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IHI AOTEAROA



HIGH PERFORMANCE  
SPORT NEW ZEALAND

# Briefing for Incoming Minister

Sport and Recreation  
portfolio

January 2025

# Executive Summary

**Congratulations on your appointment as the Minister for Sport and Recreation. As the lead policy agency for the Sport and Recreation portfolio, Sport New Zealand looks forward to working closely with you.**

The Sport New Zealand (Sport NZ) Group's role is to work alongside the play, active recreation and sport system to lift the physical activity levels of everyone in New Zealand and support New Zealanders to win on the world stage in a way that inspires us. In doing this, we believe we will make the greatest possible contribution to improving outcomes in New Zealand.

We look forward to working with you to deliver the Sport NZ Group Strategy and will provide you with options for engaging with our Board and our Sector and seeing the work we support as soon as possible.

## **Part 1 – The Snapshot**

This executive summary offers a high-level snapshot of Sport NZ and High Performance Sport New Zealand (HPSNZ) and the matters we will seek to discuss and reach your agreement on over the short to medium term.

## **Part 2 – The Detail**

This subsequent section provides a more detailed briefing of the Sport NZ Group's roles and responsibilities and an overview of our work and priorities across the Group, who we work with, and the key challenges facing the Group and wider sector.

*We will provide supplementary briefings on key topics to complement this overview and seek your preferences on how you wish to be briefed in more detail over the coming weeks.*

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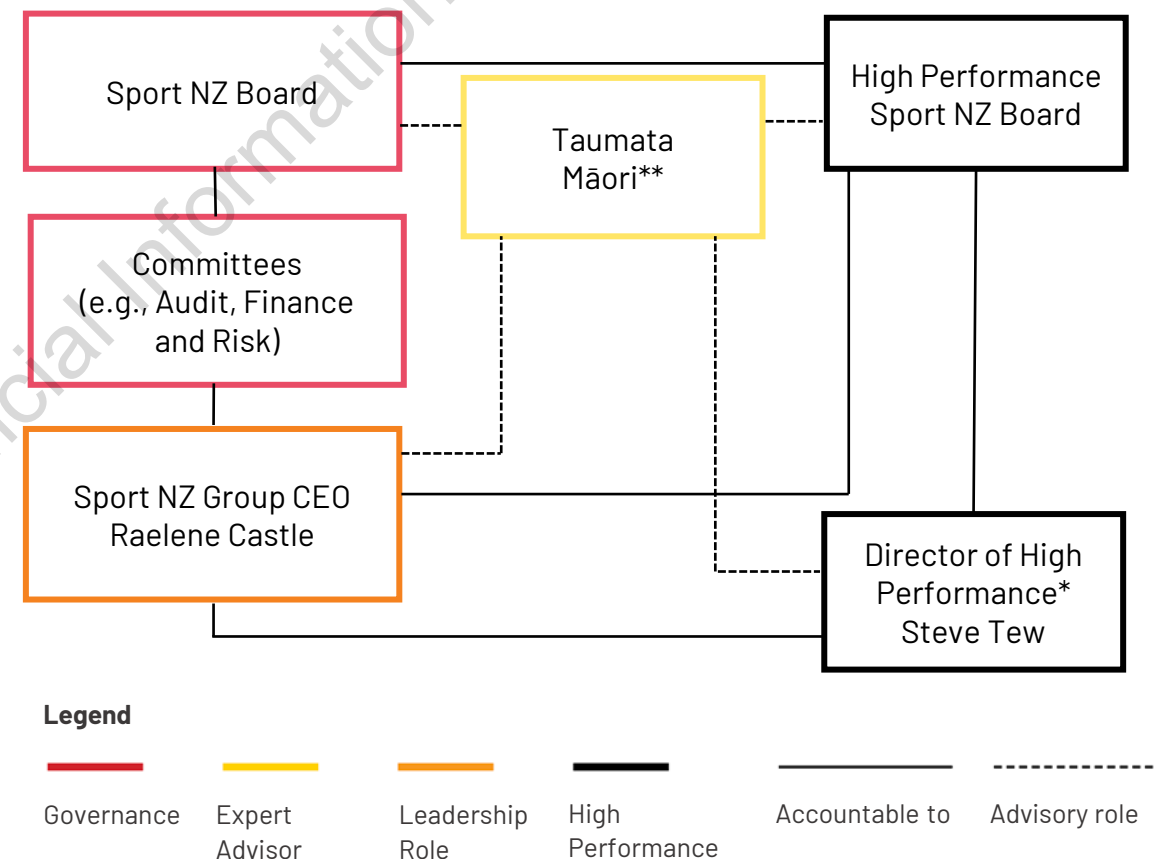
# Part 1 - The Snapshot

# How do we function and operate?

## The Minister for Sport and Recreation appoints the Sport NZ Board

- The Board is responsible for setting the Sport NZ Group’s strategic direction, providing governance and leadership, and approving investment decisions and accountability documents (the SOI, SPE and Annual Report).
- Section 10 of the Sport and Recreation New Zealand Act 2002 restricts the Minister for Sport and Recreation from providing direction in relation to investment allocation.
- The Board is accountable for the functions of the Sport NZ Group, its work related to the play, active recreation and sport system, and ministerial engagement.
- The HPSNZ Board focuses on performance and comprises two Sport NZ Directors, one nominated NZOC Director and four independent advisors.
- Taumata Māori supports the Sport NZ and HPSNZ Boards and the Group CEO at a governance level on Te Tiriti, Māori sport, strategy, investment, and Māori outcomes.
- The Sport NZ Board Chair and Sport NZ Group Chief Executive lead Sport NZ’s engagement with you and other ministers.

The diagram below shows the Sport NZ Group Governance Structure



\*High Performance Sport NZ is a subsidiary organisation of Sport NZ with the Director of High Performance reporting to the Sport NZ Group CEO.

\*\*Taumata Māori advises and provides support to the Boards, Group CEO and Director of High Performance.

# What does Sport NZ do?

**Sport NZ was established as a Crown entity on 1 January 2003 under the Sport and Recreation New Zealand Act 2002 (the Act).**

Under the Act, Sport NZ's purpose as a Crown Agent is to "**promote, encourage and support physical recreation and sport in New Zealand**". Sport NZ's statutory functions cover provision of policy advice, research, sector investment, promotion of participation, and support for sector capability development.\*

Sport NZ's functions include developing and implementing national policies and strategies for physical activity and sport.

Sport NZ supports the sector (comprising those organisations and individuals that support and deliver play, active recreation, and sport opportunities, across New Zealand) in various ways. In doing so, we know this contributes to happier, healthier people, better-connected communities, and a stronger New Zealand.

This happens through:

- Direction setting,
- Providing insights and evidence (at an, international, national, regional and local level (including for schools)),
- Advocacy,
- Collaboration,
- Sector investment, and
- Sector support, guidance and expertise.

\*A full list of Sport NZ's and High Performance Sport NZ's functions can be found at: <https://sportnz.org.nz/media/1142/sport-nz-group-functions.pdf>



## Sport NZ Vision

# Every Body Active

### Long-Term Outcomes

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

# High Performance Sport NZ (HPSNZ) is a Crown-owned subsidiary of Sport NZ

**HPSNZ was established by the Sport NZ Board in August 2011 to lead the high performance sport system**

**HPSNZ's key function, as set out in its constitution, is "making New Zealand the most successful sporting nation in the world by developing high performance sport".**

- To achieve this, HPSNZ partners with National Sports Organisations and others to enable world-class performances in an environment that supports athlete well-being.
- Success is measured in sporting performances that inspire New Zealanders, and more New Zealanders winning on the world stage at Olympic and Paralympic Games, and World Championships. Athlete performances inspire New Zealanders by making them proud of the results and the way they are achieved, connecting people and communities across the country, and in turn inspiring future participation and success.

**HPSNZ partners with the NZ Olympic Committee and Paralympics NZ to enable our elite athletes to achieve on the world stage**

- Recent events have been very successful. New Zealand achieved record medal hauls at the 2024 Paris Summer Olympics, the 2022 Beijing Winter Olympics, and our most successful overseas Commonwealth Games in Birmingham in 2022. Recent Summer and Winter Paralympic Games also showcased outstanding performances, with expectations for more achievements in future as emerging para-athletes gain valuable peak-event experience. HPSNZ is currently fully focused on working with our partners to deliver further successful and inspiring performances at the 2026 Milano Cortina Winter Olympics and Paralympics, the 2026 Commonwealth Games in Glasgow, and the 2028 Los Angeles Summer Olympics and Paralympics.



## 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, Kia 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



# Sport NZ Group Funding Overview

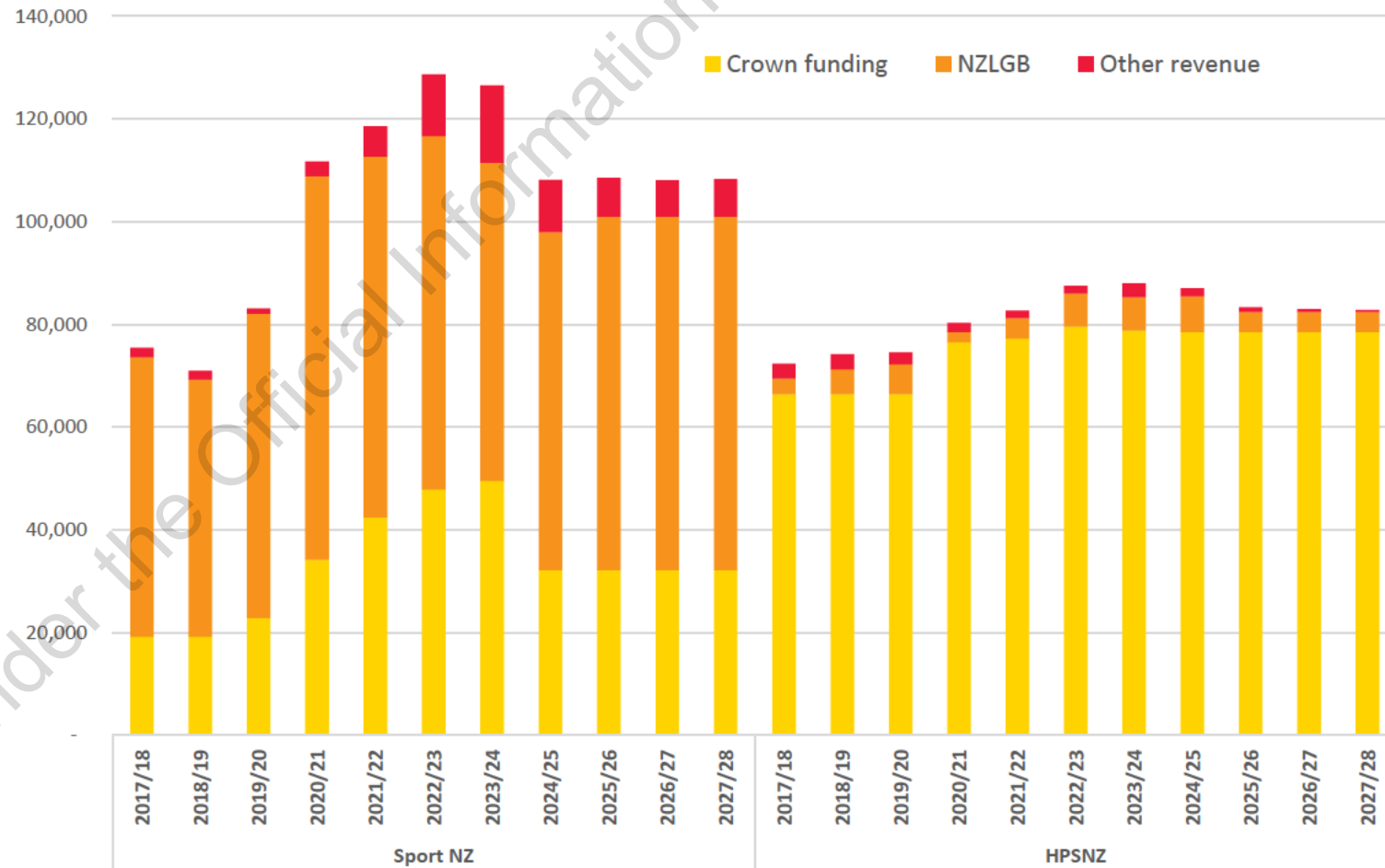
## (excl. non-recurring COVID-19 Recovery funding)

Sport NZ Group is forecast to receive approximately \$195 million\* in the 2024/25 financial year, mainly from Lotto New Zealand (Lotto NZ\*\*) and Crown appropriations. The balance of funding from these sources varies for Sport NZ and HPSNZ as shown in the graphs on the right:

- Sport NZ receives the majority of its funding from Lotto NZ. Budget Reduction Target savings have led to a reduction in Sport NZ's funding for the 2024/25 financial year onwards
- HPSNZ receives most of its funding from Crown appropriations.

\*This figure excludes an additional \$9.5 million recently allocated to Sport NZ from Lotto NZ washup funds.

\*\*Described as NZLGB (NZ Lottery Grants Board) in the corresponding graph.



# We deliver by working in partnership with the sector

**Sport NZ and HPSNZ work closely with a diverse range of partners across the system, who bring their knowledge, networks and aspiration to achieve our shared objectives.**

The Sport NZ Group works closely with organisations that can make the biggest difference to our play, active recreation, and sport sector (the sector) for the greatest number of people.

We are increasingly focused on working with partner organisations to reach communities where deprivation means that people are missing out.

We also work with partners who support New Zealanders to win and excel on the world stage.

To maximise our impact across the sector, we typically partner with sector representative bodies at the national and regional levels, who in turn provide leadership across their own networks.

We also partner across Government on a number of initiatives.

## **Our Partners Include:**

- National Sport Organisations (NSOs): the peak organisations for their sport such as, Netball New Zealand or Cycling New Zealand.
- National Recreation Organisations (NROs), including the Mountain Safety Council and Recreation Aotearoa.
- Regional Sports Trusts (RSTs): a network of 17 community based organisations who deliver grassroots sport, recreation and physical activity initiatives.
- Local and regional Councils.
- New Zealand Olympic Committee and Paralympics New Zealand.
- Disability sport and recreation organisations including the Halberg Foundation, Special Olympics New Zealand and Parafeds/D-Sport.
- Iwi who promote Māori participation as Māori.
- National Māori Sport and Recreation Organisations and other Kaupapa Māori providers.
- National Education Organisations.
- Women In Sport Aotearoa (WISPA).



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# Upcoming decisions and high-profile issues

# Decisions required in the short- and medium-term

A series of Ministerial decisions are required in the short and medium term as detailed below. We will provide briefings on these matters or discuss them with you at the appropriate time.

## Decisions that are needed in the short-term:

- International anti-doping issues – two upcoming matters require a decision shortly:
  - the appointment of the New Zealand Government representative to the World Anti-Doping Association (WADA) Foundation Board (by **early February**)
  - approval of the renewed agreement for New Zealand to participate in the International Anti-Doping Arrangement (IADA) (by **late February**).
- The Government's response to the Rainbow Labour Christchurch Branch petition to 'Protect trans athletes' right to compete in publicly funded sports' needs approval to meet the statutory timelines for responding to petitions (by **early February**).
- Ministerial consideration and response to the Independent Rapid Review of Sport NZ (**as soon as practicable**)

## Decisions that will be needed in the medium-term:

- **Commonwealth Games 2034.** Expressions of Interest are now open for prospective hosts for the 2034 Commonwealth Games. A decision about whether NZ wishes to express interest in hosting the games will be needed.
- 9(2)(f)(iv) [REDACTED]
- **HPSNZ funding review.** Decisions about the high performance funding model will be required ahead of a potential 2026 Budget bid to create a sustainable high performance system.
- **Statement of Performance Expectations.** The Sport NZ Group is required to develop a Statement of Performance Expectations for your review. The SPE for the 2025/26 financial year must be finalised before the start of the financial year (1 July).
- **Lotto funding allocation model.** Decisions will be needed about the long-term future of the Lotto funding allocation model.

# Current high-profile issues

## High-profile issues you should be aware of:

- **Ongoing Coronial inquiry into the death of Olivia Podmore.** The coronial inquiry into the tragic death of the cyclist Olivia Podmore began in November 2024 but was adjourned on 5 December. The inquiry will resume on 22 April 2025. HPSNZ and Cycling NZ are key witnesses.
- **The Athlete's Cooperative (TAC) v HPSNZ employment case.** TAC is a union representing the interests of a group of rowers and cyclists that wished to enter into collective bargaining with HPSNZ in mid-2022. HPSNZ declined to bargain on the grounds that it does not employ athletes. A recent Employment Court decision supported HPSNZ's position. We understand that TAC will seek a review of this decision by the Court of Appeal. This decision could have implications for wider Government.
- **Independent rapid review of the Sport NZ Group.** The previous Minister for Sport and Recreation commissioned an independent rapid review of the Sport NZ Group by Brendan Boyle in November 2024. The review aimed to ensure that the use of public funding by the Sport NZ Group is efficient and effective. As our monitoring agency, the Ministry for Culture and Heritage is responsible for reporting to the Minister for Sport and Recreation on the progress, recommendations, and outcomes of the Review. There is considerable interest in the review from sector organisations about the potential implications for our investments, which were confirmed in 2024 following the adoption of our 2024-28 Strategy. We have not yet been advised of the outcome of the review.
- **Review of transgender guidelines for community sport.** Sport NZ published the "Guiding Principles for the inclusion of transgender people in community sport" in 2022. In October 2024, the Minister for Sport and Recreation asked Sport NZ to review and update the guiding principles to ensure that sport at a community level should not just be focused on diversity, inclusion and equity – but also prioritise fairness and safety. This review is currently underway.
- **Changes to the NZ gambling industry.** Gambling revenue is an important source of income for the sport and recreation sector, and two changes are underway that may have implications for this source of funding. The government approved a new system to regulate online casino gambling in 2024, and a Bill is currently before Parliament that would extend TAB NZ's monopoly to all online sports and racing betting available to New Zealanders. We will provide you with further information about the likely implications of these changes in due course.

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# Part 2 - The Detail

## Our key people - Governance



**The Sport NZ and High Performance Sport NZ Boards are chaired by Raewyn Lovett ONZM who was appointed to the dual role in July 2023**

Raewyn is a partner at Duncan Cotterill specialising in commercial law. She has experience in a variety of governance roles in the sport, commercial and not for profit sectors.



**Duane Kale is the The Sport NZ and High Performance Sport NZ Board Vice Chair**

Duane was with the ANZ/National Bank from 1995 to 2021 holding Regional Management and Head of Department positions.

Paralympian #96, Duane achieved multi medal success at the Atlanta Paralympic Games and went on to lead the New Zealand team to Beijing 2008 and London 2012 Paralympic Games as Chef de Mission. He was elected to the International Paralympic Committee Governing Board in 2013 and in 2017 became Vice President.

# Our key people - Management



**The Sport NZ Group Chief Executive is Raelene Castle ONZM who was appointed to the role in December 2020**

Raelene previously held the positions of CEO at Rugby Australia, the Canterbury-Bankstown Bulldogs, and Netball New Zealand. She has also held several governance roles in sport. She moved into sports administration after a fifteen-year commercial career in Sales, Marketing and General Management.



**The Director of High Performance is Steve Tew ONZM**

Steve previously held the position of Chief Executive Officer for New Zealand Rugby from 2008 to 2019 and the Crusaders from 1996 to 2001. He previously worked for the Hillary Commission and holds a number of Board directorships.





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# Sport NZ Summary

# Our strategic focus is on tamariki and rangatahi

## At Sport NZ we want tamariki and rangatahi to value being active and establish lasting habits

Substantial evidence exists of the physical and mental health benefits of physical activity for individuals, families, and communities.

### But research shows that some people are missing out on all these benefits.

- Sport NZ aims to maximise the impact of its resources by focusing on these specific age groups. Other organisations and government agencies continue to address the needs of early childhood and older age groups.
- For young people (rangatahi), Sport NZ Active NZ research shows that the first decline in time spent, intensity, and frequency of physical activity occurs around age 15. For most rangatahi, activity levels will never recover across their lifetime.
- For tamariki, these are key formative years for developing skills, known as physical literacy, that encourage lifelong activity.
- Improving the quality of experiences that tamariki and rangatahi increases the chance of them establishing life-long physical activity habits.
- We also work to provide more opportunities and better experiences to groups that are currently missing out and doing less, such as disabled people, women and girls, and lower socio-economic groups.

## ACTIVE NZ Data

### Meeting guidelines of at least 7 hours per week

Active NZ data consistently shows that rangatahi aged 12-17 are doing fewer hours of physical activity and that the drop off in participation occurs from age 15. Our latest data is below:

<b>Percentage of tamariki (aged 5-11) who are meeting the PA guidelines (7+ hours a week)</b>	<b>62%</b>
<b>Percentage of rangatahi (aged 12-17) who are meeting the PA guidelines (7+ hours a week)</b>	<b>46%</b>
<b>Percentage of young people aged 5-17 years (up to 18th birthday) who are not participating in play, active recreation and sport (under 30 mins a week)</b>	<b>9%</b>

## Sport NZ Vision

# Every Body Active

### Long-Term Outcomes

- |   |  |   |
|---|--|---|
| <b>1</b>  | <b>2</b>   | <b>3</b>  |
| 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:

- |  |  |   |
|--|--|---|
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| 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:

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

### How We Deliver

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

# Sport NZ strategic priorities 2024–2028 in action

Strategic Priority	What we are doing
Capable and resilient partner organisations	We are supporting and enabling organisations across the sector to develop their leadership capabilities in areas such as business capability, diversity, equity and inclusion, research and evaluation, climate change and establishing strong relationships with tangata whenua.
Quality opportunities and experiences	We support the sector to develop play, active recreation and sport opportunities and experiences for tamariki and rangatahi that meet their needs, wants and aspirations.
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.
Active schools and kura	We support schools and kura to provide quality play, active recreation and sport opportunities.



# Priority initiatives are designed to deliver our strategy

## Healthy Active Learning is a significant initiative for Sport NZ and is central to increasing activity levels of tamariki

### Healthy Active Learning and Mātaiao

- Healthy Active Learning is a joint government initiative between Sport NZ, the Ministry of Education, the Ministry of Health, and Health NZ—Te Whatu Ora. It supports schools and kura in improving the well-being of children and young people through quality physical activity (physical education, sport, and play) and healthy eating and drinking.
- Mātaiao is the culturally distinctive programme within Healthy Active Learning that supports Māori Medium education settings.
- Since its inception in 2020, Healthy Active Learning has exceeded its intended reach and is currently supporting over 900 schools and kura in creating healthy and active learning environments and better connections to their local communities.
- Healthy Active Learning is a significant initiative for Sport NZ and central to the organisation's focus on increasing the physical activity levels of tamariki (aged 5-11), particularly those who are 'less active'.
- From 1 January 2025 to 30 June 2028, Sport NZ has committed \$10.2m per annum to 14 Regional Sports Trusts to implement Healthy Active Learning and \$2.2m per annum to 3 Kaupapa Māori providers to implement Mātaiao.



# Priority Initiatives continued

Strengthening the play, active recreation and sport system is a key aspect of Sport NZ's role.

## Play

- Tamariki are the most active New Zealanders, with play constituting around two-thirds of their physical activity. However, play is in decline due to a converging set of social, economic and environmental factors.
- Sport NZ and our partners are working hard to create the space, time, and permission for play. We take an aligned national, regional, local, and neighbourhood approach through partnering across government, regional sports trusts, local government, and Māori organisations.
- Sport NZ has a role in ensuring that opportunities for tamariki to play are preserved, enhanced, and relevant to the world we live in today. This is considered in Kia Hīanga, our internal play plan.

## Active Recreation

- Sport NZ provides resources and funding to help provide quality and accessible active recreation opportunities (e.g. walking, swimming, cycling and yoga) to meet the diverse needs of rangatahi.
- A four-year active recreation work programme from 2024–2028 includes three key focus areas;
  - 1) Increase the value and visibility of active recreation for rangatahi.
  - 2) Work with sector partners to build connections, capability and understanding of active recreation.
  - 3) Promote positive youth development to support better physical activity and wellbeing outcomes.

## Sport - 'Balance is Better'

- Teenage participation in sport is declining for multiple reasons, including the professionalism of sport from a young age. Sport NZ is focussed on ensuring young people develop a lifelong love of sport and continue participation into their adult years.
- Amongst other initiatives, Sport NZ is working with the sport sector to deliver the 'Balance is Better' philosophy, which focuses on skill development and maximising participation across a range of different sports. It underpins Sport NZ's overall approach to youth sport (12-18).

The focus on fun should be front and centre at all times in youth sport.

Tom Abercrombie  
Basketball



**BALANCE IS BETTER**



# Priority Initiatives continued

**Sport NZ works with partners on initiatives to address inequalities and provide safe and fair opportunities for all New Zealanders.**

## Women and Girls

- Sport NZ has been working with the sector and government agencies to address the inequities girls and women experience in sport and active recreation. Our strategic focus areas have been increasing representation in leadership roles, HP Coaching, improving participation rates, and advocating for the value and visibility of women's sport and women in sport.
- One of the targeted initiatives Sport NZ has led is to improve outcomes for young women through the "It's My Move" campaign launched in February 2022. The campaign is aimed at raising awareness of, and addressing, the barriers stopping young women from participating in physical activity and providing a platform to empower them to be active on their own terms.

## Disability

- Embedded in Sport NZ's strategic plan is a focus on supporting an equitable and inclusive play, active recreation and sport system to provide quality experiences for disabled tamariki and rangatahi.
- For the 2024-2028 strategic period, \$1.3m p.a has been allocated to sport and active recreation organisations to strengthen the capability of the sector to be more inclusive for disabled people, and to improve the participation experiences of disabled tamariki and rangatahi across New Zealand. To date, more than 30 sport and active recreation organisations have benefited from this investment since 2019.



# Priority Initiatives continued

**Sport NZ supports culturally distinctive pathways for Māori to participate 'as Māori' and invests in partnerships to improve Māori participation levels.**

## **He Oranga Poutama and Māori Partnership Investment**

- Launched in 1996, He Oranga Poutama (HOP) is our flagship programme. It has supported several organisations in contributing to Māori's well-being. The programme aims to increase participation and leadership 'as Māori' in sport, traditional physical recreation, and play at a community level.
- Through its 18 providers across New Zealand, HOP offers a culturally distinctive pathway for Māori to participate, grounded by the Te Whetū Rehua framework - based on key values important for Māori cultural and social development.
- The framework aims to support play, active recreation, and sport providers in considering how they might design or adapt culturally distinctive activities that are responsive to Māori's interests and needs.
- Māori Partnership Investment has been established to partner with Māori organisations that deliver culturally distinctive activities that lead to better outcomes for Māori.
- Sport NZ invests in relationships nationwide - particularly through our Mana Ōrite partner and Māori Partnerships Investments.
- In 2022, Sport NZ established its initial Mana Ōrite partnership with Te Huinga Tākaro. Te Huinga Tākaro brings together the collective aspirations of twelve Māori National Sport Organisations. As an organisation, they work towards building capacity and capability to support Māori participation, health and wellbeing through sports.





# Additional priorities as per the Minister's Letter of Expectation

## The Government Sport Diplomacy Strategy 2025–2030

This Strategy fosters better collaboration among government agencies and creates a framework for improved engagement with New Zealand sporting organisations, to achieve international business goals through sport. This currently has PM and coalition support.

It is a collaboration between the following agencies: the Ministry of Foreign Affairs and Trade, Tourism New Zealand, Sport New Zealand, New Zealand Trade and Enterprise, New Zealand Story, and the Ministry of Business, Innovation and Employment.

Our partnership model will enable New Zealand sports to demonstrate their "soft diplomacy power", increase international influence, and support athletes in performing effectively on the world stage.

### **There are four priority objectives in the Strategy:**

1. Enhance global connections and reputation—identify strategic opportunities to strengthen bilateral connections and build valuable relationships for New Zealand.
2. Help grow New Zealand's economy - identify sport diplomacy opportunities that maximise economic benefits.
3. Strengthen the Pacific through Sport - improve outcomes for Pacific communities and enhance people-to-people cultural connections.
4. Tell our story - amplify New Zealand and showcase our culture to the world through sport diplomacy activations.

Ministers have approved the Strategy and agreed on an approach to funding. We are currently working cross-government to plan several activations in key overseas markets (e.g., in India and the USA) and establishing a Sport Diplomacy Steering Group comprising a senior official from each agency involved.

In the coming weeks, we will brief you fully on Sport Diplomacy.

# Additional priorities as per the Minister's Letter of Expectation

## National Facilities Strategy (NFS)

Minister Bishop has requested that Sport NZ take the lead in developing a National Facilities Strategy (NFS) for sport and recreation. We are currently in the early stages of creating this strategy, which aims to ensure that our stadiums, nationally significant sports facilities, and high-performance training facilities are suitable for their intended purposes and effectively meet the needs of various stakeholders.

This includes assessing sport and recreation infrastructure requirements, high-performance training needs, considering funding and ownership models, and developing principles to inform any future strategic planning and investment priorities. We want our sector to be prepared well in advance for a time when funding is available for infrastructure projects that provide sport and recreation facilities.

We have divided the project into two phases:

**Phase One** will help officials prioritise what facilities are needed nationwide, where and when they are needed, what upgrades or changes are required, and approximately how much investment is needed across the system.

**Phase Two** includes developing a national investment criterion, a mechanism for improving coordination among government bodies on infrastructure priorities, and an investment proposal harmonising funding from various sources.

We have established an Independent Advisory Group with expertise in various topics, including stadia, events management, design, local government, governance, finance and economics, and sport and recreation management and delivery. The Advisory Group comprises Bruce Wattie (Chairperson), Jennah Wooten, Tom Sloane, Mike Heron, Debbie Tikao and Susan Sawbridge.

This work focuses on the long term (10-30 years) but has a short timeframe for completion. We expect to have a draft strategy in place by June 2025 for Ministerial consideration. We will brief you fully on the NFS in the coming weeks.



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# Inspiring Performance Every Day

High Performance Sport NZ enables and empowers world-class sporting performances that inspire New Zealanders while strongly supporting athlete well-being, providing platforms for athlete's voice, and designing sustainable sport pathways.

## There are four long term outcomes High Performance Sport NZ is seeking to achieve by 2032...

1. Increasing the frequency of winning performances that resonate with all New Zealanders
2. Increasing the proportion of people engaging with high performance sport
3. Increasing the variety of culturally distinctive pathways in high performance sport for all tangata whenua and all New Zealanders
4. Delivering an improved high performance system that is capable and diverse, is trusted and acts with integrity, and reflects Te Tiriti o Waitangi.

## ...and over the four-year strategic cycle to 2028, there are four fundamental strategic priorities we seek to deliver on to create a sustainable and improved high performance system:

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.



## 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, Kia 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 strategic priorities 2025–2028 in action

Priority Area	What we are doing
<p><b>Support targeted athletes to succeed on the world stage</b></p>	<ul style="list-style-type: none"> <li>• Providing access to high performance training environments in the main cities and regions nationwide.</li> <li>• Supporting our partner sports in developing and implementing high-performance pathways for their athletes and coaches.</li> <li>• Our specialist practitioners will provide specialised performance support for athletes and our Goldmine team will lead the delivery of innovation, research and solutions to impact athlete performance.</li> </ul>
<p><b>Enhance system capability to ensure that wellbeing is everyone's right and everyone's responsibility</b></p>	<ul style="list-style-type: none"> <li>• Supporting our partners to develop sustainable wellbeing best practice in their high performance environments and to enhance the effectiveness of athlete voice mechanisms in those environments.</li> <li>• We will lead wellbeing assessment and accountability in the sector based on the Wellbeing Framework and Guidelines. We will invest in athlete wellbeing through Tailored Athlete Pathway Support, Prime Minister's Scholarships, and medical insurance and provide investment into NSOs for bespoke wellbeing initiatives.</li> </ul>



# HPSNZ strategic priorities 2025-2028 in action

Priority Area	What we are doing
<b>Enhance collaboration, capability and sustainability of the high performance system</b>	<ul style="list-style-type: none"><li>• Leading the delivery of coaching, leadership, and Women in High Performance Sport programmes across the sector, strengthening networks and opportunities for collaboration.</li><li>• Working with our partners to develop a climate change response for New Zealand's high performance sport system.</li></ul>
<b>Build system capability to increase the use of quality data to support performance and investment decision making</b>	<ul style="list-style-type: none"><li>• Working with NSOs to develop an enhanced systemwide intelligence framework to lead the delivery of integrated intelligence and insights.</li><li>• Working with our partners to build sector-wide skills and capability to use better data to make better decisions that optimise athlete health and performance outcomes.</li><li>• Developing frameworks to support artificial intelligence's safe and effective integration in high performance environments.</li></ul>



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# Funding and Investment



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# Investment in sport and physical activity benefits society

Sport NZ research shows that for every \$1 invested in recreational physical activity, \$2.12 worth of social impacts are generated for New Zealand.

Research commissioned by Sport NZ and completed to rigorous international standards demonstrates that recreational physical activity generates significant value for society across multiple domains and outcomes, including health, wellbeing and work, care and volunteering domains.

In 2017, Sport NZ published a study exploring **The Value of Sport to New Zealand**.

The study concluded that sport and physical activity creates happier, healthier people, better connected communities and a stronger New Zealand. The table on the right summarises the findings of this study.



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# Sport NZ Group Funding Overview

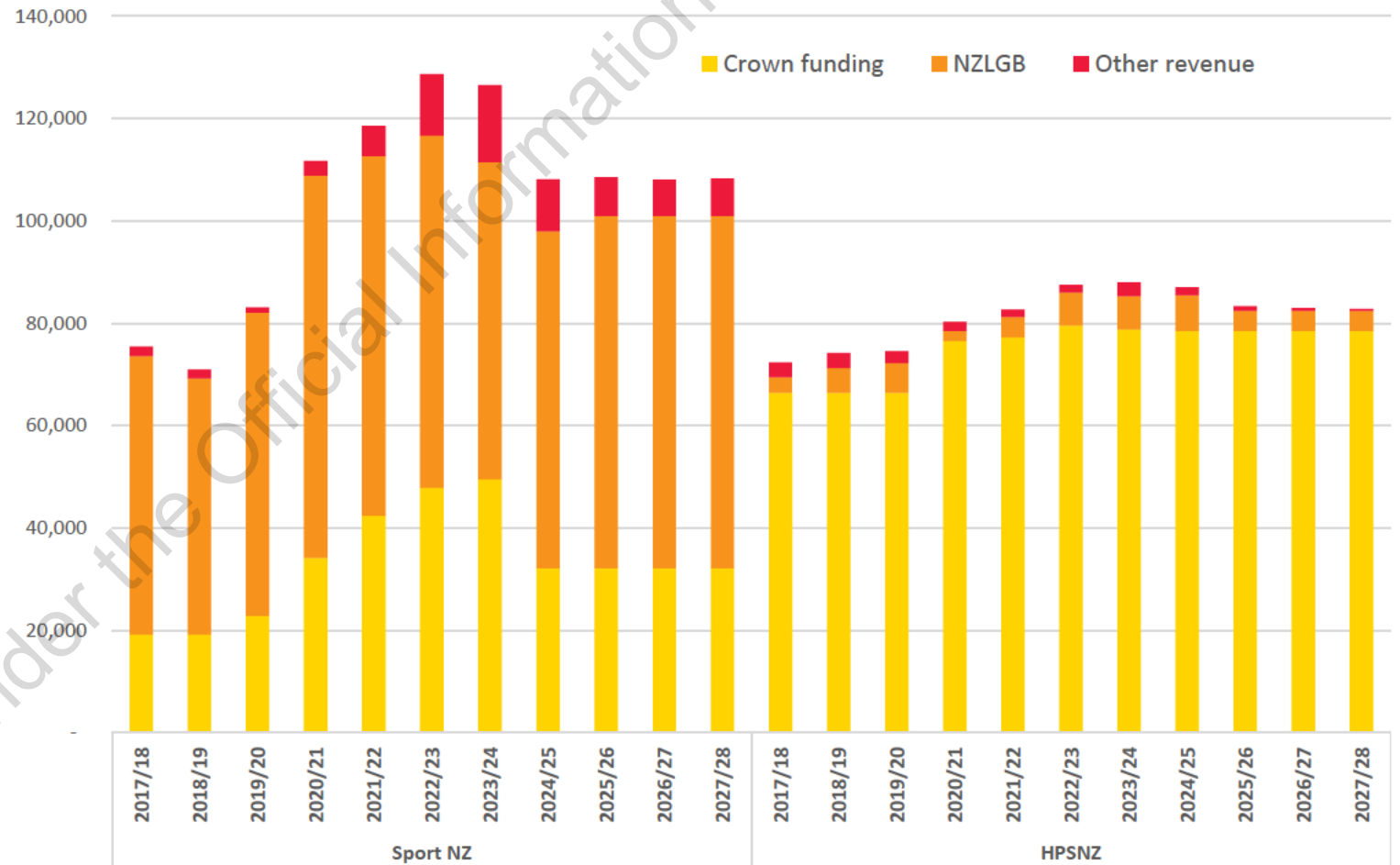
## (excl. non-recurring COVID-19 Recovery funding)

Sport NZ Group is forecast to receive approximately \$195 million\* in the 2024/25 financial year, mainly from Lotto New Zealand (Lotto NZ\*\*) and Crown appropriations. The balance of funding from these sources varies for Sport NZ and HPSNZ as shown in the graphs on the right:

- Sport NZ receives the majority of its funding from Lotto NZ. Budget Reduction Target savings have led to a reduction in Sport NZ's funding for the 2024/25 financial year onwards
- HPSNZ receives most of its funding from Crown appropriations.

\*This figure excludes an additional \$9.5 million recently allocated to Sport NZ from Lotto NZ washup funds.

\*\*Described as NZLGB (NZ Lottery Grants Board) in the corresponding graph.



# Sport NZ Group invests in both community and high performance outcomes

## HPSNZ invests in delivering success while also increasing support for the wellbeing of everyone in the high-performance system.

In December 2024 HPSNZ confirmed its investment package of \$162.8 million over the next four years through to the Los Angeles Olympic and Paralympic Games.

36 National Sports Organisations are receiving HPSNZ investment focusing on success at the LA 2028 Olympic and Paralympic Games.

This package includes:

- \$40.7 million per annum for NSOs for their campaigns, high performance programmes and performance pathways.

This investment is accompanied by:

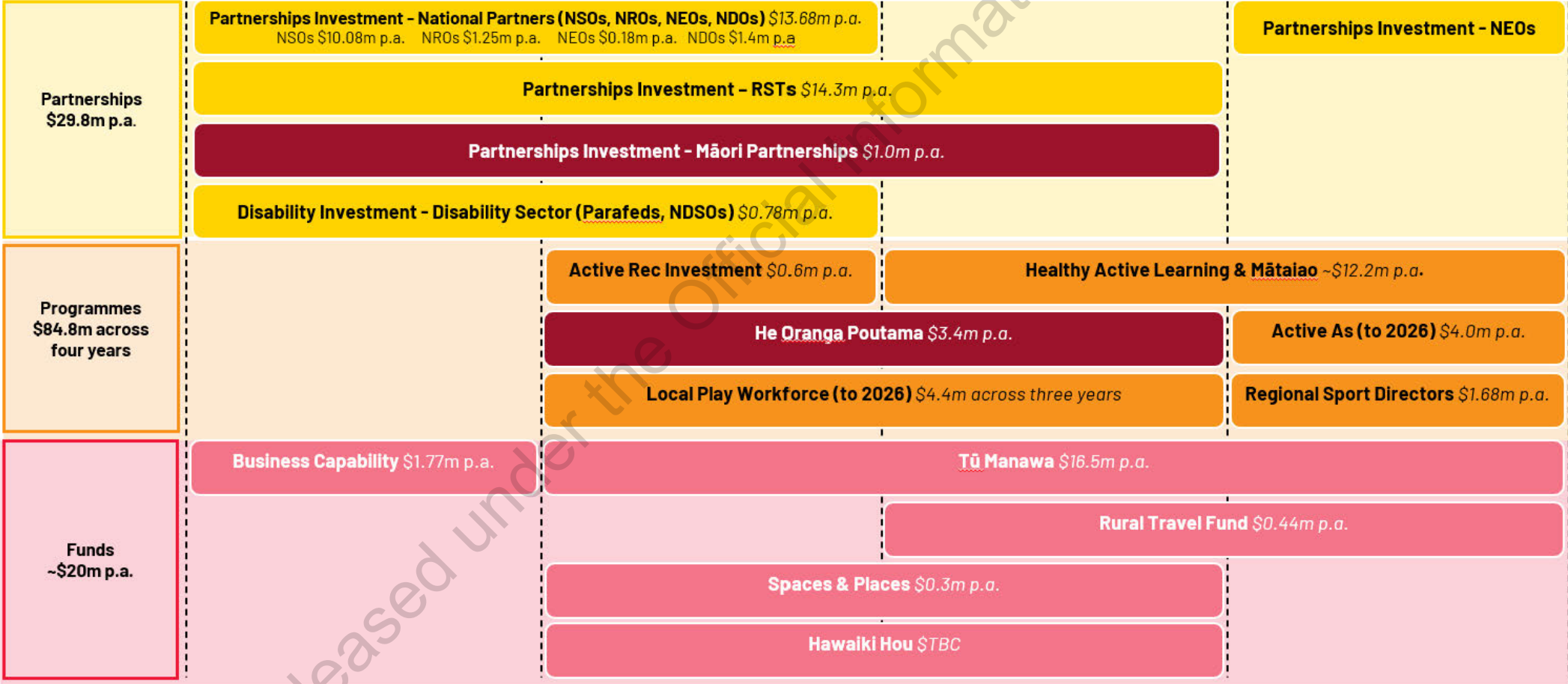
- \$22 million per annum for Tailored Athlete Pathway Support, a programme of investment to sports which supports the wellbeing and performance, including support for living and training costs.
- \$19 million per annum for additional support beyond core funding, including expert advice to leaders, coaches and other professionals. This includes areas such as strategy, planning, finance, technology and innovation, as well as access to facilities and the PM Scholarship programme.

## Sport NZ funds the sector to provide physical activity opportunities for tamariki and rangatahi in a number of ways including:

- funding to support National Sport Organisations, National Recreation Organisations, Regional Sports Trusts and Disability and Education Partners to provide leadership and ensure quality physical activity experiences for tamariki and rangatahi.
- funding for the delivery of specific programmes to promote physical activity, such as Healthy Active Learning and He Oranga Poutama.
- funding that is directly available to support organisations or individuals with the costs of being active, such as the Tū Manawa Active Aotearoa fund, Disability Inclusion fund, Women and Girls Activation fund, and Individual Hardship Funds.

# 2024-28: Sport NZ Sector Investment Portfolio as aligned to Strategic Priorities

- 1 Capable and resilient partner organisations
- 2 Quality opportunities and experiences
- 3 Empowered local communities and hapori
- 4 Active schools and kura



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# 2024-28: HPSNZ Indicative Sector Investment Portfolio as aligned to Strategic Priorities

	Strategic Priority One	Strategic Priority Two	Strategic Priority Three	Strategic Priority Four
<b>Goal</b>	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 athlete performance and investment decision making
<b>How we deliver</b> Programmes, initiatives, investment	Athlete Investment (TAPS)			
	Targeted NSO & Campaign Investment			
	Athlete High Performance Pathways			
	Coach High Performance Pathways			
	Athlete Performance Support			
	Performance Environments and Facilities			
	Wellbeing Investment and Support			
	Women in HP Sport			
	Athlete and Coach Voice			
	HP Leadership Development			
	Climate Resilience			
				Leveraging Success
	Research and Innovation			
Intelligence and Systems				

NB: \$ assigned to each of these investments and programmes for 2024-28 will be dependent on the outcomes of the current investment process and refresh.

# Challenges



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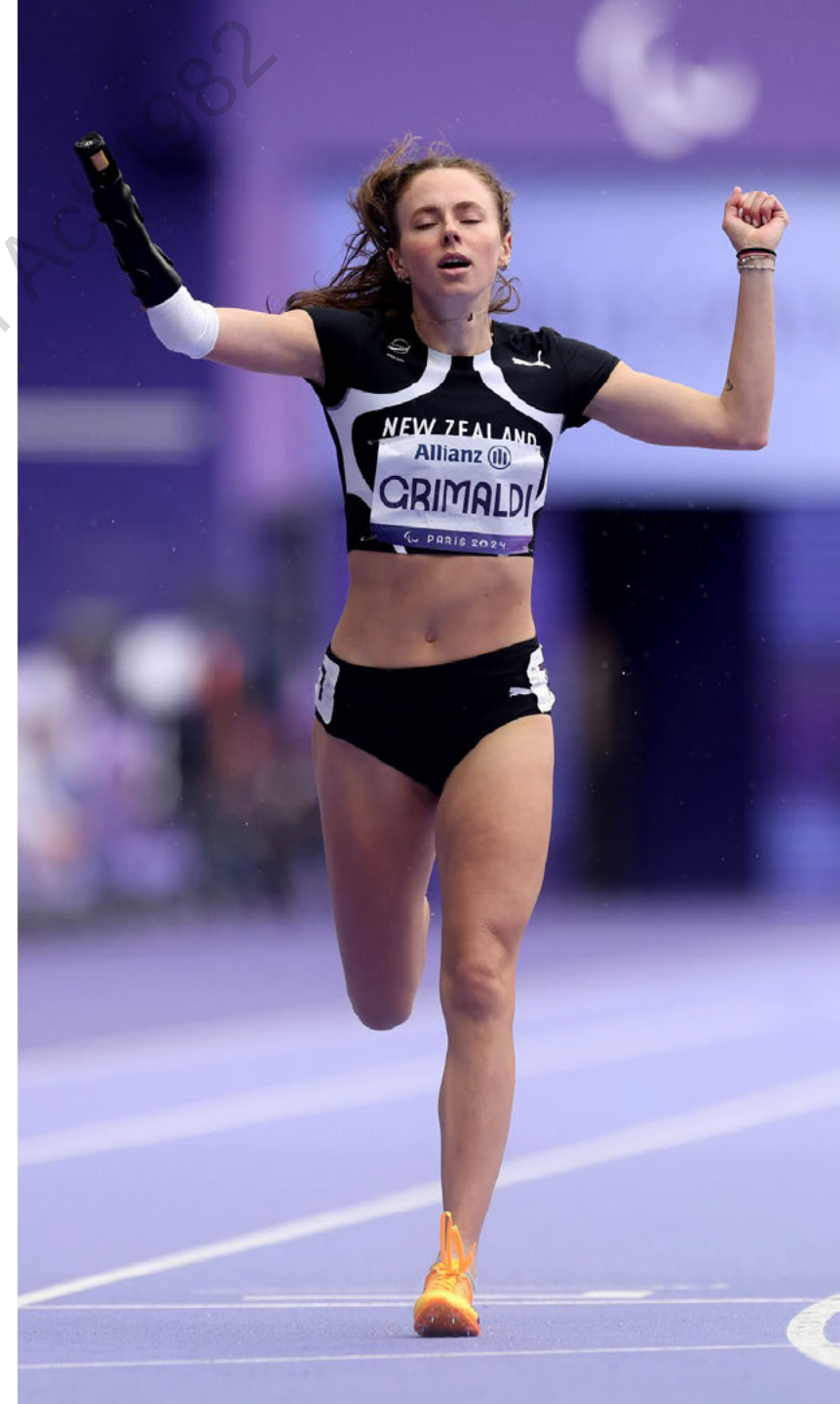
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# The high performance system requires investment to sustain success at Brisbane 2032

National Sport Organisations, the NZ Olympic Committee and Paralympics NZ are all experiencing considerable financial pressures on their high performance programmes

- Investment decisions for the LA 2028 Olympic and Paralympic Games cycle were confirmed in December 2024 but a review of HPSNZ Crown funding is needed to establish the resources required for a sustainable high performance system.
- Budget 2024 briefings outlined cost pressures facing HPSNZ based on current activity of \$11m annually. In addition, the Government's Budget Reduction target for HPSNZ was \$6m per annum.
- 9(2)(f)(iv) [REDACTED]
- Additional investment will be required to continue funding athletes and teams to maximise their chances of success at the Brisbane 2032 games and beyond. A review of HPSNZ funding is currently being scoped to inform a Budget 2026 bid as agreed by Cabinet as part of Budget 2024. We will brief you further on issues affecting High Performance Sport, including what will be required to ensure a sustainable high performance system.



# Funding is an ongoing challenge for the sector

## Sport NZ Group funding is under pressure...

- Sport NZ Group funding from the Crown and Lotteries is under pressure and expected to decline in the coming years. Crown funding reduced in Budget 2024 and additional reductions are expected as part of Budget 2025. Lottery funding, which makes up more than 60% of Sport NZ's revenue and is the primary funding source for investments into our partners, is forecast to decrease in the coming years.
- Lotteries funding may also be impacted in the longer-term by the implementation of a recent funding review. Whilst we have funding certainty until 2028, how Lotto funding will be apportioned beyond this is still to be determined. We continue to work with the Department of Internal Affairs (which advises the Lottery Grants Board) and our monitoring agency, the Ministry for Culture and Heritage, to establish a long-term allocation model.

## ...while the sector is also facing increasing funding challenges

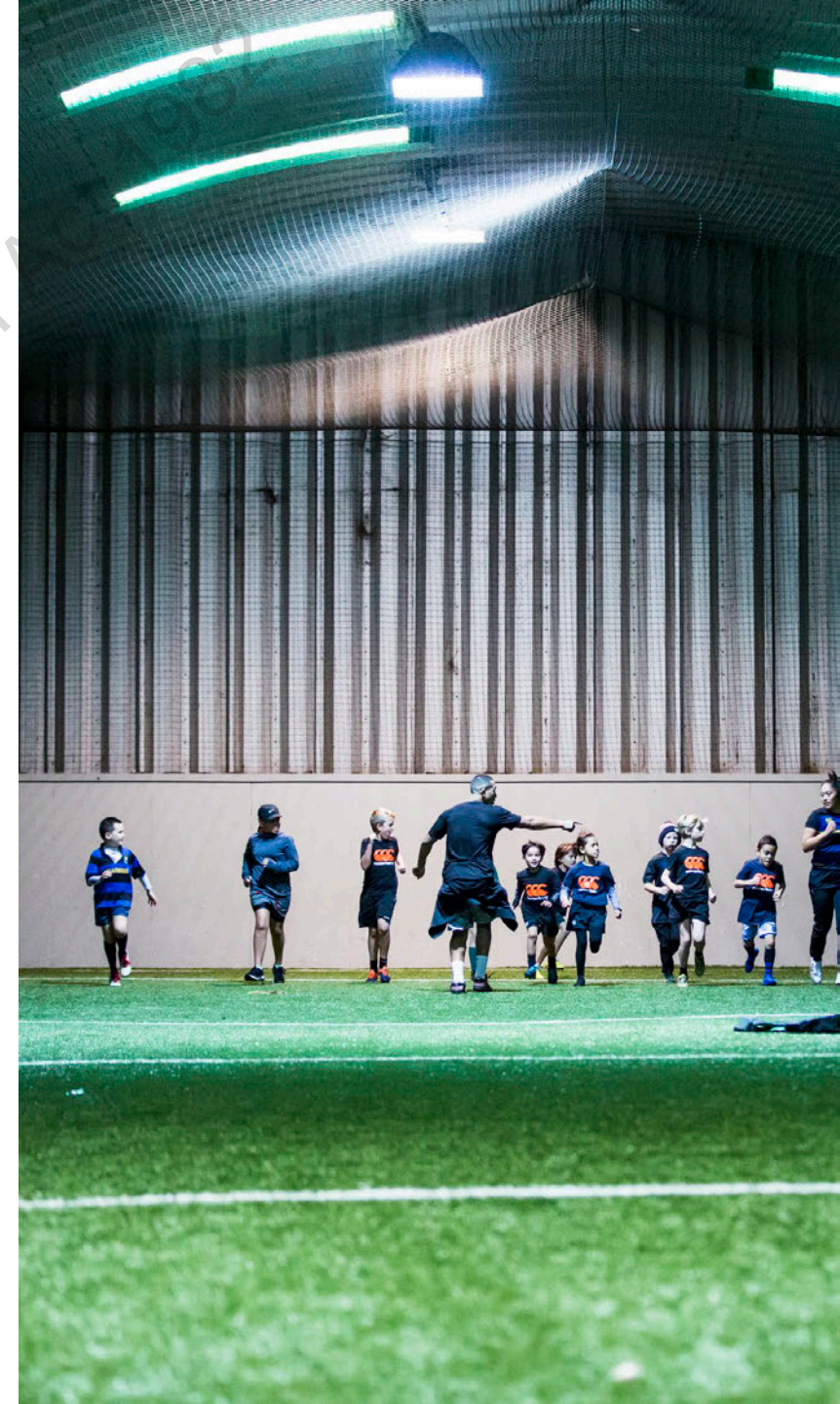
- A recent NZIER study shows that the play, active recreation and sports system receives almost \$4 billion each year but this funding is under severe pressure with a real term decline (accounting for inflation) of approximately \$570m (15%) between 2018 and 2022.
- The biggest decline in revenue has come from membership, participation, sponsorship and commercial activities and this has led to an increasing reliance on funding from central and local government, and Class 4 gaming (e.g. revenue from pokies). Reliance on these sources of funding is a concern given the increased pressure that both central and local government budgets are under.





# Local government investment in the sector is also under increasing pressure

- Local government is the biggest single investor in the play, active recreation and sport sector, providing almost \$2 billion per year for sport and recreation facilities (swimming pools, recreation centres, sports fields, playgrounds, parks, reserves, etc.) and physical activity opportunities.
- While local government funding held up well through Covid, council investment in sport and recreation is now under intense pressure given the local government's financial challenges.
- We continue to advocate strongly for the benefits of local government investment into sport and recreation, but councils are having to make increasingly difficult trade-offs as they attempt to balance rising cost pressures while minimising rate rises.



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# Wider sector and Government engagement

# Wider Sector and Government Engagement

## Our cross-government work helps deliver government priorities and improve the lives of New Zealanders

In June 2023, Cabinet endorsed a National Physical Activity and Play Plan to guide government work on play and physical activity. This focuses on using physical activity and play to achieve government priorities, such as improving physical and mental health outcomes for New Zealanders, improving school attendance and engagement, and reducing youth offending. We are also exploring the contribution we can make to Police-led programmes such as the Resilience to Organised Crime in Communities.

Our cross-agency work also includes continued collaboration with other agencies on key programmes, such as Healthy Active Learning and Mātaiao, and support for major sporting events, such as the recent FIFA Women's (2023), Cricket (2022) and Rugby World Cups (2022). We worked with partners across government and the wider sector to deliver three successful Women's World Cups in two years. A key part of getting women and girls participating in sport is the visibility of other women and girls involved, and these events showcased that at the highest level.

Sport NZ also works with individual government agencies on specific projects, such as with Oranga Tamariki, to improve the opportunities for children and young people in care to access quality play, active recreation and sport experiences.



# Wider Sector and Government Engagement

**Participation in play, active recreation and sport supports specific government priorities and public service targets**

## Improving health outcomes

### **Public Service Target 2 - Shorter wait times for (elective) treatment**

There is overwhelming evidence on how physical activity improves health outcomes. By promoting active lifestyles, Sport NZ helps decrease the burden on the healthcare system, leading to shorter wait times for elective procedures and faster recoveries from injury and ill health.

## Improving educational outcomes

### **Public Service Target 6 - Increased student attendance**

### **Public Service Target 7 - More students at expected curriculum levels**

International and domestic research shows that integrating more physical activity into school can improve social skills, sense of belonging and identity, and classroom engagement, and increase attendance rates.

Programmes such as Healthy Active Learning focus on improving the well-being of tamariki and rangatahi through healthy eating and drinking and quality physical activity at more than 900 schools and kura.

## Reducing youth offending

### **Public Service Target 3 - Reduced child and youth offending**

Physical activity provides a vehicle to engage young people in the care, protection and youth justice system, and helps improve their life outcomes.

Projects such as Te Pou o Te Whare (Christchurch) and Whakakaupapa Unbreakable increase access to physical activity for young people in youth justice and care and protection residences. Programmes such as Live for More use surfing to support high-risk rangatahi disengaged from society in turning their lives around.

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# Key Organisations

# Ministry for Culture and Heritage

**The Ministry for Culture and Heritage is Sport NZ's monitoring agency. They will provide you with a short BIM covering its responsibilities in relation to Sport NZ.**

The Ministry for Culture and Heritage provides you with monitoring and purchase advice about the agencies in the sport and recreation portfolio. It receives \$319,000 per annum for these services, which also cover the costs of your portfolio Private Secretary.

The Ministry for Culture and Heritage also manages the appointments process for the Sport NZ and Drug Free Sport NZ Boards, as well as for the Sports Tribunal and the new Integrity Sport and Recreation Commission.

The Ministry for Culture and Heritage is also responsible for reporting to the Minister for Sport and Recreation on the progress, recommendations, and outcomes of the recent Independent Rapid Review led by Brendan Boyle.



# Sport Integrity Commission

**In recent years, several reviews have identified significant harm being experienced by athletes and other participants in sport and active recreation.**

Concerns about participant welfare, bullying, abuse and inappropriate behaviour and culture have come to public attention, including in football, gymnastics, cycling, hockey and canoe racing.

In 2020, the Play, Active Recreation and Sport Integrity Working Group was established to make recommendations to the then Minister for Sport and Recreation and the Sport NZ Board on the most appropriate institutional arrangement(s) to manage integrity across the system. It recommended the establishment of a new standalone organisation incorporating Drug Free Sport NZ and Sport NZ's integrity functions.

The result was the creation of The Sport Integrity Commission Te Kahu Raunui, an independent Crown entity established under the Integrity Sport and Recreation Act 2023 (the Act). They help make sport and recreation in New Zealand safer and fairer.

Sport NZ administer the Act. In July 2024, the Commission and Sport NZ signed a Memorandum of Understanding to help ensure clarity of our organisations' respective roles in the sector. The Commission works with us to support our international integrity engagements and to provide a joined-up New Zealand view on integrity matters. Sport NZ maintain the Policy function for Integrity matters, including anti-doping.

**The Commission commenced operations on 1 July 2024**

Their purpose is to:

- enhance integrity within sport and physical recreation to protect and promote the safety and wellbeing of participants and the fairness of competition; and
- give effect to the World Anti-Doping Code in New Zealand.

They are responsible for all aspects of sport and recreation integrity:

- anti-doping
- participant protection
- child safeguarding
- anti-competition manipulation
- anti-corruption.

The Commission will provide a separate BIM to you.



# The World Anti-Doping Agency (WADA)

## WADA is responsible for the worldwide movement for doping-free sport

WADA's key activities include monitoring the World Anti-Doping Code (the document harmonising anti-doping policies for signatory sports and countries), scientific research, education, and the development of doping detection capabilities. New Zealand contributes an annual amount to WADA's operating costs.

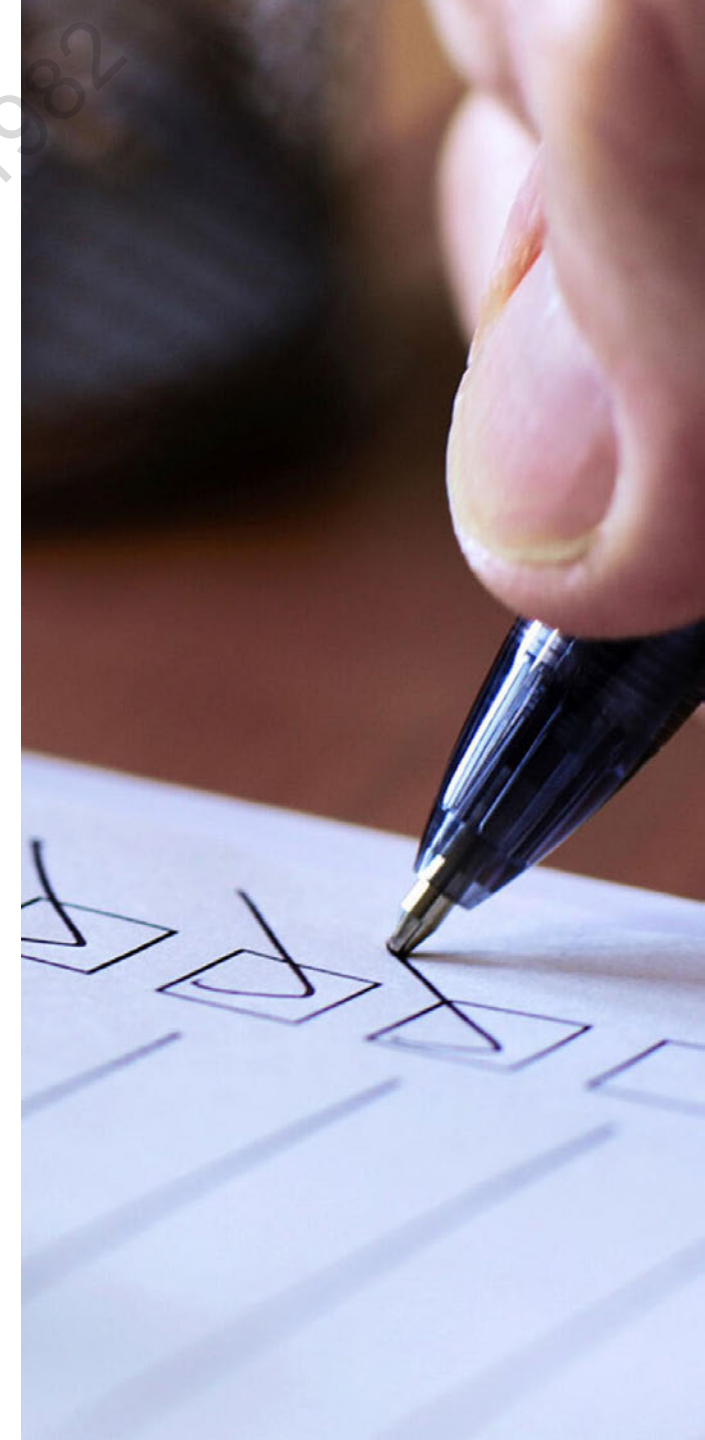
Government representation within WADA is allocated according to the five Olympic regions, with New Zealand being a member of the Oceania region. Each region is represented on both the overarching Foundation Board and the Executive Committee. Oceania have two seats on the Board and one on the Executive Committee. Australia, Samoa and New Zealand represent Oceania across both bodies, with New Zealand currently holding a seat on the Foundation Board. New Zealand will rotate onto the Executive Committee in 2027. At least one Foundation Board meeting is held each year, generally in November, with Executive Committee meetings held at least three times a year - with the final of these immediately preceding the Board meeting.

The global anti-doping system is operationally and politically complex. The relationship between WADA and some National Anti-Doping Organisations (and some Governments) has been challenging recently in the context of the Chinese swimmers contamination case. This has been playing out extensively in the media, especially in regards to the USA recently withholding their annual financial contribution to WADA.

Officials from Australia, Samoa, and New Zealand work closely together to support the work required to consider anti-doping matters as a region and develop agreed-upon positions for Oceania.

We also work closely with Sport Integrity Commission Officials to ensure that any advice produced to support attendance at WADA meetings includes consideration of operational and technical matters.

Along with the Sport Integrity Commission, we will brief you in more detail on the global anti-doping system. This briefing will include information on the process required to confirm New Zealand's representative on WADA, noting that this is an immediate issue to resolve.





# Sports Tribunal of New Zealand

**The Sports Tribunal (the Tribunal) is an independent statutory body established under the Sports Tribunal Act 2006 (the Act).**

The Tribunal is the national body that determines certain types of disputes for the sports sector – including anti-doping rule violations, appeals against selection decisions of national sporting bodies or the New Zealand Olympic Committee, and sport disputes brought by agreement of all parties.

The aim of the Tribunal is to ensure that National Sporting Organisations, athletes and other parties to a sports dispute have access to a fair, objective and just means of resolving disputes within the Tribunal's jurisdiction that is affordable, timely and efficient.

The Tribunal members are appointed by the Governor-General on your recommendation, after consultation with the Sport NZ Board. Sport NZ holds the policy function for the Tribunal under the Act. Sport NZ provides administrative support to the Tribunal and employs and houses the Tribunal's Registrar. This occurs under an MoU between Sport NZ, the Tribunal, and the Minister.

The creation of the Sport Integrity Commission and recent amendments to the Act have provided additional avenues for hearings before the Tribunal. These include disputes about the application of an integrity code and appeals against decisions of a disciplinary panel or body that has adopted an integrity code. Accordingly, these may be a source of additional hearings before the Tribunal.



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