

Sport NZ Group quarterly performance report

Q3 2025/26



Introduction

This report represents the Sport NZ Group performance over Quarter 3 of the 2025/26 year. The report includes updates on progress against the Strategy, including a spotlight on Strategic Priority 1, Ministerial priorities, organisational health and the quarterly focus area – data security and privacy.

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Executive Summary

Overall, we have seen progress across our work programme, delivering both on our Strategy and rolling-out business systems to improve how we deliver what we do and how we work with our partners. Included in this report is an in-depth report on our achievement across Strategic Priority 1 (Capable and resilient organisations), which highlights the maturity of the programme of work to build organizational capability across the sector.

Highlights for the Sport NZ Group this quarter include the results of our athletes at the Winter Olympic and Paralympic games (3 medals at the Olympics and 1 at the Paralympic); the Sport Leaders' Annual Conference; the Sport Leaders delegation to India; and finalization of the He Oranga Poutama investments. Our Healthy Active Learning and Active As evaluation results were positive, confirming that our Strategy to lift physical activity levels of rangitahi and tamariki is tracking in the right direction. A further highlight in February was recognition of our talented athletes at the premier event, The Halbergs Awards in Auckland.

While we are seeing significant achievements, we are also aware that there is uncertainty in the environment. The conflict in the Middle East is being closely monitored for potential impacts on the sector although any possible long-term impacts are unknown. The internal political environment may signal changes in the medium- to long-term, and in the immediate term this includes the proposed changes in the education sector and the impact on our strategy.

Financial Outlook

- The Sport NZ Group sets a 12 year strategic direction which is then translated to four-yearly strategic (and financial) cycles. This enables the organisation and our Partners to plan and commit to programmes and initiatives with relative confidence.
- 2025/26 is the second year of the 2024-28 strategic cycle and the Group has agreed investment schedules for annual funding and delivery obligations with key partners through until 2028.
- Current reserves held are substantially committed to the delivery of specific investments and programmes over the next 2.25 years delivering the 2024-2028 strategic and financial plan.
- These reserves are expected to be largely depleted by the end 2028/29.
- The following slides illustrate the unmitigated deficit that would be incurred if HPSNZ and Sport NZ continue delivering current core investments, programmes and operating model into FY29 and FY30.
- Sport NZ and HPSNZ will complete a strategy review and refresh in 2027 to consider what changes are necessary to reset its strategy, investment, programmes and operations for the 2028-2032 strategic cycle to ensure the Group operates within anticipated funding envelopes.
- The Minister has received a copy of the funding proposal necessary to sustain the high performance system for continued success beyond the LA Olympics. This report enables Ministers and Cabinet an understanding of the impacts and risks of different Crown funding levels.

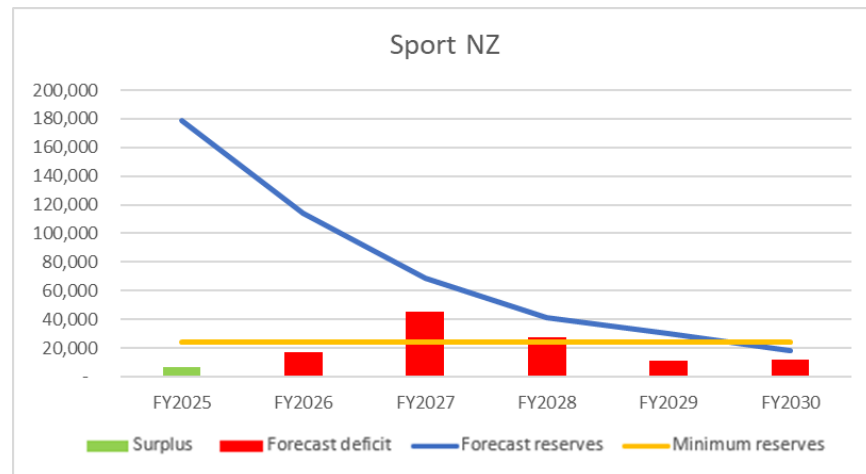
Financial Outlook Sport NZ

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

Assumes continuation of current investment, programmes, support and operations with core funding at current agreed levels.

Sport NZ	Strategic Period 2024-28				Strategic Period 2028-32	
	Actual FY25	Forecast FY26	Budget FY27	Estimate FY28	Estimate FY29	Estimate FY30
Financial Performance						
Total Revenue	125,711	125,455	104,675	101,524	107,166	107,166
Total Expenses	118,940	142,466	149,742	129,101	118,225	119,198
Net surplus/(deficit)	6,771	(17,011)	(45,067)	(27,577)	(11,059)	(12,032)

Sport NZ	Strategic Period 2024-28				Strategic Period 2028-32	
	Actual FY25	Forecast FY26	Budget FY27	Estimate FY28	Estimate FY29	Estimate FY30
Reserves						
Opening Equity	124,376	131,147	114,136	69,069	41,492	30,433
Net surplus/(deficit)	6,771	(17,011)	(45,067)	(27,577)	(11,059)	(12,032)
Closing Equity	131,147	114,136	69,069	41,492	30,433	18,401
Minimum reserves	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
	107,147	90,136	45,069	17,492	6,433	(5,599)



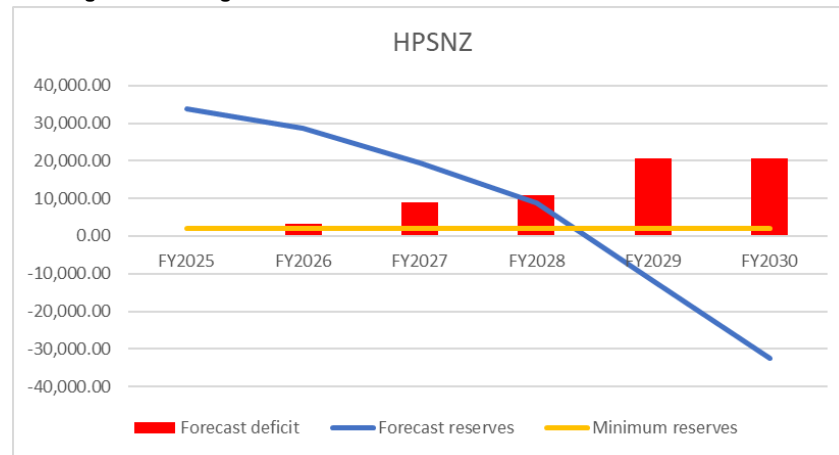
Financial Outlook HPSNZ

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

Assumes continuation of current investment, programmes, support and operations with core funding at current agreed levels.

HPSNZ	Strategic Period 2024-28				Strategic Period 2028-32	
	Actual FY25	Forecast FY26	Budget FY27	Estimate FY28	Estimate FY29	Estimate FY30
Financial Performance						
Total Revenue	88,246	91,324	84,284	84,034	76,427	76,427
Total Expenses	88,269	94,656	93,341	94,852	96,989	97,182
Net surplus/(deficit)	(23)	(3,332)	(9,057)	(10,818)	(20,562)	(20,755)

HPSNZ	Strategic Period 2024-28				Strategic Period 2028-32	
	Actual FY25	Forecast FY26	Budget FY27	Estimate FY28	Estimate FY29	Estimate FY30
Reserves						
Opening Equity	33,934	33,910	30,579	21,522	10,704	(9,858)
Net surplus/(deficit)	(23)	(3,331)	(9,057)	(10,818)	(20,562)	(20,755)
Closing Equity	33,910	30,579	21,522	10,704	(9,858)	(30,613)
Minimum reserves	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	31,910	28,579	19,522	8,704	(11,858)	(32,613)



Governance highlights

A highlight during the quarter for the Board was attending the Halberg Awards – it was fantastic to see the celebration of our top athletes but also the recognition by the athletes for the support received from HPSNZ and SportNZ.

The Sport NZ Group Board actively progressed a number of matters during the quarter:

- After a robust recruitment round we reappointed Raelene Castles into her second term as CE.
- We agreed the 2027 Board Work Programme which provides strategic oversight on organizational performance.
- Based on the findings of the self-evaluation we have drafted a plan which will address the areas of improvement identified to increase our effectiveness through having a strong governance culture and an appropriate strategic risk appetite. The self-evaluation has been shared with the Minister and reflected in the Letter of Expectations for 2026/27.
- We implemented the updated Cabinet Fees Framework for Board members. The increase in fees will be accommodated within the current baseline.

In addition to progressing these matters, the Board met in February and discussed the following key organizational matters:

- the financial position of the Group
- progress towards the Ministerial Priority – Reducing Child & Youth Offending through sport and physical activity
- a deep dive into progress towards Strategic Priority 1; Capable and resilient organisations including hearing from three CEs who are implementing the capability framework, and
- the performance of the investment portfolio.

Delivery of Government's Priorities

We are making good progress

Across our work programme, we are seeing signs of good progress indicating that we are on track to achieve the objectives outlined in our Strategy and SPE for 25/26.

- Delivery on the ministerial priorities objectives for the 2025/26 year is progressing well and we saw some key achievements during the quarter, these are outlined in further detail on the following three pages.
- Positive progress against each of the Strategic Priorities continues supported by a partner-led approach, with the sector and other Government agencies. Further detail on these is covered in pages 13 to 25.

From an organizational perspective:

- We are implementing a programme of business system improvements (Business Services Review) to lift internal organizational efficiencies and how we engage with our partners. The programme is currently being rolled out in stages. During this quarter we delivered training for the HR and Finance modules which are due to be rolled out in May and June.
- We kicked off the annual business planning process which will further prioritise what we do to have the biggest impact, confirm where best to allocate our resources and to find cost savings.

Risks remain in the operating environment, and as indicated in our risk profile further in the report, we are observing that concerns of affordability for the sector and the Group is increasing. We are managing these through regular reviews and assessments and building appropriate mitigations into our work programme. If the risks eventuate, it may affect the level of participation in physical activity and competing on the World stage.

Reducing Child & Youth Offending Project

About this work

A key initiative under Strategic Priority 3; this project aims to reduce offending and recidivism through improved access to sport/physical activity for at-risk youth. Sport NZ has developed a comprehensive approach, based on international best practice and NZ context, leveraging \$15m (2025-28). The project is therefore focused on initiatives that support children and young people already showing signs of difficulty, or who have had contact with the youth justice system.

Investment approach

\$5m additional Tū Manawa Investment to Regional Sports Trust to distribute

- Aims to support RSTs to build local relationships with Police and Oranga Tamariki, and to support local existing known providers with funding

\$8m Community Impact Investment

- Aims to support already proven community-level interventions/ programmes to strengthen or scale their impact. A collaborative approach sharing intel with Oranga Tamariki, NZ Police and Corrections at a national level.

\$1.5m Systems Investment

- Aims to support long term sustainable improvements in the system e.g. building awareness, capability and support.

Progress and highlights over the quarter

- All RSTs completed their funding plan for their allocated investment – Investment Schedules signed.
- The Sport NZ board approved the remaining \$10m investment allocated to Community Impact and Systems Investment.
- We have continued to strengthen our relationships with Oranga Tamariki, Police, and relevant community organisations.

Reducing Child & Youth Offending Project

Diagram detailing key components of the Project (prevention level, population of 10-18 year olds, Sport NZ and project investments)

This diagram uses both census data and the Integrated Data Infrastructure (IDI) measure, developed by the Social Wellbeing Agency (2023), to demonstrate where Sport NZ and the Project investments will impact 10-18-year-olds across the four prevention levels.

10-18-year-olds in Aotearoa NZ	Prevention Level	Investment Focus (through sport and physical activity)	Sport NZ Investment (Partnerships, Programmes, Funds)	Reducing child and youth offending project		
				Additional Tū Manawa (\$5m)	Community Impact Investment (\$8m)	System Investment (\$1.5m)
Low needs 80% 440,000	Primary Prevention (Upstream)	Primary prevention is a universal approach to supporting all children and young people	Partnerships Investment into RSTs, NSOs, NROs (e.g., Balance is Better)			
Moderate needs 10% 55,000	Targeted Primary Prevention (Upstream)	Targeted approaches to support children and young people living in areas of socioeconomic disadvantage or who may experience more risk factors	Geographic Priority Communities, Healthy Active Learning, Active As, Tū Manawa (General), He Oranga Poutama.			✓
High needs 9% 49,500	Secondary Prevention (Midstream)	Focused support for children and young people with high risk factors, early signs of disengagement and problematic behaviour	✗	✓	✓	✓
Very high needs 1% 5,500	Tertiary Prevention (Downstream)	Focused on children and young people who are already known to Police or have entered the youth justice system	✗	✓	✓	✓

*numbers reflect 550,000 10-18-year-olds in Aotearoa NZ

** the project will serve a subset of 'high needs' and 'very high needs'

Update on other Ministerial priorities

Sport Diplomacy strategy	Supporting Major Events	Developing the National Sport Facilities Strategy
<p>Overall Status – on track</p> <p>Progress during the quarter</p> <ul style="list-style-type: none"> Planned and delivered the Sport Leaders delegation to India, 8 – 13 March 2026 Interagency coordination and planning is underway to support Ministerial attendance at the LA and Vancouver FIFA World Cup matches <p>Key highlights</p> <ul style="list-style-type: none"> Successful completion of the Sports Leaders delegation to India. Feedback has been universally positive, with delegates expressing that they have a greater awareness of how to operate in India, they have made progress in their bilateral relationships, with potential for coach and league exchanges. As well as leading the delegation, Minister Bishop attended the 2026 T20 Cricket World Cup final and engaged with the ICC reaffirming NZ's commitment to delivering a successful 2028 T20 Cricket World Cup co-hosted with Australia. <p>Challenges / opportunities</p> <p>No dedicated X-Govt funding stream or long-term commitment, resulting in ongoing resource negotiations and constrained ability to plan multi-year activations with certainty.</p>	<p>Overall Status – on track</p> <p>Progress during the quarter</p> <ul style="list-style-type: none"> Ongoing implementation of one-off Major Events Funds via MBIE including the \$40m Events Attraction (EAP) Fund and \$10m Events Boost Fund (EBF) remains a focus, along with supporting MBIE Major Events review processes. Assessment of applications against the Major Events Fund remains ongoing. Support for MBIE and New Zealand Cricket regarding 2028 T20 World Cup structures match allocation process and Government support programmes underway. <p>Key highlights</p> <ul style="list-style-type: none"> Announcement of 2027 State of Origin hosting. Approval of funding for and/or securing of hosting rights across several sports including Yachting, Squash and Golf for events in 2027 and 2028. Supporting increased membership of NSO with New Zealand Events Association to enable greater capability building and upskilling in the sector. <p>Challenges / opportunities</p> <p>Resourcing constraints within MBIE due to implementation of new funds, and significant volume of related events is drawing on Sport NZ capacity.</p>	<p>Overall Status – on hold</p> <p>Progress during the quarter</p> <ul style="list-style-type: none"> Inter-departmental and Ministerial consultation on proposed stakeholder consultation Bespoke consultation continues with key stakeholders to explore the opportunities and challenges Work continues on drafting strategy and implementation approach, including consideration for Sport NZ role in implementation <p>Key highlights</p> <ul style="list-style-type: none"> Infrastructure Commission support for the proposed approach Engaged in Infrastructure Commission x-agency workshop <p>Challenges / opportunities</p> <p>Stakeholder consultation on Discussion Document is on hold, subject to Ministerial/Cabinet decision. This may mean Strategy cannot be completed prior to election.</p>

System performance and Core Delivery

Progress towards our Strategy

The Sport NZ Group Strategic Direction 2020-2032 sets out our aspirations and the shift we are aiming to achieve during the 12 year period. Both Sport NZ and HPSNZ take a comprehensive review of progress, which includes tracking the impact and value of our investments, work programmes and reported results, to ensure we continue to focus on the work that matters and adapt where required.

Sport NZ

We are in the second year of our 4-year Strategy. As part of our monitoring, evaluation and learning approach, each quarter we undertake a Deep Dive into one of our Strategic Priorities. During this quarter we reviewed SP1, capable and resilient organisations. In addition, as part of the strategic context setting for the 2026/27 Annual Business Plan, we have undertaken a review of our progress across all of our priorities and programmes and associated challenges and opportunities. While there are risks in the operating environment for the sector, we are making good progress overall. We have maintained line of sight and adapted where necessary to keep progressing towards our Strategy. Results. Our key performance indicators suggest our work is having the intended impact despite the inherent and ongoing risks in the environment.

HPSNZ

Good progress is being made across areas of the strategy including wellbeing initiatives, building data capability and strong-system coordination, especially for the Winter games.

The most significant event during the quarter were the Milano Cortina 2026 Winter Olympics and Paralympics with our athletes doing extremely well. Also during the Quarter we saw athletes doing well on the international stage including snow sports in Switzerland, mountain biking in South Africa and the cricket series.

Sport NZ Vision

Every Body Active

Long-Term Outcomes

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

Strategic Focus Areas

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

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

Strategic Priorities

To be successful, we will aim to achieve:

- | | | | |
|---|---|---|---|
| 1
Capable and resilient partner organisations
Effective governance and leadership
Diverse and inclusive systems and structures
Uphold the mana of Te Tiriti o Waitangi
Environmentally responsible | 2
Quality opportunities and experiences
Aligned and integrated systems
Diverse and inclusive
Participant centred
Culturally distinctive pathways | 3
Empowered local communities and hapori
Supported to lead and act
Community and hapori centred
Equity focused
Accessible natural and built environments | 4
Active schools and kura
Active learning environments
Culturally distinctive approaches
Ākonga centred and equity focused
Connected local communities |
|---|---|---|---|

How We Deliver

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

Strategic Priority Update

Strategic Priority	Overall status	Significant highlights	Opportunities and challenges
<p>SP1 – Capable and resilient organisations</p>	<p><i>On Track</i> We continue to make good progress with organisations, supporting them to develop sequenced pathways to build organisational, and consequently, sector capability and resilience.</p>	<p>Across the 10 domains of our capability build model, we saw meaningful engagement over the quarter. A few highlights includes 2 new partner revenue strategies, 31 governance evaluations completed, support for high-profile CEO recruitment processes and supported 3 partner AI Agent build opportunities.</p> <ul style="list-style-type: none"> - Incorporated Societies Act - The Tu Te Wana Online Learning Modules have 111 organisations utilising the modules. - The final Te Au Mātāhae Disability Leadership Programme hui was held in Auckland in March, bringing together 10 emerging disability sector leaders as part of the Disability Capability Build Plan - Disability Impact Inclusion Fund: Investment Schedules have been finalised for the 10 partners – 8 partners have new SP1 initiatives, which will begin from 1 April. - Three futures resources published during quarter: Future of mobility; Iran Conflict and implications for sport and recreation; Quarterly monitor of disruptors. Uptake for these resources is growing, as is positive feedback, with many partners using the quarterly monitor with their boards. 	<p>Capability and capacity in the sector remains an ongoing challenge, however our partner-led approach to sequence capability building is helping to ensure a sustained and manageable approach. We have identified an opportunity to provide greater support to organisations in building financial and climate resilience, which we will build into our work programme.</p> <p>We are hearing concerns from the sector (particularly territorial authorities) about the impact of the conflict in the Middle East. The Futures think piece on the Iran conflict has been well received and has provided a starting point for conversation and scenario planning.</p>
<p>SP2 – Quality opportunities & experiences</p>	<p><i>On Track</i> There is continued positive progress, however some inequities remain, which we continue to focus on and build into our forward work programme.</p>	<p>The Sport Leads hui was held with key people from across the sector to create stronger alignment across the system and support quality sport experiences for young people, with a focus on the Sport Pathways Framework. Responses from attendees overwhelmingly agreed that the hui had delivered on expectations – 94%.</p> <p>Disability Impact Inclusion Fund: Investment Schedules have been finalised for the 10 partners – 8 partners have new SP2 initiatives, which will begin from 1 April.</p> <p>We had another successful quarter of the Unpros campaign, aimed at growing activity levels of Young women. Overall, we got over 2M video views and 30K engagements, with an overall positive sentiment of 86%. This reinforces that the campaign is still performing strongly and the message resonating with our audience.</p>	<p>We are continuing to see affordability and accessibility barriers as issues for the sector and this may be intensified because of the current conflict in the Middle East. As reported last quarter, our focus remains on partnering with central and local government, and our communities to advocate for better outcomes.</p> <p>Affordability of sport research findings will be available in next quarter</p>

Strategic Priority Update

Strategic Priority	Overall status	Significant highlights	Opportunities and challenges
<p>SP3 – Empowered local communities & hapori</p>	<p>On Track We continue to see evidence of change and signals of more community-led, equitable outcomes. Early evidence from Geographic Priority Communities (GPCs) community case studies show communities shaping responses that reflect their local realities, culture and aspirations.</p>	<ul style="list-style-type: none"> • He Oranga Poutama investment allocations for the next 2-year period confirmed. • Sport NZ Board approved Reducing Child and Youth Offending remaining \$10m investment • Sport NZ Board approved extension of the Local Play Workforce Advocates within selected Territorial Authorities to June 2028 (\$1.2m). • The TAB funded “Grassroots Spaces and Places Fund” was launched and funding provided to 1 RST following their submission. 	<p>Two additional funds are providing greater leverage for SP3 outcomes throughout the remaining strategic period. However, the time-limited nature of these can create uncertainty going forward and can pressure communities to generate quick results and inconsistency for maintaining momentum.</p>
<p>SP4 – Active schools and kura</p>	<p>On Track Key programmes (HAL, Active As, Mataiao, RSDs) continue to be implemented as planned. Engagement and demand of schools remains high.</p>	<p>Provided submissions to MOE on the draft curriculum for Years 0-10 with a focus on HPE learning area.</p> <p>Active As evaluation findings have been encouraging, with results indicating positive and consistent progress against intended short, medium and long-term outcomes. Highlights from the 2026 findings include:</p> <ol style="list-style-type: none"> A 2.4% increase in the proportion of students who are physically active for at least 60 minutes per day, rising from 43.6% in 2023 to 46.0% in 2025. An increase in students’ happiness and confidence, with happiness rising by 3.4% and confidence to participate in activities increasing by 4.7%. An increase in students’ sense of belonging and connection to school, with belonging increasing by 6.6% and feeling happy to go to school increasing by 7.5%. An increase in student satisfaction and engagement with school, including higher satisfaction with physical activity at school (2.3% increase) and greater interest in learning (6.6%). A 10.4% increase in school attendance, rising from 56.9% in 2023 to 67.4% in 2025. 	<p>The curriculum reform is an ongoing challenge for Sport NZ and our partners. Sport NZ has been proactively responding to the draft HPE curriculum and are working collaboratively with partners to position our investments and programmes to respond to opportunities when the finalised HPE curriculum is released.</p>

Sector Investment Portfolio 2024-28

1 Capable and resilient partner organisations

2 Quality opportunities and experiences

3 Empowered local communities and hapori

4 Active schools and kura

Partnerships	Partnerships Investment - National Partners (NSOs, NROs, NEOs, NDOs)		Partnerships Investment - NEOs
	Partnerships Investment - RSTs		
	Haumi ā Motu - Māori Partnerships		
	Disability Investment - Disability Sector (Parafeds, NDSOs and NDRO)		Mātaiao
Programmes	Active Rec Investment		Healthy Active Learning
	He Oranga Poutama		Active As (to 2026)
	Local Play Workforce (to 2026)		Regional Sport Directors
Funds	Business Capability	Tū Manawa	
		Rural Travel Fund	
		Spaces & Places	
	Disability Inclusion Impact Fund		
TAB		Grassroots Community Spaces & Places	
	Funding boost to Partners	Te Ala Moana Community Sport Events Fund	
Ministers Priorities		RCYO Additional Tū Manawa Distribution	
		RCYO Community Impact Investment	
		RCYO National System Investment	
		Variety Sport	

KEY Te Aho Māori Investment

Regional Partner Investment Performance - RSTs

Monitoring Performance

Are RSTs doing the initiatives they committed to?



Yes, mostly.

Monitoring performance data is collected twice a year in March and October. As of March 2026, **RSTs have 257 live initiatives***. **231 are on track (90%)**, 19 are being monitored closely (8%) and we are actively managing issues for 7 (2%). Higher investment RSTs are less likely to be actively managing issues than those with lower investment levels. Where Partners are not 'on track', we are clear on what the challenges are for each Partner. We have clearly communicated our expectations to these Partners and will continue tailoring the support they need to get back 'on track' to deliver their intended outcomes.

Investment monitoring status (March 2026) – Regional Partners				
	On Track	Monitoring closely	Actively managing issues	Total Initiatives
RSTs >\$1m p.a.	67(89%)	8(11%)	-	75
RSTs <\$1m p.a.	164(90%)	11(6%)	7(4%)	182

Impact Performance

Are RSTs on track to achieve the agreed impact, aligned to our strategic priorities?



Yes, at this stage.

Impact performance data is collected annually through Partnerships investment reporting in June and Education Programme investment reporting in February (inclusive of Healthy Active Learning and Regional Sport Director investment)**. As of June 2025, **91% of RST Partnerships Investment initiatives are on track or partially on track**. As of February 2026, **98% of RST Education Programme initiatives are on track or partially on track**.

Partnerships and Education Investment impact performance – Regional Partners					
	On Track	Partially On Track	Some Concerns	Not on Track	Total Initiatives
RSTs >\$1m p.a.	19(46%)	20(49%)	2(5%)	-	41
RSTs <\$1m p.a.	88(68%)	31(24%)	8(6%)	2(2%)	129

*Relating to all investment streams incl Partnerships Investment, Healthy Active Learning, Tū Manawa, He Oranga Poutama, Local Play Workforce, Active As, RCYO, Strengthen and Adapt, Business Capability. Not all RSTs receive all funding streams.

**Education Programme reporting is completed annually in February to account for the school calendar year timeline and data sources required for impact reporting i.e. school sport census.

National Partner Investment Performance

Monitoring Performance

Are National Partners doing the initiatives they committed to?



Yes, mostly.

Monitoring performance data is collected twice a year in March and October. **Across the 227* live National Partner initiatives, 198 are on track (87%),** 22 (10%) are being monitored closely and we're actively managing issues for 7 (3%). National Partners are generally delivering their high-level steps at a consistent rate with RSTs. The last two monitoring rounds have shown higher investment NSOs are more likely to be on track in implementing their agreed high-level steps than those with lower investment levels.

Investment monitoring status (March 2026) - National Partners				
	On Track	Monitoring closely	Actively managing issues	Total Initiatives
NSOs >\$150k	97 (91%)	6 (6%)	3 (3%)	106
NSOs <\$150k	61 (82%)	12 (16%)	1 (2%)	74
NDO/NROs/NEO	40 (85%)	4 (9%)	3 (6%)	47

Impact Performance

Are National Partners on track to achieve the agreed impact, aligned to our strategic priorities?



Yes, at this stage.

Impact performance data is collected annually through reporting in June for Partnerships Investment. **Of the 138 Partnerships investment initiatives, 136 (99%) are 'on track', or 'partially on track',** 1 has 'some concerns' and 1 is 'not on track'. Year Two reporting (due June 2026) will provide further insight on how partners are tracking toward their intended impact halfway through the strategic period.

Partnership Investment impact performance (June 2025) - National Partners					
	On Track	Partially On Track	Some Concerns	Not on Track	Total Initiatives
NSOs >\$150k	55 (80%)	13 (19%)	1 (1%)	-	69
NSOs <\$150k	36 (82%)	7 (16%)	-	1 (2%)	44
NDO/NRO/NEO	18 (72%)	7 (28%)	-	-	25

*Relating to all investment streams incl Partnerships Investment, Strengthen and Adapt, Business Capability, Spaces and Places, Crown and Lotto Funding, Sector Responsive Fund. Not all National Partners receive all funding streams.

Sport NZ SPE measures 2025/26

* Final results for 2025/26 ** These baseline results were not published in the Annual Report 24/25

Sport NZ

Focus Area	Measure	Baseline (2023)	Source	Target	24/25 Result	Progress 25/26	Commentary
Maintaining physical activity levels of tamariki	% of tamariki (aged 5-11) who are meeting the PA guidelines (7+ hours a week)	62%	Active NZ	Maintain or increase	59%	60.1%	On Track. These results are rolling year averages for the period Jan to Dec 2025 – they do not reflect the year end result.
Reducing the decline in physical activity for rangatahi	% of rangatahi (aged 12-17) who are meeting the PA guidelines (7+ hours a week)	46%	Active NZ	Maintain or increase	54%	54.1%	
Improving the equity for tamariki and rangatahi who are less active	% of young people aged 5-17 years (up to 18th birthday) who are not participating in play, active recreation and sport (< 30 mins/week)	9%	Active NZ	Maintain or improve	7.6%	7.5%	
Leadership	Sport NZ's overall effectiveness as rated by all Sport NZ partners to increase participation	71%	Partners confidence survey	80% as Good or higher	70%	n/a	Annual Survey – progress results not available
SP1 Capable and resilient organisations	% of Strategic Priority 1 Partnerships Investment initiatives that are on track to deliver the agreed impact or have achieved the agreed impact	Baseline Established 2024/25	Partnerships investment impact reporting	Maintain or increase	72% **	92%***	Annual Impact reporting in June. ***March 2026 'On Track' monitoring ratings used as a progress indicator for 'Progress 25/26'.
SP2 Quality opportunities and experiences	% of rangatahi who are very or extremely satisfied with the physical activity experience in school	36%	Voice of rangatahi	Maintain or increase	33%	34% *	Not achieved but progressing in the right direction
	% of young people who are very or extremely satisfied with their club experience	68%	Voice of participant	Maintain or increase	65%	66%	On Track. This the YTD rolling average and does not reflect the year end result.
SP3 Empowered local communities and hapori	% of stakeholders who agree their local RST is 'working in partnership with other organisations to achieve shared outcomes in the play, active recreation and sport sector'	59%	RST stakeholder survey	Maintain or increase	59%	71% *	Achieved
SP4 Active schools and kura	% of tamariki who have taken part in physical activity at school that year	Baseline established 2025/26	Voice of tamariki	Maintain or increase	N/A	64%	Achieved
	% of rangatahi who have taken part in physical activity at school that year	87%	Voice of rangatahi	Maintain or increase	87%	87% *	Achieved

HPSNZ Vision

Inspiring Performance Every Day

Long-term Outcomes

Performances that Connect

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

Engagement

Increased proportion of New Zealanders engaging with high performance sport

Strategic Focus Areas

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

Tū te Ihi Performance Pathways

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

Tū te Wehi Wellbeing and Engagement

High Performance sport environments that empower individuals to thrive

Tū te Wana Sustainable Investment

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

Strategic Priorities

1

Support targeted athletes to succeed on the world stage

2

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

3

Enhance collaboration, capability and sustainability of the high performance system

4

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

How We Deliver

Athlete investment

Targeted NSO and campaign investment

Athlete Performance Support

Performance environments and facilities

Programmes and partnerships

Research and innovation

Intelligence and systems

Leveraging success

HPSNZ Q3 progress against strategy

	Support targeted athletes to succeed on the world stage	Enhance system capability to ensure that wellbeing is everyone's right and responsibility	Enhance collaboration, capability and sustainability of the high performance system	Build system capability to increase use of quality data to support performance & investment decision making
Overall Status	On track	On track	On track	On track
Summary of Progress	Delivery of targeted high performance support continued across priority athletes and programmes, including the completion of the Winter Olympic campaign. Focus remained on aligning investment and system support to enable athletes to perform at major international events, while consolidating learning to inform future cycles.	Work progressed on strengthening system-level wellbeing capability across the high performance system. Focus has been on supporting NSOs to integrate wellbeing expectations into everyday high performance environments and reinforcing shared accountability for identifying, managing, and responding to wellbeing risks alongside performance delivery.	Across the period, system collaboration and capability have been reinforced through coordinated delivery during major events, ongoing sector engagement, and continued attention to how the system operates under pressure. Weekly updates reflect a sustained focus on connecting people, sharing insight, and maintaining system cohesion alongside major delivery demands.	Progress continued on strengthening system-level decision-making capability, with leadership focus on reporting, monitoring and performance tracking across priority campaigns. Weekly updates also reflected continued attention to business systems reform as a key enabler of improved visibility, assurance and organisational effectiveness.
Key highlights	Winter Olympic and Paralympic campaigns completed. Met Olympic medal target (actual results three medals, eight 4 th - 8 th placings). Did not meet Paralympic medal target (actual results one medal, three 4 th - 8 th placings). Aligned HP investment and delivery across HPSNZ and NSOs supports athletes through preparation, competition, and review for priority international campaigns.	Continued maturation of wellbeing practices across NSOs, reflected through Health Check conversations and system engagement. Clearer articulation of wellbeing expectations within high performance environments, supporting more consistent application across sports.	Strong cross-system coordination during the Winter Olympic and Paralympic campaigns, with effective collaboration throughout HPSNZ, NSOs, PNZ, NZOC, operating across various locations and time zones. Organisation-wide engagement/shared understanding strengthened through Staff Kōrero Matua, enabling senior-leader insights and on-the-ground perspectives to be shared.	Board engagement on reporting, monitoring and performance tracking, supporting oversight of priority campaigns and future planning. Ongoing progression of business systems reform, including AMS, HR and Finance systems, strengthening foundations for consistent data, insight and partner experience.
Challenges & Opportunities	Capturing and embedding learning from completed campaigns to strengthen future planning and targeting. Using insights from the Winter Olympic cycle to refine prioritisation, resourcing, and performance focus ahead of upcoming international milestones.	Maintaining momentum and consistency as wellbeing moves from targeted initiatives into standard business-as-usual practice. Further strengthening system capability by supporting NSOs to move from compliance-based approaches toward proactive, preventative wellbeing management.	Maintaining strong collaboration and shared focus following pinnacle events when attention shifts for varying priorities. Building on existing forums and engagement mechanisms to further strengthen consistency, capability sharing, and system resilience across regions and partners.	Ensuring business systems reform translates into consistent, day-to-day use of quality information across the system. Strengthening the link between system data, performance insight and investment decision-making as reforms move from implementation into business-as-usual.

HPSNZ investment update

Performance Investment

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

Prime Minister Scholarships

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

The 1st intake of the 2026 Prime Ministers Coach, Official and Support Team closed on the 16th March and applications are currently being assessed.

Implementation, monitoring and reporting

NSO Health Checks and Performance Conversations, including review of 2025 KPIs have been completed for all sports with priority actions agreed and monitored. 2026 NSO Performance KPIs have been agreed and NSO Programme KPIs are being updated where required.

HPSNZ SPE measures 2025/26

Many of HPSNZ's performance measures are designed to be assessed annually or at key points in the performance cycle, rather than quarterly, so most updated results are not available for Q3. Ongoing quarterly indicators, including engagement measures, suggest progress remains aligned with our strategic intent.

Strategic priority area	Measure	Baseline / past performance	Target	Progress 25/26	Source
Performances that connect: international performances that inspire and unite	Medals at 2026 Winter Games – Milano Cortina	2022 Winter Games – Beijing Olympic = 3 medals Paralympic = 4 medals	Olympic = 2+ Paralympic = 2+	Olympic = 3 Paralympic = 1	International performance outcomes
	Medals at 2028 Summer Games – Los Angeles	2024 Summer Games – Paris Olympic = 20 medals Paralympic = 9 medals	Olympic Medals = 12-16 Paralympic Medals = 12-16	N/A	
	Podiums achieved at 2024-2028 non-Olympic pinnacle events	2022-24 non-Olympic podium results: 30	2+	Achieved	
Engagement: New Zealanders engaging with high performance sport	% of New Zealanders who say they are inspired by high performance athletes and teams	Adults: 33% Young People: 36%	Adults: 35% Young people: 35%	Adults 30.5% YP: 37.9%	Active NZ survey
	% of New Zealanders who follow HPSNZ-invested sports and athletes	Adults: 50% Young people: 50%	Adults: 50% Young people: 50%	Adults: 53.1% Young people: 64.2%	
Tū te ihi – Performance Pathways	% of athletes identified in the high performance pathway that are benchmarked and supported as they transition in, through and out of the pathway	100%	100%	Results not available	Performance pathway nomination process, and performance tracking. HPSNZ coach development engagement and awarded coaching scholarships.
	% of coaches identified in the high performance coaching pathway that are engaged in professional development	43%	50%	Results not available	
Tū te wehi – wellbeing and engagement	% of invested NSOs that demonstrate a commitment to embedding wellbeing in their performance environments aligned to the HPSNZ Wellbeing Framework and Guidelines	100%	100%	Results not available	NSO Health Check process
Tū te wana – sustainable investment	% of NSOs receiving Podium, Team and NSO focused campaign investment that have taken action to build a more sustainable high performance environment	Establishing baseline	100%	Results not available	NSO Health Check process

Putting a spotlight on our Strategy

Sport NZ's Strategic Priority 1 : Capable and Resilient Partner Organisations

The SP1 landscape – current delivery

The Strategy describes four SP1 outcomes. In practice, Sport NZ provides support to partners to build their capability across **10 interconnected domains**, which are the core levers for strengthening their internal systems.

We are progressing well, however progress can be uneven, and that is expected.

This model reflects how our partners structure their work and how we support them. Uneven progress across the four outcomes of SP1 is expected because partners **sequence the 10 domains** according to need, readiness and capacity. Some areas have accelerated quickly because partners were ready (i.e. governance, commercial, people systems) and others require longer-term development and greater internal capability (i.e. environmental responsibility, disability inclusion, Te Tiriti capability).

We have **\$28m** in Core Investment for the 2025 financial year across four strategic pillars and engaging **108 organisations** including NSOs, RSTs, disability, kaupapa Māori, and active recreation partners.

Capability & Resilience Domains



We work collaboratively with partners to shift the dial

Achieving SP1 outcomes relies not just on **investment and programmes**, but on **our trusted ways of working** and Sport NZ's national leadership role, which together strengthen partner capability and long-term sector resilience.

1. Strong, **trusted relationships** are essential and take time to build
 - Success relies on deep, patient partnerships where Subject Matter Experts (SMEs) know when and how to support.
 - Progress is often non-linear and outcomes can show immediately, but often over the medium to long term.
 2. The ultimate goal is a **resilient sector** supported by capable, confident partner organisations
 - Sport NZ's kaitiaki (national leadership) role is critical to sector resilience. Strategic foresight and insight helps the sector to think more comprehensively about the future and where required plan and adapt to build resilience.
- **As each organisation strengthens, the sector's overall capacity and quality improves, enabling our partners to deliver high-quality experiences and lasting impact.**

What we are doing:

- Deep relationship building: Partnership Managers lead the relationship and actively bring SMEs into conversations, increasing trust
- Streamlined ways of working : Aligning how we work with partners so they are not overwhelmed and can focus on what matters most for their stage and needs - spending more time supporting their communities and not servicing Sport NZ
- Developing a Capability Compass: Supporting partners to understand and then strengthen their organisational capability.
- ~~Sector leadership and foresight: Sport NZ providing system-level guidance, helping the sector think ahead, plan, and adapt to future challenges.~~

What our Partners tell us about the capability support we provide them

Positive progress is being made as reflected in partner feedback, for example:

- **88%** of partners say that the support we are providing helps build their organisations capability and resilience
- **78%** of partners report that strategic foresight resources and guidance provided by Sport NZ has impacted their ability to anticipate change, identify new opportunities, and make more informed strategic decisions
- **80%** of partners report that the support for insights and evaluation has had a positive impact on their organisations
- Support through business capability services receive high ratings from partners that have used them; people and culture **86%** good/excellent, governance **84%**, technology **77%**, commercial **74%**
- The impact of support provided for Kaupapa Māori and bicultural understanding was rated **59%** positive

Partner feedback this year has softened specifically in the areas of Women & Girls and Disability, reflecting the deliberate shifts we have made in how these workstreams are delivered. Under our partner-led model, the level of emphasis now depends on the priorities partners actively 'pull' for, rather than a centrally driven offer. As a result, focus in these areas has naturally varied across the system, particularly among RSTs.

At the same time, our inclusion-related products and resources were intentionally integrated into other workstreams as we mature our approach, rather than delivered as standalone programmes. This was a planned change aligned with the PX project. The broader environment has also played a role, with a shift in national political appetite for inclusion-related materials (including W&G, disability, rainbow and TG content) leading to some highly utilised resources being taken 'off the shelf'.

Partnerships Investment Performance

Looking across our Partnerships Investment to deliver against Strategic Priority 1

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

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

Year One Partnership Investment SP1 Impact Performance (June 2025)					
Strategic Priority 1 Inclusive of Governance, Diverse and Inclusive, Te Tiriti, Environment, Capable and Resilient Initiatives	4 – On Track	3 – Partially On Track	2 – Some Concerns	1 – Not on Track	Total Initiatives
		74 (73%)	24 (23%)	3 (3%)	1 (1%)

Year Two Partnership Investment SP1 Monitoring Performance incl Disability Investment (March 2026)				
Strategic Priority 1 Inclusive of Governance, Diverse and Inclusive, Te Tiriti, Environment, Capable and Resilient Initiatives	On Track	Monitoring Closely	Actively Managing Issues	Total Initiatives
		139 (93%)	11 (7%)	0

SP1 Impact Summary

This table provides a view of how partners are tracking towards achieving their agreed impact across our strategic priorities for Partnership Investment initiatives only. The table shows the impact ratings for Year 1 of investment (June 2025).

At the end of Year One, there were a total of **102** SP1 Partnerships Investment initiatives. **74** of these initiatives were 'on track', **24** initiatives 'partially on track', **3** had 'some concerns' and **1** was 'not on track'.

SP1 Delivery Summary

At the most recent monitoring round (March 2026), there were a total of **150*** SP1 Partnerships Initiatives across all partners. **139** of these are 'on track' and **11** are being monitored closely. Where Partners are not rated 'on track', we are clear on what the challenges are for each Partner. We have clearly communicated our expectations to these Partners and will continue tailoring the support they need to get back 'on track' to deliver their intended outcomes.

*The increased number of SP1 initiatives between Year One impact reporting data and Year Two monitoring data is due to multiple reasons:

- Year Two monitoring data includes Disability Investment initiatives, and as core monitoring and reporting practices are rolled out across the sector portfolio, additional initiatives will be incorporated over time.
- Initiatives are agreed for varying timeframes. Between the impact and monitoring data collection, some initiatives may have ended or began.

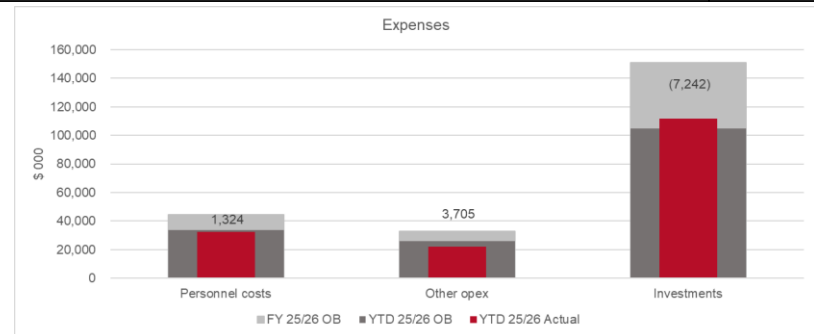
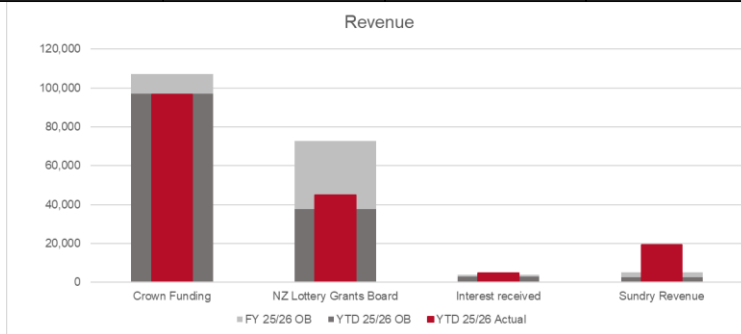
Future areas of focus for SP1

Focus area	Description	Timing
Capability Compass	This is a partner-first assessment tool that helps organisations evaluate their business capability across key SP1 domains. Primary purpose is to deliver immediate, practical value by clarifying priorities and shaping a feasible learning and development plan, while also providing Sport NZ with aggregated insights to inform sector-wide strategies. Next steps include proof of concept and testing, integration with partner experience project, development of final dashboard and platform, embed in partner planning process, monitor and evaluate effectiveness.	July 2026
Resources to support partner segmentation	We will oversee and support the development of capability resources across SP1 domains, working together to ensure a consistent look, tone and messaging. Resources will be cohesive, connected, and designed to complement each other rather than operate in isolation. This strategic alignment will help partners navigate, understand and apply the resources more effectively.	Dec 2026
Financial health monitoring of investment partners	We've identified a gap in having a portfolio-wide view of partner financial health. Currently, financials are assessed at single points in time rather than across the full investment period. We will establish a consistent process using qualitative and quantitative indicators to strengthen investment decisions and support partners to better understand key financial indicators and how they compare with others, helping lift overall financial resilience across the network. We will align this work with existing HPSNZ practice where appropriate.	Dec 2026
Help sector navigate future uncertainty	Working with boards and CEOs to embed strategic foresight into risk and decision-making systems, expanding annual risk reviews with scenario thinking, strengthening early identification of emerging issues, and fostering a culture where assumptions are tested and leaders are equipped to anticipate and adapt.	July 2026

Financial performance

Financial Performance (Group)

9 months ending 31 March 2026	Q3 FY26 Actual \$000	Q3 FY26 Budget \$000	Variance \$000	Variance %	Commentary	FY26 Budget \$000
Crown funding	96,649	97,094	(445)	(0%)	Transfer of Policy Function to MCH in October 2025	107,037
Other revenue	69,359	43,297	26,062	60%	Two unbudgeted funding distributions received during the year. A \$20m one off distribution from TAB following legislation change for online betting will be in four instalments through the year (\$15m received by Q3). A discretionary lotto distribution from LGB of \$6.6m received (\$1.9m passed on to Water Safety NZ).	81,957
Total Revenue	166,008	140,391	25,617	18%		188,994
Sector investments	111,925	104,683	(7,242)	(7%)	Unbudgeted investments associated with one-off funding distributions include Partnerships funding (\$6M), Grass Roots Spaces and Places investment (\$1.4M) and Water Safety NZ (\$1.9M). This is partially offset by a delay in distributing new investments associated with Reducing Child and Youth Offending programme (\$2.1M).	151,145
Personnel expenses	32,259	33,583	1,324	4%	A number of vacancies were hold during year and a change in resourcing mix between contractors and employees. A small reduction in FTE due to strategic policy team transferring to MCH.	44,542
Operating expenses	22,127	25,832	3,705	14%	Timing delays in delivery of Sport NZ work programmes funded by third parties due to collaborative planning taking longer than planned (ACC Takaro Play and MFAT Education in the Pacific). High Performance wellbeing and coaching programmes are being reshaped with lower investment to date.	32,962
Total expenses	166,311	164,098	(2,212)	(1%)		228,649
Net surplus/(deficit)	(303)	(23,708)	23,405	(99%)		(39,655)



Financial Position

Actual 30-Jun-25 \$000	SPORT NZ GROUP STATEMENT OF FINANCIAL POSITION	Actual 31-Mar-26 \$000	Budget 30-Jun-26 \$000
169,785	Current Assets	167,948	122,031
6,969	Non-Current Assets	6,876	6,544
176,754	Total Assets	174,825	128,575
11,687	Total Liabilities	10,060	16,224
165,067	Net Assets	164,764	112,351
	Represented by:		
158,312	Opening Equity	165,067	152,006
6,755	Net Surplus/(Deficit)	(303)	(39,655)
165,067	Equity	164,764	112,351

Key points:

- The Group is in a solid financial position with Net equity of \$165m as at 30 June 2025. At 31 March, the majority of these net assets are made up of cash and term deposits (\$162m). Further details on the financial outlook (and depletion of reserves) are provided earlier in this pack.
- During the year there is a mismatch in the timing of revenue earned and expenses incurred that impacts the movement of the balance sheet from month to month.
- The Group has higher net assets than the year end forecast due to improved opening balances on 1 July 2025 and receipt of one-off discretionary funding from TAB and Lotto (approx. \$26M) for which investment commitments have been made over the next two years.
- The Groups Net Assets are budgeted to decrease throughout the year.

Q3 Contractors and Consultants

GROUP - Comparison of Q3 in current year to Q3 in prior year	Q3 FY26 Actuals \$000	Q3 FY25 Actuals \$000	Prior YTD variance
Corporate, Statutory and Ministerial functions	2,148	1,848	(300)
Sector Support	4,136	4,281	145
Business Systems Reform	2,271	394	(1,877)
	8,555	6,523	(2,032)

Our YTD spend so far this year is \$2.032M more than the same period this year. This is primarily due to the Business Systems Reform programme being now well established and in implementation phase for the Finance (FMIS), Human Resources (HRIS), Electronic Health Records (EHR) and Athlete Management (AMS) systems.

GROUP - Comparison of Q3 Actuals to Q3 Budget in current year	Q3 FY26 Actuals \$000	Q3 FY26 Budget \$000	Current YTD Variance
Corporate, Statutory and Ministerial functions	2,148	2,572	424
Sector Support	4,136	4,751	615
Business Systems Reform	2,271	2,247	(24)
	8,555	9,570	1,015

Our YTD spend so far this year is \$1.015M less than budgeted This is primarily due to a number of minor variances across the business:

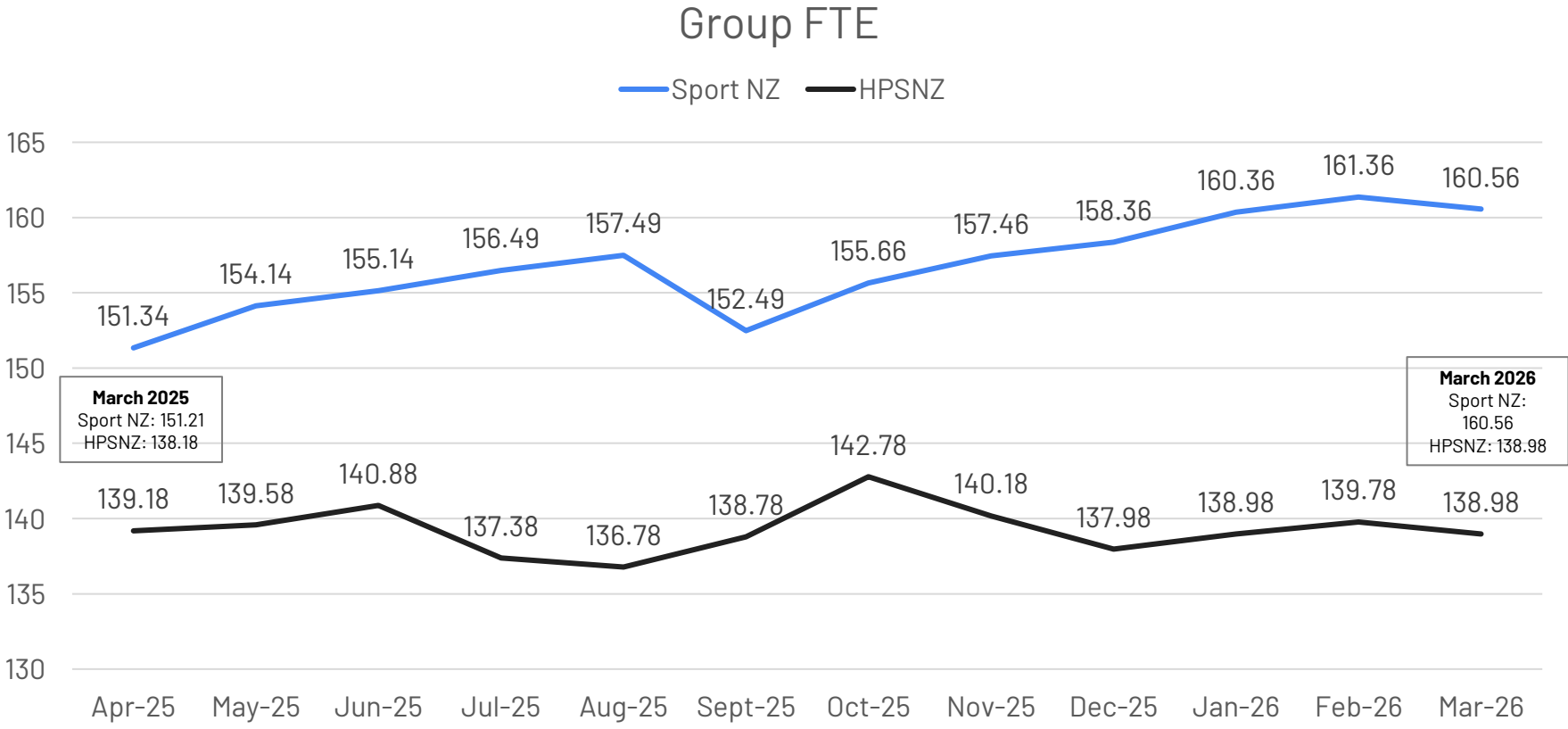
- Corporate, Statutory and Ministerial Functions – key item relates to deferral of research work programme to later in the year.
- Sector Support – reprioritization and deferral of advice and services relating to third-party funded programmes (HAL in the Pacific and ACC Tākaro Revitalisation), reallocation of Business Capability support from professional services to investment to adapt and respond to partner requirements.

Workforce management

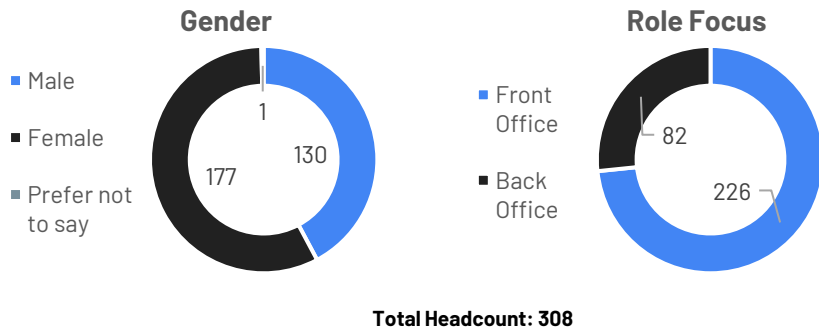
Group FTE

Last 12 months

Recruitment Status	Active	On Hold	Filled
Sport NZ	10	3	1
HPSNZ	7	1	8



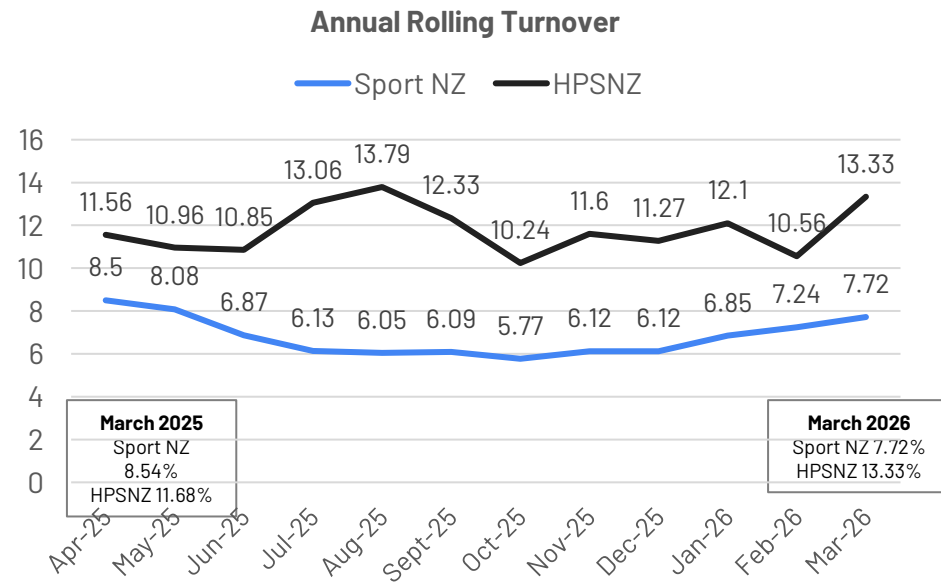
Our People



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

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

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



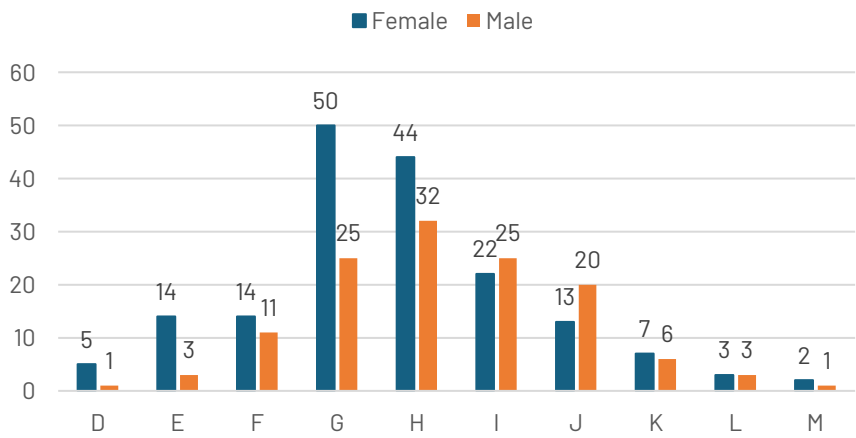
Top 3 reasons cited when employees resign:

- career progression
- fixed term ending
- family/personal (incl retirement)

HPSNZ workforce data often sees increased employee turnover post the Olympic, Paralympic 4-year cycle. We are not seeing this trend this time around.

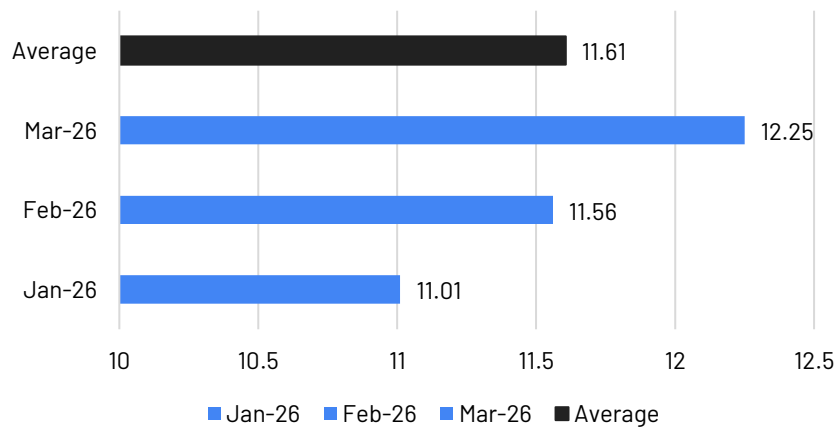
Our People

Band by Gender



Across the Sport NZ Group, there more women than men in both the lower bands (F-H) and higher bands (K-M) with more men in the middle bands I & J. This distribution is driving our pay gender gap. The Group People Plan includes a focus on developing more women for the succession pools of the Groups senior roles.

Quarterly Annual Leave Balances



Average annual Group balance is 11.61 days, a decrease on last quarter's annual average of 15.03 days which is expected due to the summer holiday period falling into this quarter. We continue to monitor high annual leave balances and expect to see a reduction in balances across 2026.

Average annualised FTE salary **\$137,287.57**

Average annual sick leave in Q2 25-26 **4.30 days**

Risk report

Risks rated **High** or **Very High** as at Q3 25/26

Risk summary

During the quarter, there has been an increase in risk in our environment. We have added *Significant business disruption or event* to our identified high risks, reflecting uncertainty associated with the cost and availability of oil, and the potential disruption impacts on the Group and the sector. We have also assessed *Funding uncertainty* as **Very High** reflecting uncertainty with respect to the impact of international events and Government fiscal policies.

Title	Description	Mitigation summary	Risk status trend*
Uncertainty of funding sources and/or quantum	<p>Risk of reduced funding for one or more parts of the Group and/or sector partners, resulting in inability to carry out some planned work and to achieve desired outcomes.</p> <p>The Government's fiscal sustainability programme indicates further reductions; further demand to bolster MCH Strategic Policy function & there is uncertainty with the HP Funding bid. Current geo-political events are amplifying this risk.</p>	<p>Short and long-term financial processes identify and navigate fiscal pressures; Sport NZ has ongoing relationships with key sector funders; Continue to work with DIA, MCH & other statutory bodies to develop a sustainable funding model (lotto) beyond 2028,</p> <p>We are driving further operating efficiencies as part of FY27 Budgeting process and further internal fiscal sustainability initiatives in advance of the 2027 Strategy Refresh.</p>	Increasing – now assessed as VERY HIGH
Loss of data, systems or information	Risk of loss of data, systems or information through either external breach of security (cyber), unintended error / omission, failure of key systems or ineffective internal capture/retention of data	Multi-factor authentication and firewalls are in place; Data & Technology Governance Group monitors data and technology matters; Cloud-based systems architecture established; cyber-security training delivered to all staff; Regular information security reviews undertaken.; Cyber Incident Response Plan in place and reviewed regularly. Security assessments completed for key systems.	Stable
Significant business disruption or global event	Risk of a major external event such as a natural disaster (e.g. earthquake, fire, flood), pandemic, war, resulting in inability/ reduced ability to operate, death or serious injury, damage to buildings and facilities, financial cost and impairing the ability of sector partners to achieve their outcomes.	Group Business Continuity Plan and Response Team structure (externally reviewed in March 2026); our workforce is set up to be able to work remotely if needed; our multi-city locations reduce risk by spreading geographic response capability. We also have developed plans to respond to fuel shortage threats.	Increasing
Privacy breach	Risk of unauthorised or accidental access to, or disclosure, alteration, loss or destruction of personal information (eg athlete, staff).	Tightened information management procedures through education, training and reporting; information moved to secure drives; Data and Technology Governance Group has monitored implementation of privacy framework, and process in place to ensure privacy considerations are factored into new technology adoption / processes; privacy policy and training module delivered; Delivering data loss prevention programme implementation and maturity uplift.	Stable

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

Risk summary

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

Title	Description	Mitigation summary	Risk status trend*
Sector integrity incidents	Risk of incidents affecting athletes or wider sector participants safety or wellbeing, including sexual harassment, bullying, drugs, gambling, and actual or perceived inadequate response to these incidents.	HPSNZ Wellbeing Framework and Guidelines; HPSNZ's NSO health check process; coaching professional development programmes being delivered; athlete access to support services; pathways framework for athletes and coaches in place; MoU between Sport Integrity Commission and Sport NZ in place; ongoing employment checks; code of conduct processes in place. Our integrity policy, recognises role of Sport Integrity Commission Te Kahu Rauenui.	Stable
Capability and capacity of our partners	Risk that our partners are unable to carry out all requested work and achieve planned outcomes due to a lack of capacity and/or capability, funding pressures, increasing complexity, unrealistic expectations, and lack of visibility of Sport NZ requests	Sport NZ business capability investment in place to build sector capability in 5 areas; ongoing guidance and support from partnership managers and SMEs. Engagement & Activity Planning process established and permanent resource secured. We now have a far more complete view of sector facing work being generated; next key step is establishing output that can be shared with partners. This will enable us to manage the capacity of our people and the sector.	Stable
Climate change/sustainability	Risk that the Group and/or the sector does not respond effectively to challenges and risks associated with climate change such as availability of sportsgrounds, impacts on weather-dependent sport and recreation activities, reduced ability to participate, increased costs.	Dedicated resource in place to lead the development and delivery of a sustainability programme across Group and sector; a plan completed outlining internal and sector initiatives to accelerate climate action across the sector; Sport NZ Group has aligned emissions measurement and reporting to ensure compliance with Carbon Neutral Government Programme and has an emissions reduction plan for the Group. Developing resources to support the sector and facilitating forums with sector organisations to share knowledge and foster collaboration.	Stable
Societal pressures and changes	Risk that societal pressures (including demographic change and social cohesion) impact Sport NZ's ability to achieve our strategic objective of increasing participation levels for tamariki and rangatahi in play, active recreation and sport.	Stronger needs-based focus delivered through strategy and investment refresh 2024-28; funding confirmed for Healthy Active Learning and Tū Manawa through to 2028; strategic engagement with education sector to raise value of physical activity in schools/kura; stronger focus on working with communities of social and economic disadvantage. Increased & ongoing advocacy with key Territorial Authorities (new tripartite plans developed with 22 largest), & other local/regional stakeholders/funders; Heightened advocacy for the value of physical activity and sport especially in Education settings (advocacy re curriculum changes and opportunities to support).	Increasing