a financial return and is designated as a Public Benefit Entity (PBE) for financial reporting purposes.

The accompanying notes form an integral part of the financial statements.

### Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

There have been no changes to accounting policies from the prior period.

#### Statement of compliance

The financial statements of the Group have been prepared in accordance with the requirements of the Crown Entities Act (2004), which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The financial statements have been prepared in accordance with Tier 1 Public Sector PBE Reporting Standards.

#### Measurement base

The financial statements have been prepared on a historical cost basis.

#### Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars ($'000), unless otherwise stated.

## Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note are outlined below.

### Goods and services tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to the IRD is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

### Income tax

Sport NZ and HPSNZ are public authorities and the NZSFCT is a registered charity; consequently, the Group is exempt from income tax.

### Budget amounts

The budget amounts for the year ended 30 June 2026 are derived from the Statement of Performance Expectations (SPE) 1 July 2025 – 30 June 2026 as approved by the Sport NZ Board on 13 June 2025.

The budget amounts were prepared in accordance with NZ GAAP using accounting policies that are consistent with those adopted by the Board for the preparation of the financial statements.

### Cost allocation

Within the cost of service statements, the cost of outputs has been determined through a combination of direct cost allocation and indirect cost allocation. Costs directly attributed to an output are allocated to that output. Indirect costs comprise expenditure related to the Executive, Finance, IT and Corporate Services, Human Resources, Business Operations and Communications. These are allocated to outputs based on the proportional share of fulltime equivalent employees (FTEs) working directly on each output.

## Critical accounting estimates and assumptions

There were no critical accounting estimates or assumptions applied in preparing the financial statements that were considered to have a significant effect on the amounts of assets and liabilities recognised.

## Critical judgements in applying accounting policies

In preparing the financial statements, no critical judgements were made in the application of accounting policies that are considered to have a significant effect on the amounts of assets and liabilities recognised.

# 2. Revenue

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| | **Crown funding** | |
| 32,105 | Sport and Recreation Programmes | 27,928 |
| 74,192 | High Performance Sport | 74,192 |
| 4,250 | Prime Minister's Sport Scholarships | 4,250 |
| 3,655 | COVID-19 recovery package | - |
| **114,202** | **Total Crown funding** | **106,370** |
| | **Other revenue** | |
| 82,386 | New Zealand Lottery Grants Board | 80,031 |
| 7,390 | Racing Industry Act revenue | 25,394 |
| 8,742 | Interest Revenue | 6,067 |
| 1,474 | Sundry Revenue | 1,568 |
| **214,194** | **Total revenue** | **219,430** |

## Crown funding

Sport NZ Group is primarily funded through revenue received from the Crown, which is restricted in its use for the purpose of the Sport NZ Group meeting its objectives.

Apart from the general restrictions, the Group considers there are no other conditions attached to Crown funding.

Revenue from the Crown is recognised non-exchange revenue when received and is reported in the financial period to which it is appropriated.

## New Zealand Lottery Grants Board

Sport NZ receives annual funding from the NZ Lottery Grants Board (NZLGB) who in turn receive it from LottoNZ. Sport NZ receives a fixed sum of LottoNZ net profits as decided by the NZLGB and is accountable to the Minister for Sport and Recreation for the administration, distribution and expenditure of its lottery funding. The Group considers there are no conditions attached to NZLGB funding. NZLGB revenue is derived from non-exchange transactions and is measured at the amount of the increase in net assets recognised by the Group.

Sport NZ also receives annual funding from the NZLGB for Water Safety New Zealand. Sport NZ is responsible for the monitoring and oversight of the investment funding provided by NZLGB for Water Safety NZ. This is recognised as revenue and expenditure in the Statement of Comprehensive Revenue and Expense.

## Racing Industry Act Revenue

Sport NZ receives funding via the Racing Industry Act (2020). This revenue is received from TAB and is recognised in the period to which it relates. The Racing Industry Act revenue is derived from non-exchange transactions.

## Interest

Interest revenue is recognised by accruing on a time proportion basis, the interest due from investments and is derived from exchange transactions.

# 3. Sector Investments

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| | **Partner investment and investment consulting** | |
| 75,935 | Sport and recreation programmes | 98,338 |
| 52,197 | High performance sport | 54,770 |
| 2,510 | Prime Minister's Sport Scholarships | 2,396 |
| 7,632 | Recovery investment portfolio | - |
| **138,274** | **Total sector investments** | **155,504** |

## Partner investments

The Group provides funding directly to organisations in the sport and recreation sector to deliver outputs that align to the Group's strategic objectives. This expenditure is recognised as an expense in the Statement of Comprehensive Revenue and Expense as either partner investments or infrastructure investments. Where services are provided by the Group to organisations, the cost of these services is reported in the Statement of Comprehensive Revenue and Expense.

Core Partner investments are agreed for a four-year strategic period. These financial statements represent the second year of the current strategic period 2024-2028. Investments with substantive obligations that need to be delivered, are expensed as the obligations are delivered (and conditions are met) by Partners. Investments without substantive conditions, are expensed at payment date.

The Group must exercise judgement when recognising investment expenditure to determine whether contracted requirements have been satisfied. This judgement is based on the facts and circumstances particular to each contract.

## Investment consulting

Costs associated with engaging consultants to provide services or professional advice directly to partner organisations are recognised in the Statement of Comprehensive Revenue and Expense as 'Investment consulting' expense under "Sector investments".

# 4. Personnel Costs

| Actual 2025 $000 | | % of total revenue | Actual 2026 $000 |
|---|---|---|---|
| | **Salaries and wages** | | |
| 22,602 | Sector support | 10% | 21,844 |
| 8,149 | Athlete services | 4% | 9,295 |
| 8,657 | Corporate and business operations | 5% | 10,428 |
| **39,408** | **Total salaries and wages** | | **41,567** |
| 1,972 | Other personnel costs | | 406 |
| 1,126 | Employer contributions to defined contribution schemes | | 1,232 |
| (830) | Increase in employee entitlements | | 408 |
| **41,676** | **Total personnel costs** | | **43,613** |

# 5. Professional and Technical Services

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| 2,996 | Sector support consultants | 2,997 |
| 2,250 | Athlete service contractors | 2,029 |
| 4,611 | Other professional and technical services | 6,638 |
| 72 | Internal audit fees (Grant Thornton) | 32 |
| | Fees to auditors | |
| 222 | - Audit of the financial statements (PWC) | 253 |
| 4 | - Audit fees for FY24 paid in FY25 | - |
| **10,155** | **Total professional and technical services** | **11,949** |

Sector support consultants represent professional and technical services we engage to directly support the sector.

Athlete service contractors, along with athlete service staff (note 4), represent a key part of the delivery for high performance athlete services.

Other professional and technical services are specialist advice and services engaged by the Group to assist with the delivery of the Group's work programmes and priorities. These services include information technology, research, legal, strategic advice, benchmarking and frameworks advice.

# 6. Other operating costs

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| 2,046 | Travel | 2,064 |
| 1,440 | Marketing and communications | 1,950 |
| 2,090 | Sector training and programme resources | 2,816 |
| 3,051 | Programme delivery | 2,454 |
| - | Impairment Loss on Moana Pasifika Loan Receivable | 2,740 |
| 4,858 | Other operating costs | 5,643 |
| **13,485** | **Total other operating costs** | **17,667** |

Travel includes all costs related to transport and accommodation for international and domestic travel.

Marketing and communications costs include campaigns, sponsorship, social media, website, and publications.

Sector training and programme resources include costs associated with developing sector resources, hosting and sector attendance at seminars, workshops and conferences.

# 7. Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

| Actual 2025 $000 | | Credit rating | Actual 2026 $000 |
|---|---|---|---|
| 990 | Bank balances and cash held | AA- | 704 |
| | **Short term treasury investments (deposits < 3 months)** | | |
| | Rabobank NZ | A | |
| 1,000 | Westpac | AA- | 4,300 |
| **1,000** | **Total short term investments** | | **4,300** |
| **1,990** | **Total cash and cash equivalents** | | **5,004** |

# 8. Trade and other receivables

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| 17,596 | New Zealand Lottery Grants Board | 17,596 |
| 3,528 | Interest receivable | 2,537 |
| 1,682 | Other trade receivables | 1,131 |
| 2,839 | Goods and services tax | 3,442 |
| **25,645** | **Total trade and other receivables** | **24,706** |

All significant trade and other receivables are current. There has been no provision for the impairment of receivables (2025: Nil).

# 9. Term Deposits

| Actual 2025 $000 | | Credit rating | Actual 2026 $000 |
|---|---|---|---|
| | **Current term deposit** | | |
| 17,899 | ANZ | AA- | 30,890 |
| 9,990 | ASB | AA- | 9,900 |
| 10,000 | BNZ | AA- | 20,000 |
| 15,000 | ICBC | A | 10,000 |
| 30,000 | Kiwibank | A1 | 18,000 |
| 30,000 | Rabobank | A | 20,000 |
| 30,000 | Westpac | AA- | 20,000 |
| **142,889** | **Total current term deposit** | | **128,790** |
| | **Non-current term deposit** | | |
| 844 | ANZ | AA- | - |
| **143,733** | **Total term deposit** | | **128,790** |

Term deposits with an initial term of 90 days or more are measured at the amount invested. Interest is subsequently accrued and recorded as interest receivable (note 8).

The weighted average interest rate on treasury investments was 3.58% with an average maturity of 305 days (2025: 4.71% and 115).

The credit ratings are all determined by the Standard and Poor's credit agency, except for Kiwibank, which is rated by Moody's. Standard and Poor's do not provide a credit rating for Kiwibank.

# 10. Loans

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| | **Loans** | |
| 300 | Current portion | 50 |
| 2,522 | Non-current portion | 89 |
| **2,822** | **Total loans** | **139** |

Loans are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method. Fair value is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date for assets of a similar maturity and credit risk. Movements in carrying value, including those arising from impairment, are recognised in the Statement of Comprehensive Revenue and Expense.

The Group has two loans on issue. At each balance date, the value of loans is determined based on the face value of the loan less expected credit losses. In exercising its judgement with respect to determining any expected credit losses, the Group takes into account the repayment term, expected loan repayments, current prevailing interest rates, and any risk to achieving full recovery of the loan amount.

A loan to Moana Pasifika Ltd was fully impaired during the year following the entity entering into liquidation on 25 May 2026.

# 11. Trade and other payables

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| | **Payables under exchange transactions** | |
| 2,321 | Creditors | 9 |
| 746 | Accrued expenses | 1,738 |
| **3,067** | **Total payables under exchange transactions** | **1,747** |
| | **Payables under non-exchange transactions** | |
| - | Goods and services tax | - |
| 85 | Other taxes payable (PAYE, ACC and rates) | 106 |
| 5,231 | Investment accruals | 5,023 |
| **5,316** | **Total payables under non-exchange transactions** | **5,129** |
| **8,383** | **Total payables** | **6,876** |

Trade and other payables are non-interest bearing and are normally settled on 30-day terms. The carrying value of trade and other payables therefore approximates their fair value.

# 12. Employee entitlements

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| | **Current portion** | |
| 2,179 | Annual leave provision | 2,376 |
| 52 | Sick leave provision | 98 |
| 129 | Remuneration accrued | 272 |
| 108 | Holidays Act Remediation provision | 50 |
| 121 | Long service leave provision | 164 |
| **2,589** | **Total payables under exchange transactions** | **2,960** |
| | **Non-current portion** | |
| 280 | Long service leave provision | 317 |
| **2,869** | **Total employee entitlements** | **3,277** |

## Short-term employee entitlements

Employee entitlements that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured at undiscounted nominal values based on accrued entitlements at current rates of pay.

This includes salaries accrued up to balance sheet date, annual leave earned but not yet taken at balance date, sick leave, and non-vested sick leave expected to be settled within 12 months of balance date.

## Long-term employee entitlements

Employee entitlements not expected to be settled before 12 months after the end of the reporting period that the employees provide the related service in, such as long service leave, have been calculated on an actuarial basis. The calculations are based on:

- the likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

# 13. Contingencies

The Group has a contingent liability relating to the Apollo Projects Centre (the Centre). The Group gifted the Centre to Christchurch City Council during the year. A condition of the gifting is that the Group will be liable for contributing to costs of site demolition and make-good up to $0.67M if the Council is unable to find a new owner or tenant prior to December 2028. (30 June 2025: $0.67M).

The Group has no contingent assets as at 30 June 2026 (30 June 2025: Nil).

# 14. Capital commitments and operating leases

The Group has no contracted capital commitments for the acquisition or development of property, plant, equipment or intangible assets as at 30 June 2026 (30 June 2025: Nil).

## Operating leases

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows.

| Actual 2025 $000 | | Actual 2026 $000 |
|---|---|---|
| | **Non-cancellable operating lease commitments** | |
| 2,318 | Less than one year | 2,270 |
| 6,226 | One to five years | 5,159 |
| 1,404 | Over 5 years | 1,404 |
| **9,948** | **Total non-cancellable operating lease commitments** | **8,833** |

Sport NZ Group has entered into five non-cancellable operating leases for premises across North Shore, Auckland, Wellington, and Cambridge, with total future minimum lease commitments of $8.833 million (2025: $9.948 million). The largest commitments relate to Wellington and North Shore sites, reflecting the Group's primary operational footprint. The lease for Sport NZ's Brandon Street office in Wellington is for a ten-year term beginning in December 2018. The leases expire at various dates between December 2026 and February 2030, providing a staggered profile of obligations.

# 15. Related party transactions

Sport NZ is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship. These transactions are on terms and conditions no more or less favourable than those that it is reasonable to expect Sport NZ would have achieved in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

No related party transactions by Ministers (or their close family members) have been identified.

Related party transactions to Entities associated with Board Members are referenced in Note 16. No other related party transactions have occurred that are required to be disclosed.

## Key management personnel compensation

| Actual 2025 FTE | Actual 2025 $000 | | Actual 2026 FTE | Actual 2026 $000 |
|---|---|---|---|---|
| | | **Board members** | | |
| | 319 | Remuneration | | 472 |
| 2.14 | | Full time equivalent personnel | 1.85 | |
| | | **Senior leadership team** | | |
| | 4,026 | Salaries and other short-term employee benefits | | 4,304 |
| 14.00 | | Full time equivalent personnel | 14.85 | |
| | **4,345** | **Total key management personnel compensation** | | **4,776** |

Key management personnel include members of the Sport NZ and HPSNZ Boards, the chief executives of both Sport NZ and HPSNZ, and the group and general managers from both organisations. Board members represent 1.85 full-time equivalent personnel (2025: 2.14). This has been determined based on the expectations of the Minister for Sport and Recreation in 2007 that each Board member would be remunerated based on a maximum of 25 days.

# 16. Board member remuneration

The total value of remuneration paid to Board members for the year ended 30 June 2026 is as follows:

| Actual 2025 $000 | | Appointed | Term ends | Actual 2026 $000 |
|---|---|---|---|---|
| | **Sport NZ Board** | | | |
| 20 | Duane Kale ONZM (Chair) | August 2021 | November 2027 | 47 |
| - | Rowena Davenport (Deputy Chair) | May 2026 | March 2029 | 7 |
| 32 | Raewyn Lovett | July 2018 | October 2025 | 11 |
| 8 | Dame Farah Palmer | July 2018 | December 2024 | - |
| 5 | Beatrice Faumuina | December 2019 | October 2024 | - |
| 9 | Suri Bartlett | August 2021 | December 2024 | - |
| 18 | Robyn Cockburn | August 2021 | June 2026 | 26 |
| 8 | Rakesh Naidoo | November 2021 | December 2024 | - |
| 9 | Kathryn Irving | December 2024 | July 2027 | 26 |
| 9 | John Fiso ONZM | December 2024 | July 2027 | 26 |
| 9 | Ken Laban | December 2024 | December 2026 | 26 |
| - | Rāniera (Daniel) Procter | April 2026 | March 2029 | 11 |
| - | Dale Aotea Stephens | April 2026 | March 2029 | 11 |
| 9 | Megan Campbell | December 2024 | July 2027 | 26 |
| **136** | | | | **217** |
| | **Taumata Māori Board** | | | |
| 23 | Rāniera (Daniel) Procter (Chair) | March 2023 | May 2028 | 26 |
| - | Sarah Hirini (resigned March 2025) | March 2023 | March 2025 | - |
| 3 | Dr Chelsea Grootveld | April 2025 | January 2029 | 16 |
| 3 | Tyla King | April 2025 | April 2027 | 17 |
| 16 | Whaimutu Dewes | March 2023 | March 2027 | 17 |
| **45** | | | | **76** |
| | **HPSNZ Board** | | | |
| 14 | Duane Kale ONZM (Chair) | September 2022 | November 2027 | 31 |
| 22 | Raewyn Lovett | January 2022 | October 2025 | 7 |
| 14 | Annette Purvis | July 2020 | October 2028 | 21 |
| 16 | Dr Chelsea Grootveld | February 2019 | January 2029 | 24 |
| 16 | Hetty Van Hale | July 2020 | October 2028 | 24 |
| 14 | Martin Toomey | January 2021 | January 2027 | 21 |
| 14 | Dame Noeline Taurua (resigned May 2026) | September 2022 | May 2026 | 9 |
| 14 | Dame Valerie Adams | September 2022 | October 2028 | 21 |
| 14 | Donald Tricker | September 2022 | August 2028 | 21 |
| **138** | | | | **179** |
| **319** | **Total Board member's remuneration** | | | **472** |

In addition to the remuneration reported in the table above, there were gifts provided for departing Board members valued at approximately $122 (2025: $184)

Board members disclosed interests throughout the year. The following payments were made to entities in which Board members have an interest.

| Actual 2025 $000 | Related Party | Key Management Personnel | Relationship | Nature of service | Actual 2026 $000 |
|---|---|---|---|---|---|
| 435 | Te Kōhanga Reo National Trust | Daniel Procter | Co-Chair | Venue hire | - |
| 32,090 | Duncan Cotterill | Raewyn Lovett: | Partner | Legal services | 196,888 |
| 80,000 | Halberg Foundation | Duane Kale | Director | Awards Sponsorship | 80,000 |
| 1,750 | Hutt Valley Sports Awards Inc | Ken Laban | Chairman | Awards attendance | 2,000 |
| 5,361 | Institute of Directors in NZ (Inc) | Megan Campbell | Committee member | Course attendance and Board Evaluation | 8,877 |
| 75,000 | Paralympics New Zealand | Duane Kale | Board Member | Commercial rights | - |
| - | NZ Olympic Committee | Annette Purvis | Board Member | Event, content services | 12,850 |
| - | Highlanders Rugby Club LP | Rowena Davenport | Director | Facilities rental | 80,717 |
| - | Iti Kōpara Trust | Chelsea Grootveld | Deputy Chair | Pesonnel devlopment | 1,600 |
| **194,636** | **Total related party payments** | | | | **382,932** |

All transactions with the Entities identified were on normal commercial terms and at arm's length.

The Group has provided Directors and Officers Liability and Professional Indemnity insurance cover for Board members and employees for the year ended 30 June 2026.

| Actual 2025 | | Actual 2026 |
|---|---|---|
| | **Audit, Finance and Risk Committee** | |
| 1,000 | Alan Isaac (resigned December 2024) | - |
| 500 | Graeme Edwards (appointed April 2025) | 3,500 |
| | **People and Culture Committee** | |
| 1,600 | Julie Simpson | 2,808 |
| | **Te Pae Whakatere** | |
| 2,772 | Gael Surgenor | 924 |
| 3,388 | Helen Leahy | 924 |
| 3,696 | Mairangi Campbell | 2,464 |
| 3,080 | Te Miri Rangi | 924 |
| 2,156 | Anna-Jane Edwards | - |
| 4,868 | Dr Wayne Ngata | 1,460 |
| 4,004 | Dr Julie Wharewera-Mika | - |
| | **National Facilities Strategy Advisory Group** | |
| 3,825 | Tom Sloane | 2,344 |
| 3,150 | Susan Sawbridge | 5,344 |
| 3,000 | Jennah Wootten | 4,584 |
| 3,450 | Debbie Tikao | 4,125 |
| 3,863 | Mike King | 8,484 |
| 6,750 | Bruce Wattie | 9,750 |
| **51,102** | | **47,635** |

# 17. Employee remuneration

The number of employees who received, or who are due to receive, remuneration of $100,000 or more during the year ended 30 June 2026 are provided, within $10,000 bands, in the table below.

| Actual 2025 | | Actual 2026 |
|---|---|---|
| - | 450,001 - 460,000 | 1 |
| 1 | 440,001 - 450,000 | - |
| 1 | 420,001 - 430,000 | 1 |
| 1 | 350,001 - 360,000 | - |
| - | 320,001 - 330,000 | 1 |
| - | 310,001 - 320,000 | 2 |
| 2 | 300,001 - 310,000 | - |
| - | 280,001 - 290,000 | 3 |
| 2 | 270,001 - 280,000 | 1 |
| 1 | 260,001 - 270,000 | 1 |
| 3 | 250,001 - 260,000 | 4 |
| 2 | 240,001 - 250,000 | 3 |
| 1 | 230,001 - 240,000 | 1 |
| 3 | 220,001 - 230,000 | 1 |
| 5 | 210,001 - 220,000 | 3 |
| 1 | 200,001 - 210,000 | 2 |
| 6 | 190,001 - 200,000 | 6 |
| 5 | 180,001 - 190,000 | 11 (2) |
| 13 (1) | 170,001 - 180,000 | 16 |
| 17 | 160,001 - 170,000 | 15 (1) |
| 17 | 150,001 - 160,000 | 20 |
| 21 | 140,001 - 150,000 | 18 |
| 22 (1) | 130,001 - 140,000 | 24 |
| 26 | 120,001 - 130,000 | 30 (1) |
| 27 (1) | 110,001 - 120,000 | 21 (2) |
| 21 (2) | 100,000 - 110,000 | 44 (2) |
| **198 (5)** | | **229 (8)** |

The above table includes those employees who ceased employment during the periods reported. For the year ended 30 June 2026, 8 employees who ceased employment during the period had received remuneration of greater than $100,000, as indicated in brackets (2025: 5).

The Group Chief Executive's salary is within the band range of $450,001 to $460,000 (2025: $440,001 to $450,000).

During the year ended 30 June 2026, there were 7 employees (2025: 3 employees) who received or were entitled to receive, $187,908 compensation or other benefits in relation to cessation of employment (2025: $53,577)

# 18. Financial instruments

## Financial instrument categories

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

| Actual 2025 | | Actual 2026 |
|---|---|---|
| | **Financial liabilities measured at amortised cost** | |
| | Financial liabilities measured at amortised cost | |
| 8,298 | Payables (excluding GST and other taxes payable) | 6,770 |
| **8,298** | **Total financial liabilities measured amortised cost** | **6,770** |
| | **Financial assets measured at amortised cost** | |
| 1,990 | Cash and cash equivalents | 5,004 |
| 22,806 | Receivables | 21,264 |
| 143,733 | Investments - term deposits | 128,790 |
| 2,822 | Loans | 139 |
| **171,351** | **Total financial assets measured amortised cost** | **155,197** |

## Initial measurement

At initial recognition, financial assets and financial liabilities are measured at their fair value plus or minus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

## Subsequent measurement for financial assets at amortised cost

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in surplus or deficit when the asset is derecognised, modified or impaired.

## Subsequent measurement for financial liabilities at amortised cost

After initial recognition, financial liabilities are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in surplus or deficit when the liabilities are derecognised as well as through the EIR amortisation process.

## Financial instrument risks

The Group's activities expose it to a variety of financial instrument risks, including market, credit and liquidity risk. The Group has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies prohibit the Group entering into speculative transactions.

## Fair value interest rate risk

Interest rate risk is the risk that the fair value of a financial instrument will fluctuate, or the cash flows from a financial instrument will fluctuate, owing to changes in market interest rates.

The Group's exposure to interest rate risk is limited to bank deposits that are held at fixed rates of interest. The Group does not actively manage its exposure to fair value interest rate risk.

## Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Group has no material exposure to currency risk.

## Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. The Group is not exposed to price risk as it does not hold any listed equity investments.

## Credit risk

Credit risk is the risk that a third party will default on its obligation to the Group, causing the Group to incur a loss.

Due to the timing of its cash inflows and outflows, the Group invests surplus cash with registered banks. In line with the Group's investment policy, funds may only be deposited with registered banks having an A- (Standard and Poors) or (Moody's) or better credit rating and within limits of credit exposure to any one institution.

The single most significant receivable carried at balance date is for New Zealand Lotteries Grant Board (NZLGB) revenue. This receivable comprises the fourth quarter instalment for the financial year, received each year in July. These are guaranteed amounts and are therefore low risk. The Group does not have significant concentrations of credit risk for any other financial instruments.

Where necessary, the impairment of short-term receivables is determined by applying the expected credit loss model.

The Group's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and net receivables, as detailed in notes 7 and 8 respectively. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

## Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements, the Group closely monitors its forecast cash requirements with expected cash drawdowns from the Crown and NZLGB. The Group maintains cash on hand to meet liquidity requirements.

# 19. Capital management

The Group's capital is its equity, which comprises accumulated funds and other reserves. Equity is represented by net assets.

The Group is subject to the financial management and accountability provisions of the Crown Entities Act (2004), which impose restrictions in relation to borrowings, acquisition of securities, issuing guarantees and indemnities and the use of derivatives.

The Sport NZ Board has set a minimum level of public equity at $26 million (2025: $26 million) to manage the Group's cashflow profile and unforeseen fluctuations in NZLGB revenue.

# 20. Explanation of major variance against budget

Explanations for major variances from the Groups budgeted figures in the statement of performance expectations are as follows:

## Statement of comprehensive revenue and expense

*Revenue:*

- Lotto revenue was $7m ahead of budget due to a discretionary distribution of lotto profits made by the NZLGB; and
- A one-off distribution from TAB of $20m was received following the passing of the Racing Industry Amendment Bill.

*Expense:*

- Investments were $10m greater than budget as a result of new one-off investment commitments delivered associated with the additional TAB funding received.

## Statement of Financial position

*Current assets:*

- Term deposits are $30m higher than budget due to timing differences between receiving one-off additional revenue and contracting related investment commitments.

*Current liabilities:*

- Accounts payable are $5m lower than budgeted at balance date due to the focus on paying invoices early in preparation of a new finance system from 1 July 2026.

## Statement of Cash Flows

*Cash flows from Operating Activities:*

- Lotto receipts were $7m ahead of budget due to a discretionary distribution of lotto profits made by the NZLGB; and
- TAB receipts were $21m ahead of budget, primarily due to a one-off distribution from TAB of $20m was received following the passing of the Racing Industry Amendment Bill.
- Payments of Sector Investments were $8m greater than budget as a result of the partial utilisation higher than expected Lotto and TAB receipts.

*Cash flows from Investing Activities:*

- Due to the higher-than-expected receipts from Lotto and TAB the Group had higher than expected funds to place on deposit during the year.

# 21. Events after balance sheet date

There were no significant events after balance date requiring either adjustment to the financial statements or further disclosure in the accompanying notes.

# 22. Cost of Service Output: Reconciliation of Net Surplus

**For the year ended 30 June 2026**

| | Sport And Recreation | High Performance Sport | Prime Minister's Sports Scholarships | Total |
|---|---|---|---|---|
| Revenue | 133,055 | 82,152 | 4,250 | 219,457 |
| Expenses | 143,505 | 86,519 | 3,061 | 233,085 |
| **Net surplus / (deficit)** | **(10,450)** | **(4,367)** | **1,189** | **(13,628)** |

# Independent Auditor's Report

The Audit Office
Te Mana Arotake

## To the readers of Sport and Recreation New Zealand Group's financial statements and performance information for the year ended 30 June 2026

The Auditor-General is the auditor of Sport and Recreation New Zealand (also known as Sport NZ) and its subsidiaries (the Group). The Auditor-General has appointed me, Christopher Ussher, using the staff and resources of PricewaterhouseCoopers, to carry out the audit, on his behalf of:

- the financial statements of the Group that comprise the statement of financial position as at 30 June 2026, the statement of comprehensive revenue and expense, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information on pages 79 to 99; and
- the performance information that consists of the statement of service performance of the Group for the year ended 30 June 2026 on pages 43 to 68 and the end-of-year performance information for the appropriation for the year ended 30 June 2026 on pages 43 to 68.

### Opinion

In our opinion:

- The financial statements of the Group present fairly, in all material respects, its financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended, in accordance with Public Benefit Entity Standards.
- The performance information of the Group is appropriate and meaningful and prepared in accordance with the Group's measurement bases or evaluation methods and with generally accepted accounting practice in New Zealand, and presents fairly, in all material respects:
    - the Group's statement of service performance and actual revenue and expenses for each reportable class of outputs for the year ended 30 June 2026 compared to the forecast standards and budgets included in the statement of performance expectations for the year, and
    - what has been achieved with each appropriation, and the actual expenses or capital expenditure incurred in relation to the appropriation for the year ended 30 June 2026.

### Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing

(New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Responsibilities of the Board for the Group's financial statements and the performance information

The Board is responsible on behalf of the Group for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. This includes:

- the selection of elements/aspects of service performance, performance measures and/or descriptions, and measurement bases or evaluation methods to enable the presentation of service performance information that is appropriate and meaningful; and

- the preparation of a statement of service performance, in accordance with the Group's measurement bases or evaluation methods, that provides an appropriate and meaningful basis to enable readers to assess what has been achieved for the year.

The Board is also responsible for the preparation of end-of-year performance information for an appropriation that is prepared in accordance with the entity's measurement bases or evaluation methods and complies with generally accepted accounting practice in New Zealand and legislative requirements.

The Board is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and performance information, the Board is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Group, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

## Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the financial statements and performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Group's statement of performance expectations or to the Estimates of Appropriations for the Government of New Zealand for the year ended 30 June 2026.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.

- We obtain an understanding of the process applied by the Group to select its elements/aspects of service performance, performance measures and/or descriptions and the measurement bases or evaluation methods.

- We evaluate whether:

    - the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the entity's service performance; and

    - the performance information is prepared in accordance with the Group's measurement bases or evaluation methods, and presents fairly, in all material respects in accordance with generally accepted accounting practice in New Zealand, what has been achieved with the appropriation, and for each class of reportable outputs;

- the actual performance of the Group as compared with the forecast standards of performance included in the Group's statement of performance expectations for the financial year; and

- the actual revenue earned and output expenses incurred as compared to the expected revenues and the proposed output expenses included in the Group's statement of performance expectations for the financial year.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and performance information represent the underlying transactions and events in a manner that achieves fair presentation.

- We plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information and performance information of the entities or business units within the group as a basis for forming an opinion on the group financial statements and the group performance information. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

## Other information

The Board is responsible for the other information. The other information comprises all of the information included in the annual report, but does not include the financial statements, and the performance information consisting of the statement of service performance and the end-of-year performance information for appropriations, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information

or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Independence

We are independent of the Group in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* as applicable for audits of public interest entities issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests in, the Group.



Christopher Ussher
PricewaterhouseCoopers
On behalf of the Auditor-General
Wellington, New Zealand
28 October 2026

# Appendix 1

## Interests of Board and key management personnel

### Sport NZ Board Register of Interests as at 30 June 2026

### Duane Kale

(Chair Sport NZ and HPSNZ)

Commenced: September 2022

**Directorships**

Secretary General, Oceania Paralympic Committee (from June 2025)

Vice President IPC (International Paralympic Committee) concluded 28 Sept 2025

Board Member PNZ (Paralympics NZ) concluded 28 Sept 2025

Director, Halberg Foundation, concluded 11 Nov 2025

**Other related interests**

Whaikaha (Ministry of Disabled People), Risk & Assurance Committee (from February 2024)

LA2028 cocom – IOC (International Olympic Committee)

Brisbane2032 cocom – IOC (International Olympic Committee)

Member of the Financial Advice Code Committee under the Financial Markets Conduct Act (from 8 July 2024)

Member of the Halberg Foundation Wellington Trustees (from Nov 2025)

### Megan Campbell

Commenced: December 2024

**Directorships**

Co-Chair of Community Enterprise Leadership Foundation (from Oct 2025)

Lay member, Psychologists Board, Jun 2025 - current

Chair, Rototuna Indoor Recreation Centre Trust, Oct 2017 - current

Committee member, Institute of Directors (Waikato Branch), Nov 2021 - current

Trustee, Northern Health School, concluded Sept 2025

Deputy Chair, Changing Minds Charitable Trust, concluded Sept 2025

**Other related interests**

Chair, Home of Cycling, Jul 2019 - May 2020

Trustee, Sport Waikato, Apr 2017 - May 2020

Committee member, Northern United Sports Club, 2009 - 2011

### Robyn Cockburn

Commenced: August 2021

Term ended: 24 June 2026

**Directorships**

Director
Lumin

**Other related interests**

Chair
NZ Olympic Committee Women in Sport Leadership Committee

Programme Director
Wahine Toa

Director of the NZOC's Wāhine Toa Oceania supported by MFAT

Victoria University of Wellington Senior Advisor, Student Engagement and Employability, Faculty of Humanities and Social Sciences

Adjunct Professor
Teaching, Museum and Heritage Studies, Stout Research Centre for New Zealand Studies (2024)

Contract for Service as Insights Consultant, Recreation Aotearoa, concluded Oct 2025

Consultant, Sport Waikato, concluded Oct 2025

Member, Te Pai Whakatere, Hawaiki Hou, concluded Oct 2025

Equestrian Sports New Zealand Board workshop facilitation, concluded Oct 2025

## John Fiso ONZM

Commenced: December 2024

**Directorships**

Chairman
Whitby Collegiate (proprietors)

Chairman
Pacific Health Plus Director / SH

Chairman
Fiso Engineering and Aerospace

Chairman
Fiso Investment Group

Chair
Pacific Education Foundation
(from May 2026)

Board of Directors
Independent schools NZ

Board of Services Skills Industry
(from November 2025)

Trustee Fale Malae Trust

Patron
NZ Universities Rugby League

Patron
Rongotai College Old Boys
Association

Peak Physio Miramar
Director / shareholder

Talima Estates
Director / shareholder

Fiso Starboard Ltd
Director / shareholder

Fiso Milne Ltd
Director / shareholder

## Kathryn Irving

Commenced: December 2024

**Directorships**

Board Member
University & Tertiary Sport
New Zealand (from Feb 2024)

**Other related interests**

Presiding Member
Welbourn School Board of
Trustees (end date 1 June 2025)

**Potential conflicts**

Senior Private Secretary
Office of Hon. Erica Stanford
(from 16 June 2025 to June 2026)

## Ken Laban

Commenced: December 2024

**Other related interests**

Mayor of Lower Hutt
(from October 2025)

Broadcaster
Sky Television (from 2000)

Chairman
Hutt Valley Sports Awards
(from 2011)

Patron
Wainuiomata Golf Club
(from 29 October 2025)

Petone Rowing Club
(from 29 October 2025)

Stop Out Football Club
(from 29 October 2025)

Hutt Multicultural Society
(from 29 October 2025)

Councillor
Greater Wellington
Regional Council,
concluded Sept 2025

## Rowena Davenport

Commenced: May 2026

**Directorships**

Deputy Chairperson
Otago Polytechnic Council
(from 1 Dec 2025)

Independent Director
Finance Now Ltd
(from 15 May 2025)

Director
Highlanders Rugby Club LP
(3 Dec 2025)

Director
New Zealand Rugby
Foundation Inc.
(from 22 Apr 2022)

Independent Director
AWS Legal (1 May 2025)

**Other related interests**

Trustee
Halberg Foundation
(11 Nov 2025)

Member
New Zealand Global Women
(from 15 Mar 2024)

Owner/Principal
The Side Step
(from 23 Jan 2023)

Member
Matatū Advisory Group
(2 Mar 2026)

Member
Institute of Directors,
Otago/Southland
Branch Committee
(31 Mar 2023)

## Daniel Procter

Commenced: April 2026

**Directorships**

Co-Chair
Te Kōhanga Reo National Trust
(from 2015)

Chair
Te Matakahuki (from 2022)

Member
Toi Tū Te Ora Tairāwhiti – IMPB
(from 2022)

Co-Chair
TKKM o Ngā Uri a Māui
(from 2015)

Contractor
Te Puni Kokiri
(from January 2025)

Director
Puororangi Limited
(from December 2024)

Director
Wai - Tai Limited
(Clothing company)

Chair
Tāmanuhiri Tūtū Poroporo Trust
(from Nov 2025)

Member
Tekau mā rua o Kuini
Nga wai hono i te po
(from August 2025)

**Other related interests**

Academic Advisor
Ngā Kura a Iwi
(from Nov 2025)

## Dale Stephens

**Directorships**

Chairman
New Zealand Māori Tourism
(since 2012)

Chairman
Ministry of Awesome
(since 2012)

Chairman
Destination Original
Indigenous Tourism
(since 2024)

Chairman
Māori Plant Variety Rights
Committee Intellectual
Property Office of NZ
(since 2024)

Director
Te Waka Pupuri Pūtea
Trust and Ltd
(since 2022)

Director
Aotearoa Experience ltd
(since 2025)

**Other related interests**

Iwi representative
Iwi Collective Partnership
(since 2022)

Commercial Advisor
Te Matatini Enterprises
(since 2026)

Fund holder
D A Stephens Managed Fund
(since 2024)

**Potential conflicts**

Political candidate for the
National Party

## Board meeting attendance 2025/26

| | 20 August 2025 | 29 October 2025 | 27 November 2025 | 17 December 2025 | 25 February 2026 | 29 April 2026 |
|---|---|---|---|---|---|---|
| D Kale (Acting Chair from Nov/Chair from 15/12/25) | ● | ● | ● | ● | ● | ● |
| R Cockburn | ● | ● | ● | ● | ● | ● |
| M Campbell | ● | ● | ● | ● | ● | ● |
| K Irving | ● | ● | - | ● | ● | ● |
| J Fiso | ● | ● | Parts of | - | ● | ● |
| K Laban | ● | ● | ● | ● | ● | ● |
| D Procter (as observer) | ● | ● | - | - | ● | ● |
| R Lovett (Chair, term ended 31/10/25) | ● | ● | - | - | - | - |

# High Performance Sport New Zealand Board Register of Interests as at 30 June 2026

## Dame Valerie Adams

Commenced: September 2022

**Other related interests**

Member
Athletics NZ Athletes Commission

Chair
Oceania Athletics Athletes Commission

Member
World Athletics Council

Chair
World Athletics Athletes Commission

**Potential conflicts**

Athletics NZ

Oceania Athletics

World Athletics

## Annette Purvis

Commenced: July 2020

**Directorships**

Trustee
Nga Puna Wai Sports Hub

World Athletics Gender Leadership Taskforce Member

World Athletics Development Commission Member

World Athletics Council Member (Sep 2023)

Women in Sport Leadership Academy Steering Group Member

**Potential conflicts**

Canterbury Sports Development Academy Trustee

Athletics NZ former Board member and Chair (2004 – 2018)

NZOC Board Member

## Chelsea Grootveld

Commenced: February 2019

**Directorships**

Chair
JR McKenzie Trust

Trustee
Brown Whānau Trust

Trustee
Kairangi Trust

Deputy Chair
Iti Kōpara Trust

Director
Aiko Consultants Limited

Director
CORE Education Ltd

Director
Board of International Funders for Indigenous Peoples (IFIP) (01 June 2023)

Trustee
Ngāi Tai Iwi Authority (from December 2024)

Director
Ngā Pae o Te Maramatanga – Māori Centre of Research Excellence (from August 2025)

## Hetty Van Hale

Commenced: July 2020

**Directorships**

Trustee
Northland Events Centre Trust (Nov 21)

Committee Member
Russell Tennis Inc

Board Member
Diabetes New Zealand

Board Appointments Panel Member
Snow Sports NZ
2025 and 2026

**Potential conflicts**

Former Chair
Badminton New Zealand

Member
Sport NZ Audit Finance and Risk Committee

Former Deputy Chair
Snow Sports New Zealand

Former Deputy Chair
Winter Games New Zealand

## Dame Noeline Taurua

Commenced: September 2022

Term ended: 14 May 2026

**Other related interests**

Head Coach
Netball NZ

**Potential conflicts**

Netball NZ

HP Coaching Consultant
Basketball New Zealand
(March to December 2024)

## Martin Toomey

Commenced: January 2021

**Directorships**

Movewell Health and Fitness

Performance Plus Aotearoa Limited

Trustee
Skeggs Foundation

**Other related interests**

Chief Executive
Winter Games NZ

Chef de Mission
Milano-Cortina 2026

Former employee Sport NZ, HPSNZ (2002-2011)

Former CEO Snow Sports NZ (2012-2018)

**Potential conflicts**

Relationship with Winter Sports (snow and ice)

NZOC Contractor
(CdM role)

## Don Tricker

Commenced: September 2022

**Other related interests**

Coach Accelerator Programme Advisor – HPSNZ

Member NZ Rugby High Performance Advisory Group

Member of NZ Cricket's High Performance Advisory Group

**Potential conflicts**

Member NZ Rugby High Performance Advisory Group

Member of NZ Cricket's High Performance Advisory Group (from April 2022)

## High Performance Sport New Zealand Board meeting attendance 2025/26

| | 16 July 2025 | 16-17 September 2025 | 19 November 2025 | 17 December 2025 | 16 February 2026 | 12 May 2026 |
|---|---|---|---|---|---|---|
| R Lovett (Chair, term ended 31/10/25) | ● | ● | - | - | - | - |
| D Kale (Acting Chair from Nov/Chair from 15/12/25) | ● | ● | ● | ● | ● | ● |
| Dame Valerie Adams | ● | not 17th, overseas with World Athletics | ● | ● | ● | ● |
| Chelsea Grootveld | ● | ● | ● | ● | ● | ● |
| Annette Purvis | ● | not 17th, overseas with World Athletics | ● | ● | ● | ● |
| Dame Noeline Taurua | ● | - | - | - | - | - |
| Martin Toomey | ● | - | ● | ● | overseas with Winter Olympics | - |
| Don Tricker | ● | ● | ● | ● | ● | ● |
| Hetty Van Hale | ● | ● | ● | ● | - | ● |

# Taumata Māori Advisory Board Register of Interests as at 30 June 2026

## Daniel Procter

Chair

Commenced Te Taumata: March 2023

**Directorships**

As captured under Sport NZ Board details

## Whaimutu Dewes

Commenced: March 2023

**Directorships**

Chair
Ngāti Porou Forest Group (from 1989)

Deputy Chair
Transpower NZ (from 30 June 2023)

## Tyla King

Commenced: April 2025

No interests or potential conflicts to declare.

## Dale Stephens

Commenced Te Taumata June 2026

## Chelsea Grootveld

Commenced Taumata Māori: April 2025

**Directorships**

Chair
JR McKenzie Trust

Trustee
Brown Whānau Trust

Trustee
Kairangi Trust

Deputy Chair
Iti Kōpara Trust

Director
Aiko Consultants Limited

Director
CORE Education Ltd

Director
Board of International Funders for Indigenous Peoples (IFIP)

**Potential conflicts**

HPSNZ Board Member

## Taumata Māori Board meeting attendance 2025/26

| | 29 July 2025 | 9 October 2025 | 17 December 2025 | March 2026 | May 2026 |
|---|---|---|---|---|---|
| Daniel Procter | ● | ● | - | ● | ● |
| Whaimutu Dewes | ● | ● | - | ● | ● |
| Chelsea Grootveld | ● | ● | ● | ● | ● |
| Tyla King | ● | ● | ● | ● | ● |

# Committee attendance 2025/26

## Audit, Finance and Risk Committee

| | 10 April 2025 | 11 June 2025 | 14 August 2025 | 20 October 2025 | 20 November 2025 | 15 April 2026 | 16 June 2026 |
|---|---|---|---|---|---|---|---|
| Robyn Cockburn | ● | ● | ● | - | ● | ● | ● |
| Duane Kale (Chair- ex-officio) | ● | ● | ● | ● | ● | ● | ● |
| Hetty van Hale | ● | ● | - | ● | ● | ● | ● |
| John Fiso (appointed 30/04/25) | ● | ● | ● | ● | - | - | - |
| Graeme Edwards (appointed 30/04/25) | - | ● | ● | ● | ● | ● | ● |
| Raewyn Lovett | ● | ● | ● | ● | - | - | - |

## People and Culture Committee

| | 7 August 2025 | 13 November 2025 | 21 April 2026 |
|---|---|---|---|
| Julie Simpson (Chair) | ● | ● | ● |
| Duane Kale | ● | ● | ● |
| Chelsea Grootveld | ● | ● | ● |
| K Irving (appointed 30/04/25) | ● | ● | - |

## The New Zealand Sport Foundation Charitable Trust

| | 31 October 2025 | 14 May 2026 |
|---|---|---|
| J Shoebridge (Chair) | ● | ● |
| Robyn Cockburn | ● | ● |
| Ken Laban | ● | ● |

# Appendix 2
## Glossary of terms

| | |
|---|---|
| Active NZ | A survey commissioned by Sport NZ to understand participation in play, active recreation and sport in New Zealand. |
| Active Recreation | 'Active recreation' is a subset of physical activity (see definition below) and is the term we use to describe 'generally non-competitive physical activities for the purpose of wellbeing and enjoyment'. It is likely undertaken as 'informal activity' with people choosing to be active when they want, with whom they want, and at a time and for a duration that best suits them. |
| Athlete performance support | HPSNZ invests in athlete performance support, which allows athletes to access health and wellbeing focussed performance medicine, psychology, nutrition, physiotherapy, massage, physiology, performance technique analysis and performance life. |
| Balance is Better | A Sport NZ programme to support organisations making changes to ensure they put the needs of participants and athletes first. Specifically, it supports targeted partners who are tackling change to ingrained competition formats, tournaments and selection processes in their sport focusing on the youth sport area (aged 11-18). |
| Core Knowledge | A HPSNZ education programme to support national sport organisations to develop coaches in the early stages of their high performance careers. The programme is designed to ensure athletes receive quality coaching and overall holistic support. The Core Knowledge Coach Development Programme has been paused indefinitely in September 2025 as we repurpose our Coach Development offerings. |
| Geographic Priority Communities | Communities prioritised by Sport NZ and Regional Sports Trusts because young people there experience greater barriers to being active. The approach targets investment and support to places where it can improve equity, access and locally led participation outcomes. |
| Hapori | A te reo Māori word that can refer to a group of people or community who are connected through shared relationships, place, purpose or identity. |
| Healthy Active Learning | A joint initiative between Sport NZ and the Ministries of Health and Education to improve the wellbeing of children and young people through healthy eating and drinking, and quality physical activity, with a particular focus on decile 1-4 schools/kura. |
| He Oranga Poutama | He Oranga Poutama supports organisations to contribute to improved Māori wellbeing through culturally distinct approaches to physical activity. The focus is on participation as Māori and is guided by Te Whetū Rehua framework (see entry below). |
| High Performance Sport | Sport at the highest level of competition, with high performance athletes as the competitors. High Performance Sport New Zealand (HPSNZ) leads the high performance system in New Zealand, targeting investment and support to the athletes, teams and sports capable of winning medals on the world stage. |
| Mātaiao | The culturally distinct pathway of Healthy Active Learning. Mātaiao is a Kaupapa Māori initiative supporting kura and kaiako to implement a Te Ao Māori approach through whakapapa and mātauranga Māori to connect tamariki to te taiao (the environment) for better health and wellbeing outcomes. |
| National Disability Organisation (NDO) | A National Disability Organisation (NDO) is a nationally focused organisation that represents, supports or advocates for disabled people and helps improve access, inclusion and participation in play, active recreation and sport. |

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| National Disability Sports Organisation (NDSO) | The NDSO is a National Disability Sport Organisation: a national organisation that supports sport and physical activity opportunities for disabled people, including through disability-specific pathways, participation support, advocacy, and sector capability-building. |
| National Disability Strategy (NDS) | The New Zealand Disability Strategy sets out the Government's long-term direction for removing barriers, improving accessibility and inclusion, and supporting disabled people to have full and equal participation in society. |
| National Education Organisation (NEO) | A National Education Organisation (NEO) is a nationally focused organisation that supports education settings and partners to strengthen capability, coordination and quality opportunities for tamariki and rangatahi to be active. |
| National Recreational Organisation (NRO) | There are a significant number of NROs involved in delivering active recreation opportunities to New Zealanders. |
| National Sport Organisation (NSO) | The peak body for a sport in New Zealand e.g., Basketball New Zealand. |
| Participant | A person who participates in a play, active recreation and sport opportunity as a player, but not a coach, referee or administrator. |
| Partner Confidence Survey | Sport NZ's annual survey to gather feedback from partners regarding Sport NZ's support to them. |
| Partners | The Sport NZ Group works closely with and, in some cases, invests in organisations across the play, active recreation and sport sector, such as disability sport and recreation organisations, iwi who promote Māori participation in physical activity, local and regional councils, National Education Organisations, National Recreation Organisations, National Sport Organisations, New Zealand Olympic Committee, Paralympics New Zealand, Regional Sports Trusts, Women in Sport Aotearoa. |
| Performance Pathways | A framework that describes the progression, transition and performance stages of athletes and coaches throughout the high performance system. |
| Physical Activity | Any bodily movement produced by skeletal muscles that expends energy. Encompasses a whole spectrum of sport and active recreation activities including everyday walking, cycling, work-related movement, active play, recreation as well as organised activities, social sport and competitive sport i.e., sport and active recreation are subsets of physical activity. |
| Physical literacy | Physical literacy is a person's level of motivation, confidence, physical competence, and knowledge and understanding of physical activity.<br><br>The more physically literate someone is, the more likely they are to have a lifelong love of being active. We first develop physical literacy as babies, toddlers and young children through play. |
| Pinnacle events | The highest level of international competition within the sport, such as the Olympic Games, Paralympic Games, World Championships, Commonwealth Games and other international events as agreed between HPSNZ and the National Sport Organisation. |
| Play | Sport NZ defines play as a spontaneous activity that can happen anywhere. It is personally directed with limited or no adult involvement and it is freely chosen. Play is fun, accessible, challenging, social and repeatable. |

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| Prime Minister's Scholarships | These scholarships support athletes, coaches and support team members and officials to gain educational or professional qualifications while continuing in sport. It includes a financial contribution towards academic fees of up to $10,000 per year and a financial contribution towards other study costs of up to $5,000. |
| Quality experiences | Experiences that develop physical literacy by meeting the aspirations and needs of the participant. |
| Rangatahi | Sport NZ refers to young people aged 12-17 as 'rangatahi'. |
| Regional Sports Trusts (RSTs) | Regional organisations who work with a variety of local stakeholders to support and enhance the delivery of play, active recreation and sport opportunities. There are 18 RSTs across New Zealand. For example, Aktive, Nuku Ora, Sport Canterbury. |
| Tailored Athlete Pathway Support (TAPS) | TAPS supports athletes financially, replacing the previous athlete support systems of carding and performance enhancement grants. Key features include an annual base training grant, and performance and development grants. |
| Tākaro | Play that is aligned with a Māori world view. It includes but is not limited to traditional Māori sports (waka ama, ki-o-rahi), taiao (environment) based activities and Māori games. |
| Tamariki | Sport NZ refers to children aged between 5-11 as 'tamariki'. |
| Te Hāpaitanga | HPSNZ's coaching programme for women. |
| Te Taumata Māori Advisory Board | A group to provide valuable guidance at a governance level to Sport NZ Group on Te Tiriti o Waitangi, Māori strategy, investment and outcomes. |
| Te Whetū Rehua | A framework to help play, active recreation and sport providers consider how they might design or adapt activities to be culturally responsive to Māori. |
| The system | The collection of organisations, places, people and regulations who directly or indirectly participate, support, contribute to, or influence play, active recreation and sport in Aotearoa New Zealand. |
| Tū Manawa Active Aotearoa | Provides funding for the delivery of activities for children and young people. Activities can be new or existing. This fund has a particular focus on groups who are less active, including girls and young women, disabled people and those living in higher deprivation communities. |
| Tū Te Wana | The third phase of Sport New Zealand's cultural capability program, designed to help the sports sector build its understanding of Te Ao Màori, Te Tiriti o Waitangi, and local history. |
| Voice of participant survey | Designed to help NSOs understand club level player experiences, the drivers of participation and how they might adapt to meet people's changing needs. The participating sports change each year, therefore there are challenges in comparing year-on-year results. |
| Wellbeing Scan | An optional 18-question survey to help NSOs measure and gain insights in their performance environments. |



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Te Kāwanatanga o Aotearoa