

Sport NZ Group quarterly performance report

Q3 2024/25



Introduction



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

During quarter 3, Sport NZ has continued to focus on embedding the new strategy for 2024-28, including finalising remaining investment streams and supporting partners to deliver on their agreed initiatives over the four years.

HPSNZ has continued to work with sports to finalise investment decisions and schedules with funded sports for the LA2028 investment cycle.

The appendices include the service performance measures for Sport NZ and HPSNZ for 2024/25, which we report on annually.

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Strategy and investment

- Summaries of Sport NZ and HPSNZ strategies
- Progress in Q3 towards strategic priority areas
- Sport NZ and HPSNZ investment report

Sport NZ 2024-28 strategy

Strategic Priority 1

Capable and resilient partner organisations

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

Strategic Priority 2

Quality opportunities and experiences

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

Strategic Priority 3

Empowered local communities and hāpori

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

Strategic Priority 4

Active schools and kura

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

Significant initiatives

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

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

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

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

Success outcomes

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

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

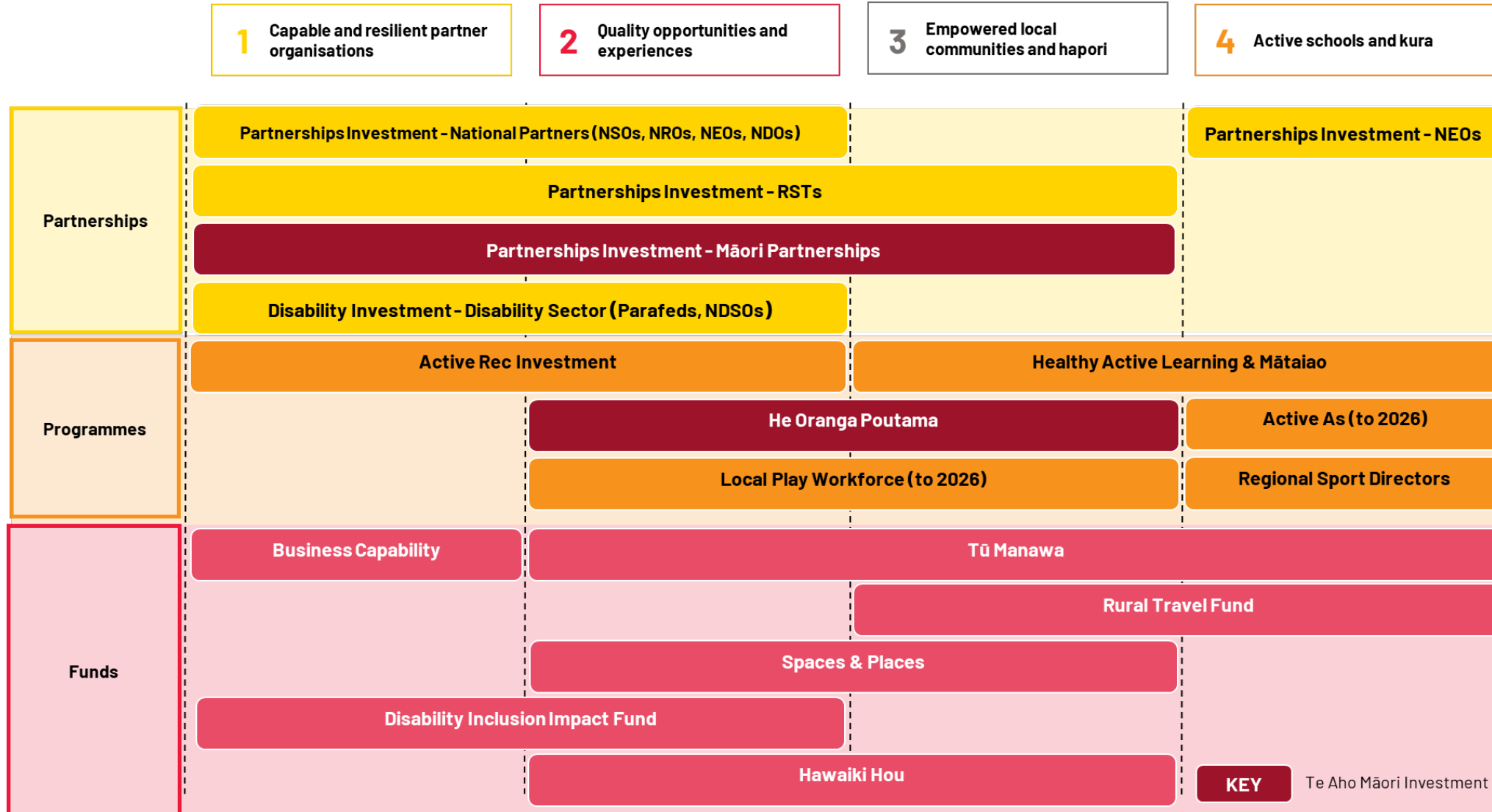
- Communities and local providers supported to lead and act
- Opportunities based on local need
- Focus on the less active
- Accessible natural and built environments

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

Sport NZ Q3 progress against strategy

SP1 – capable and resilient partner organisations	SP2 – quality opportunities and experiences	SP3 – empowered local communities and hapori	SP4 – active schools and kura
<ul style="list-style-type: none"> Sport NZ completed a report on a 3-year project to provide sector organisations with HR support, in partnership with MyHR. 53 organisations were part of a 12-month pilot to use MyHR software to support HR business capability. The pilot was a success and Sport NZ and the organisations maintain a 50-50 co-funding arrangement. Three years on, 47 of the 53 participating organisations have retained MyHR under this co-funded model. MyHR also provided 12-months of consultancy to 37 sector organisations that delivered 174 bespoke projects. There has been an overall increase in capability of 63%, based on the HR maturity model developed by Sport NZ at the start of the project. Sport NZ's Governance Development Programmes now encompass 39 organisations, with 18 holding the Governance Mark. In Q3, Softball NZ and Rowing NZ joined the programmes, while Swimming New Zealand and Yachting New Zealand renewed their Governance Mark. 	<ul style="list-style-type: none"> The latest Voice of Participant report has been released, based on surveys of members of 10 sports. We're particularly interested in the experience of rangatahi, with overall satisfaction at 64% for 2023/24. An evaluation report on the impact of the Tū Manawa Active Aotearoa fund over the past four years shows there has been continual improvement in how the fund is managed and distributed, including more innovative projects being funded that align with the outcomes of the fund and participant voices are being included in funding decisions. Sport NZ research into young people peer crowds will be shared with the sector to support better understanding of rangatahi and young people in New Zealand and how we can ensure physical activity opportunities meet their needs and motivations. Peer crowds are connections between peer groups with similar interests, lifestyles, influences and habits shared across geographic areas. 	<ul style="list-style-type: none"> Sport NZ has supported the scoping of the Transforming Lives Collective, which brings together youth, community and physical activity focused organisations with the goal of better coordinating and scaling opportunities to use physical activity to reduce youth offending. Sport NZ has shared with two cross-agency groups focused on resilience against organised crime in communities the role physical activity can play in reducing youth offending rates. Sport NZ Board approved investment for 2026-28 for He Oranga Poutama, which offers culturally distinctive pathways for Māori to be physically active. The new investment approach will support kaupapa Māori providers to deliver the programme. Following approval, we are focused on working with local iwi to identify providers that are best suited to deliver in their region. Sport NZ collaborated with Te Matatini National Kapa Haka Festival to deliver fan zones in Auckland and Wellington and offered tākaro Māori (traditional Māori games). 	<ul style="list-style-type: none"> The evaluation report for year 2 of the Active As programme was finalised, which shows implementation of the programme is progressing well and it is positively contributing to short-term outcomes, including a 4.5% increase on 2023 in the proportion of rangatahi who are active at school more than 4 days a week. Sport NZ released a new report that highlights how physical activity can improve learning for tamariki and rangatahi. The Active Bodies, Active Minds report summarises New Zealand and international research that shows physically active tamariki and rangatahi engage more in learning, stay in school longer, have higher levels of achievement and experience higher levels of mental wellbeing. Sport NZ updated its investment approach into the Regional Sports Directors network, confirming it will invest \$5m for the three years from 1 July 2025. For the new investment period, we have simplified the outcomes of the programme to focus on a quantitative increase in secondary school sport participation.

Sport NZ investment portfolio



Glossary

NSO: National Sport Org.

NRO: National Recreation Org.

NEO: National Education Org.

NDO: National Disability Org.

RST: Regional Sports Trust

NDSO: National Disability Sports Org

Sport NZ investment portfolio quarterly update

Partnerships

Programmes

Investment Type	Investment Status	Contracted % FY25 (target 95%)	Q3 Commentary
Partnerships Investment \$28m FY25 \$111m total	Live	97%	All 74 partners had their initiatives approved, and partners are underway with implementation. Staff are monitoring this investment on an ongoing basis. A small budget allowance has been set aside for new partners commencing FY26.
Māori Partnerships Investment From FY26 \$1.0m p.a \$3.0m total	Planning	n/a for FY25	New Sport NZ investment stream. The investment approach for FY26 onwards was approved by the Sport NZ Board (October 2024). Investment to commence FY26.
Disability Investment FY25 \$0.8m; \$3.7m total	Live	96%	All 20 organisations had their initiatives approved for delivery in FY25 while this investment stream was reviewed. The investment approach for FY26 onwards was approved by the Sport NZ Board (October 2024).
Healthy Active Learning & Mātaiao FY25 \$12.8m; \$49m total	Live	98%	Fully contracted.
Active As FY25 \$4.3m \$11.1m total	Live	95%	Fully contracted.
He Oranga Poutama FY25 \$3.3m \$13.5m total	Under Review for 2025/26+	98%	Fully contracted for FY25. He Oranga Poutama investment has been reviewed to ensure close alignment to strategy from FY26. National coverage of this programme of investment will be maintained.
Regional Sports Directors FY \$1.7m \$6.7m total	Under Review for 2025/26+	97%	Fully contracted for FY25. Regional Sports Directors investment has been reviewed to ensure close alignment to strategy from FY26. National coverage of this programme of investment will be maintained.
Local Play Workforce FY25 \$2.0m \$4.4m total	Live	77%	Cohort 3 of Local Play Workforce Council Advocates commenced, increasing the total workforce to 18. Cohort 2 of Local Play Workforce Tākaro Māori were approved by the Sport NZ Board for investment commencing February 2025. We are on track to fully expend budgeted investment by June 2025.

Sport NZ investment portfolio quarterly update

Programmes

Funds

Covid
Recovery

Investment Type	Investment Status	Contracted % FY25 (target 95%)	Q3 Commentary
Business Capability FY25 \$1.7m \$7m total	Live	40%	\$143k investment in Q3, responsive to the needs of the sector. This is across the domains of people and culture, governance, technology, commercial, and change management.
Active Recreation Investment FY25 \$0.6m \$2.4m total	Live	0%	New investment stream for Sport NZ. Planning is now complete and the investment approach was approved by the Sport NZ Board (October 2024). Early engagements are underway with first investments to commence June 2025.
Spaces & Places FY25 \$0.3m \$1.2m total	Live	35%	\$20k investment in Q3, responsive to the needs of the sector.
Tū Manawa Active Aotearoa FY25 \$16.5m \$66m total	Live	100%	Fully contracted to RSTs. RSTs who manage and administer the fund are well underway with meeting their budget targets to ensure investment reaches local communities.
Disability Inclusion Impact Fund From FY26 \$0.4m p.a. \$1.2m total	Planning	n/a for FY25	New investment for Sport NZ. Planning is now complete and the investment approach was approved by the Sport NZ Board (October 2024). Early engagements are underway with first investments to commence FY26.
Rural Travel Fund FY25 \$0.444 \$1.8m total	Live	100%	Fully contracted to rural Councils to manage and administer the fund.
Hawaiki Hou	Closed	TBC	This fund is being wound down as existing commitments are managed.
Strengthen and Adapt	Live	100%	Fully allocated. The programme is well underway. Small amount of investment to be contracted for the final cohort of recipients.

HPSNZ 2025-28 strategy

In Q2 HPSNZ launched its new strategy for calendar years 2025-28 through to the 2028 Los Angeles Games. The four strategic priority areas support our focus on: performance pathways, wellbeing and engagement and sustainable investment.

Strategic priority areas	<p>Support targeted athletes to succeed on the world stage</p> <p>Why By helping National Sport Organisations (NSO) to support athletes, through financial investment, educational opportunities and specialist practitioner services, we support their success on the world stage.</p>	<p>Enhance system capability to ensure that wellbeing is everyone's right and responsibility</p> <p>Why Working system-wide in partnership with NSOs, we can grow people and ensure everyone is empowered and has their voice heard.</p>	<p>Enhance collaboration, capability and sustainability of the high performance system</p> <p>Why By building on our culture of collaboration we will enhance the sustainability of the high performance sport system into the future.</p>	<p>Build system capability to increase the use of quality data to support performance and investment decision making</p> <p>Why The capture and use of quality, objective data to reveal performance insights and make decisions is increasingly critical to maintain and enhance our competitive advantage.</p>
What we will do	<ul style="list-style-type: none"> • Provide access to training environments • Support athlete and coach pathways • Provide specialised performance support • Lead innovation and research 	<ul style="list-style-type: none"> • Support development of wellbeing best practice • Lead wellbeing assessment and accountability • Invest in athlete wellbeing into NSOs for bespoke wellbeing initiatives 	<ul style="list-style-type: none"> • Deliver coaching, leadership and women in high performance sport programmes • Develop a climate change response 	<ul style="list-style-type: none"> • Develop an integrated intelligence framework • Build sector-wide skills and capability to better use data for decision making • Develop frameworks to support safe integration of AI
Success outcomes are focused on...	<ul style="list-style-type: none"> • Extent to which training environments, performance and financial support enable athletes to effectively train, compete, perform and thrive. • NSO capability to deliver quality training environments • Sustainable number of quality athletes and coaches 	<ul style="list-style-type: none"> • Extent to which people and organisations understand rights and responsibilities to support wellbeing • Extent to which wellbeing best practice is embedded in NSOs • Efficacy of monitoring and response mechanisms • Transition of athletes on high performance pathways 	<ul style="list-style-type: none"> • High performance system has aligned strategic focus and priorities • Extent to which HPSNZ partners effectively with NSOs • Sustainable number of quality athletes and coaches • Extent to which climate change is factored into decision making 	<ul style="list-style-type: none"> • Trusted intelligence framework and accessible insights • Simpler athlete management systems for hosting trusted data securely • People and organisations have high levels of data literacy and analytic understanding. • Efficiency of tools and systems.

HPSNZ Q3 progress against strategy

SP 1 - Support targeted athletes to succeed on the world stage

- Snow Sports NZ has completed a successful northern hemisphere season, with encouraging results ahead of the Milano Cortina 2026 Winter Games. New Zealand was the leading gold medal winning nation at the 2025 Park and Pipe World Champs in March. Snow Sports NZ has worked with HPSNZ Performance and Technique Analysis team to agree safe qualifying targets for next year's Winter Games.
- The transition to the 2028 cycle is well underway. 174 HP athletes have been nominated for 2028 campaign support aligned to investment, and NSO benchmarking is underway to confirm holistic and tailored support plans for their success, considering both sport and life aspirations.

SP 2 - Enhance system capability to ensure that wellbeing is everyone's right and responsibility

- We have developed a Wellbeing Scan that can be used by NSOs to gain insight into wellbeing in their performance environments for their athletes, coaches and high performance staff. The Wellbeing Scan was launched in March 2025, beginning with Podium sports, and Aspirational sports are due to follow mid-2025. The Wellbeing Scan will provide a high performance system cross-sport report to enable targeting of system wide initiatives.
- New Zealand, through HPSNZ, is one of four countries that has formed a global alliance aimed at advancing female health and performance worldwide. The Global Alliance for Female Athletes will see leading health practitioners and sports scientists from New Zealand, Australia, the United States and the United Kingdom join forces to help female athletes overcome prevalent health issues to reach their full sporting potential. The Alliance will enable athletes, coaches and support staff to access evidence, performance insights and best-practice information in a central place for free.

SP 3 - Enhance collaboration, capability and sustainability of the high performance system

- HPSNZ hosted the 2025 Performance Summit, which brought together National Sport Organisation Chief Executives, high performance directors, coaches, athletes and support staff from New Zealand's high performance system to learn and connect with one another. Key topics included a focus on pinnacle events, particularly Brisbane 2032, athlete voice, and the role of technology in sport.
- HPSNZ, in collaboration with sports and other stakeholders across the high performance system, released two new resources to support athlete health:
 - An athlete performance library offering self-paced learning resources for athletes
 - Educational infographics, with a focus on women's health.
- A joint research project between the University of Canterbury, the Matatū (Super Rugby Aupiki franchise) and HPSNZ was announced. The project aims to better understand the impact of female sex hormones on athletic recovery and performance. The research team hope this project is the start of being able to provide female athletes with tailored plans to proactively manage their health and performance.

SP 4 - Build system capability to increase use of quality data to support performance and investment decision making

- HPSNZ is currently driving three streams of work including:
 - Refreshing and finalising the end-to-end intelligence framework.
 - Working within the Sport NZ Group business systems reform project to determine the most effective athlete management system.
 - Assessing NSO data integration options and resourcing.

HPSNZ investment update



Transition period between investment cycles

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

TAPS (training and excellence grants)

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

Implementation, monitoring and reporting

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

Financial performance and operations

- Group finance report for the nine months to 31 March 2025 against Original Budget FY25 ('OB')
- Group HR report

Financial Summary

9 months ending 31 March 2025	YTD ACT \$000	YTD BUD \$000	Variance \$000	Variance %	FY BUD \$000
Crown funding	99,826	99,826	-	0%	110,547
Other revenue	57,461	46,103	11,358	25%	84,749
Total Revenue	157,287	145,929	11,358	8%	195,296
Sector investments	94,079	99,527	5,448	5%	141,295
Personnel expenses	31,255	32,129	874	3%	42,122
Operating expenses	19,569	27,573	8,004	29%	33,139
Total expenses	144,903	159,229	14,326	9%	216,556
Net surplus/(deficit) before recovery	12,384	(13,300)	25,684	(193%)	(21,260)
Recovery revenue	2,741	2,741	-	-	3,655
Recovery investment	4,842	11,900	7,058	59%	15,644
Net surplus/(deficit) from recovery	(2,101)	(9,159)	7,058	(77%)	(11,989)
Net surplus/deficit	10,283	(22,459)	32,742	(146%)	(33,249)

Commentary

Revenue \$11.4m;

- Receipt of \$9.5m related to the 2024 discretionary Lotto washup; higher interest revenue; and contract revenue from ACC – ring-fenced for outyear Ministers priorities per IRR and third-party commitments;

In-year timing variances \$6.0m:

- Core Partner Investment \$2.8m - minor changes in timing of funding release due to delays in the completion of contractual obligations by partners;
- Sport NZ OpEx \$0.7m - minor changes in phasing of work programmes;
- HP services and support \$1m - changes in timing to delivery of sector services and support following transition from Paris-LA cycle; and
- Recovery investment \$1.5m - minor changes in timing of investment commitments.

Deferred to out-years \$8.7m:

- Recovery investment \$4.7m - \$3.8m reallocated to High Performance Sport NZ as per Ministerial agreement through Performance Plan; \$0.9m residual programme commitments will be delivered in FY26.
- Sport NZ OpEx \$1.2m - scheduling and phasing changes to Connections conference, ACC Tākaro programme and technology efficiency/reforms following more detailed scoping.
- HP Personnel \$0.9m - vacant roles held within HPSNZ post-Paris Games as funding/resourcing commitments for LA cycle are confirmed; and
- HP OpEx \$1.9m - savings and efficiencies in programme delivery and operations in HP wellbeing and pathways programmes to sustain planned funding and programme commitments through the LA cycle (2025-2028).

Other variances \$5.4m:

- Investment - \$2.6m – some planned investments into new strategic partnerships now anticipated to be contracted from 1 July 26 resulting in savings;
- Sport NZ OpEx - \$2.8m saving due to re-evaluation and scaling of campaign, marketing and sector support during and post-IRR due to changing Ministers' priorities

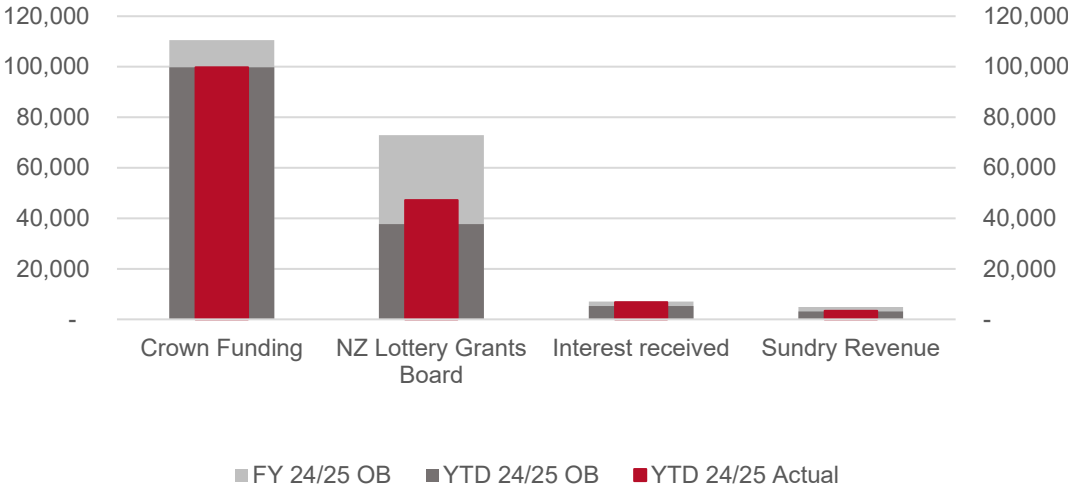
Revenue

	31-Mar-25				30-Jun-25
Revenue	Actual YTD \$000	OB YTD \$000	Variance \$000	Note	OB Full Year \$000
Crown Funding	99,826	99,826	-		110,547
NZ Lottery Grants Board	47,194	37,670	9,524	1	72,862
Interest received	6,836	5,334	1,502	2	6,996
Sundry Revenue	3,431	3,099	332		4,891
Total operating revenue	157,287	145,929	11,358		195,296

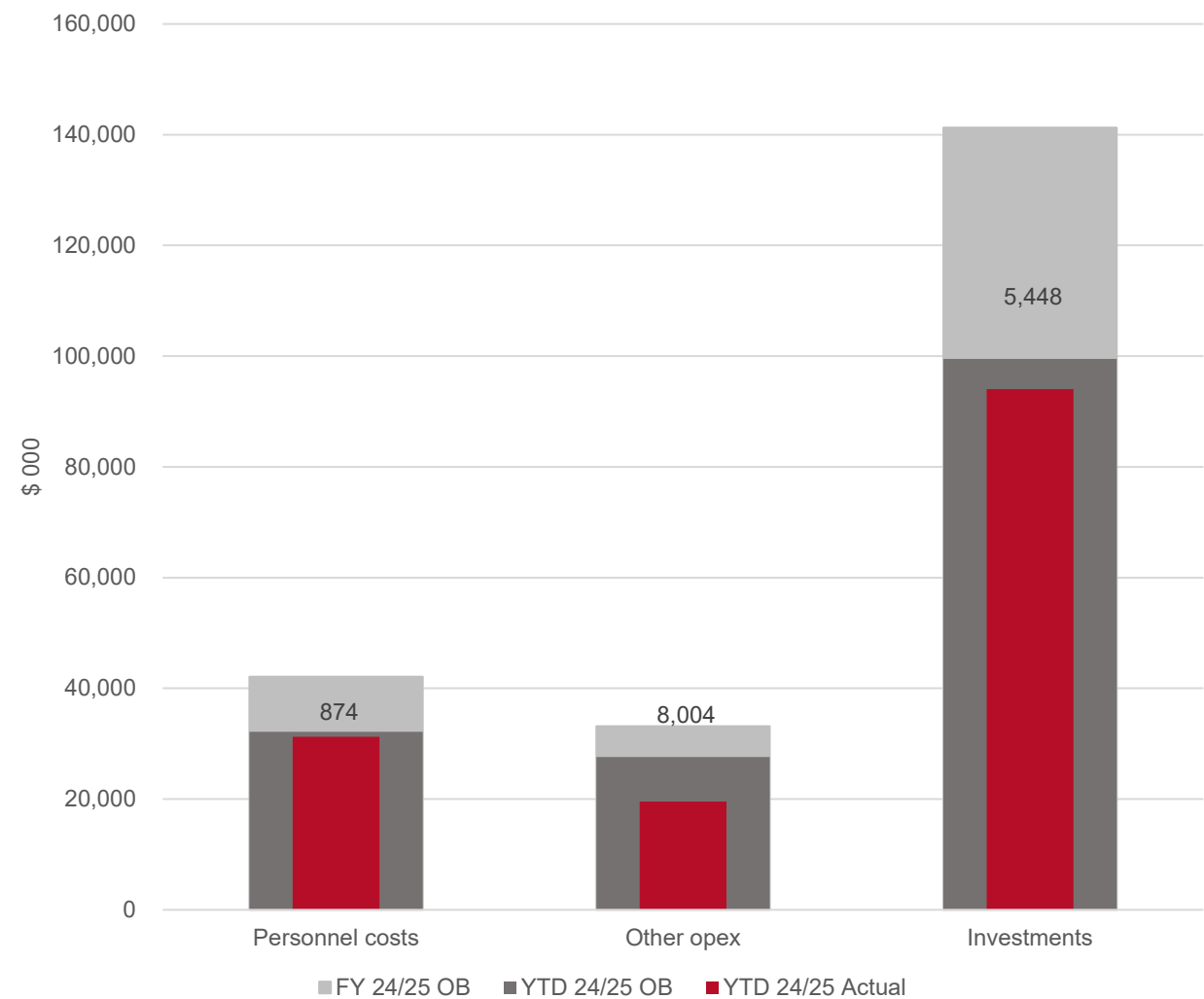
Commentary

Crown funding is in line with budget with the exception of:

- 1. One-off discretionary Lotto distribution of \$9.5m.
- 2. \$1.5m increase in interest revenue due to deferred spend and resulting funds on deposit.



Operating expenditure and investment



Commentary

Personnel variances \$0.9m:

- \$0.9m - savings from holding HPSNZ vacancies post Paris Olympics while we complete the LA cycle strategy and investment reset;

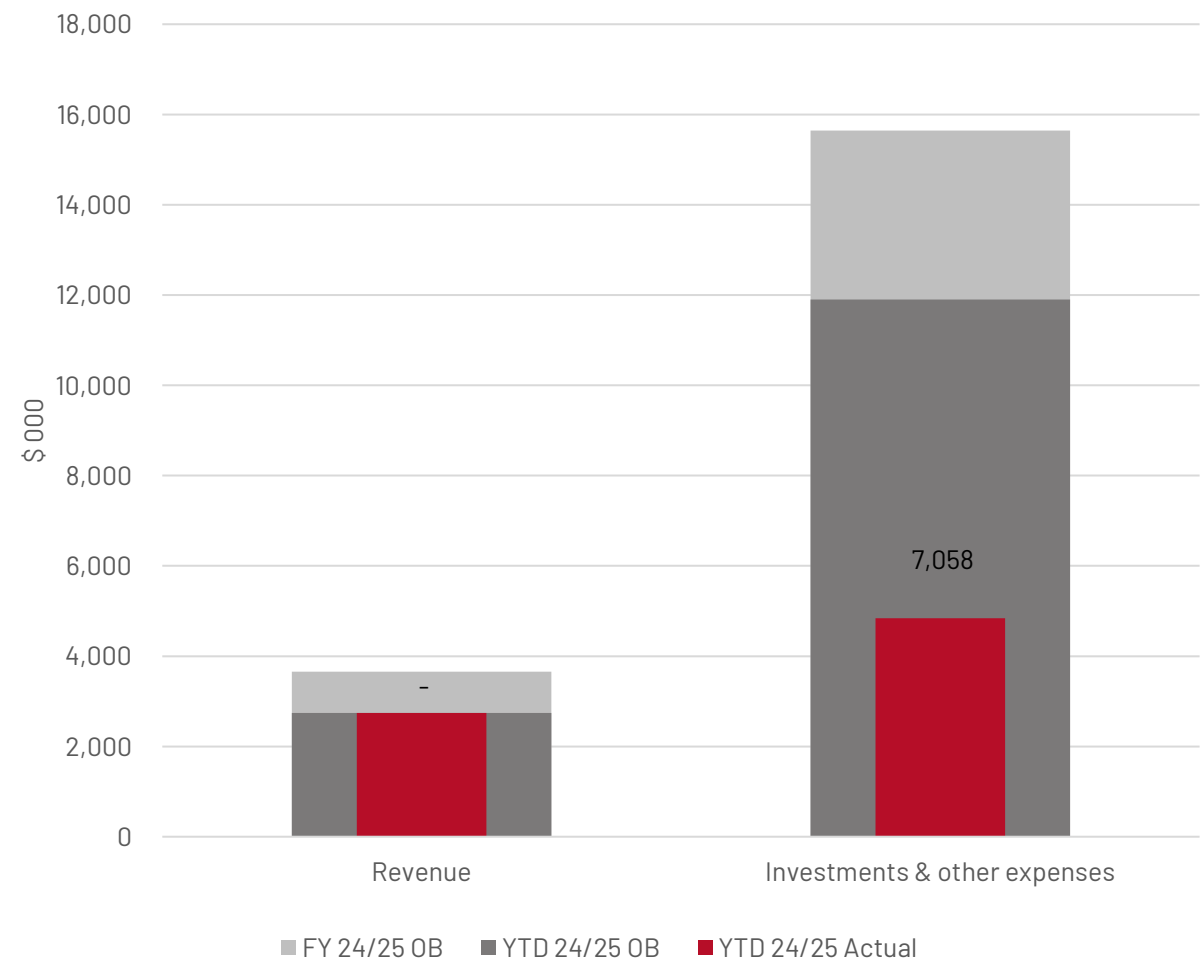
OpEx variances \$8.0m:

- \$1.9m - HPSNZ savings across range of wellbeing, pathway programmes and NSO campaign/athlete support due to the reset occurring from the Paris Olympics cycle into the LA Olympics cycle. These savings have been reinvested into sustaining HP programmes in out-years through 2025-2028.
- \$2.8m - Sport NZ savings across campaign, marketing and sector support during and post-IRR due to changing Ministers priorities;
- \$1.8m - scheduling and phasing changes to Connections conference, ACC Tākaro programme and technology efficiency/capability improvements deferred to FY26.

Investment variances \$5.4m

- \$2.8m - Minor delays in the completion of contractual obligations by partners and/or conditions resulting in delayed release of committed funding.
- \$2.6m – Some planned investments into new strategic partnerships now anticipated to be contracted from 1 July FY26.

Recovery Investment



Commentary

Revenue

- Revenue is in line with budget. Total recovery funding is substantively now fully drawn down.

Recovery Investment Portfolio (\$7.058m less than budget)

Permanent variances:

- \$3.8m decrease in Hawaiki Hou spend due to programme funding reallocated to HPSNZ in line with Performance Plan.

Timing variances:

- \$0.4m due to delays in the completion of contract requirements for Strengthen and Adapt investment,
- \$0.5m Event funding tagged for Commonwealth Games rephased to out years, and
- \$1.5m tagged for Women's Sport likely to be invested by 30 June 2025.

Contractors and Consultants

Contractors and Consultants	Notes	Actuals year to date 31 March			FY Budget		FY Actuals	
		2025	2024	Variances	2025	2024	Variances	
Sport NZ								
Sector Support		1,163,398	1,231,916	68,518	2,788,682	2,473,678	(315,004)	
Ministerial priorities		59,403	84,474	25,071	72,000	140,010	68,010	
Corporate & statutory functions		1,788,565	1,716,697	(71,868)	3,583,222	4,002,341	419,119	
Integrity Transition	1	-	830,618	830,618	-	1,456,422	1,456,422	
Recovery	2	199,499	473,763	274,264	313,800	628,460	314,660	
Sport NZ Total		3,210,865	4,337,467	1,126,602	6,757,704	8,700,912	1,943,208	
Business System Reform	3	394,135	-	(394,135)	1,246,654	-	(1,246,654)	
High Performance Sport NZ								
Expertise and Capability	4	1,339,487	1,471,598	132,111	1,597,814	2,093,477	495,663	
HP Athlete Services	4	1,578,542	1,663,432	84,890	2,162,945	2,001,761	(161,184)	
HPSNZ Total		2,918,029	3,135,030	217,001	3,760,759	4,095,238	334,479	
Group Total		6,523,029	7,472,497	949,468	11,765,117	12,796,150	1,031,033	

Comments against Actuals to 31 March 2025 (and Prior year comparative)

- Sport Integrity Commission (\$0.8m decrease on YTD)** – Integrity Transition was a one-off funded project that came to an end on 1 July 2024 with the formation of the Sport Integrity Commission.
- COVID Recovery programme costs (\$0.3m decrease on YTD)** – recovery costs have decreased in FY 2025 as programmes are nearing completion.
- Business System Reform (\$0.4m increase on prior YTD)** - The programme commenced in FY2025. There will be a project-rephasing of full year spend as more detailed planning and scoping is completed this year.
- HPNSZ Athlete and Coaching support (\$0.2m decrease on prior YTD)** – Review and reset of Strategy and delivery as HP transitions from Paris Olympics cycle into the LA cycle.

Group FTE

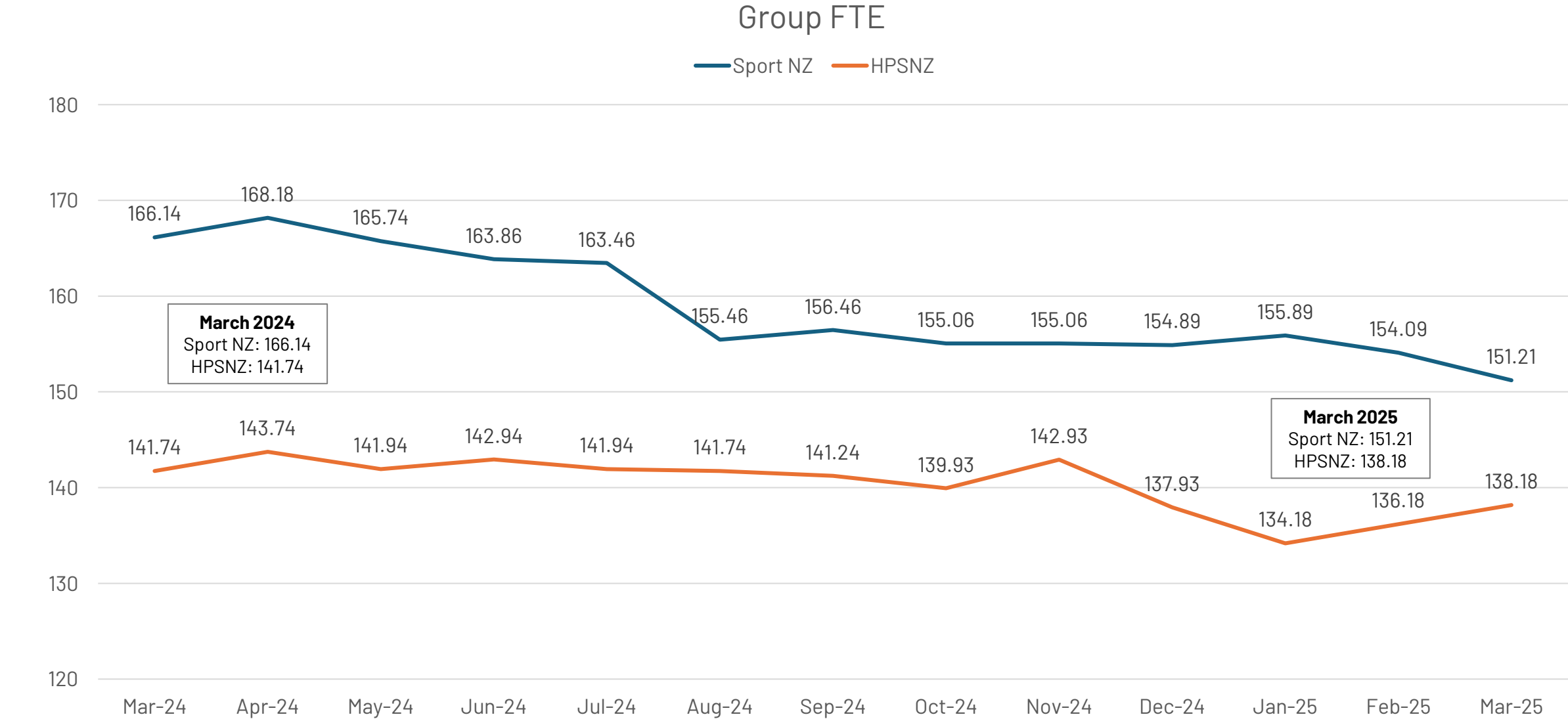


Last 12 months

Recruitment Status	Active	On Hold	Filled
Sport NZ	4	6	2
HPSNZ	5	10	1

Sport NZ Group

18



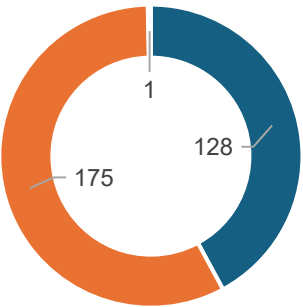
Our People

March 2024
Sport NZ 3.62%
HPSNZ 10.56%

March 2025
Sport NZ 8.54%
HPSNZ 11.68%

Gender

- Male
- Female
- Prefer not to say

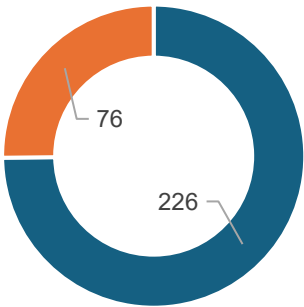


Total: 303

FTE is the total number of Sport NZ Group permanent and fixed term employees. This total is as at March 2025.

Role Focus

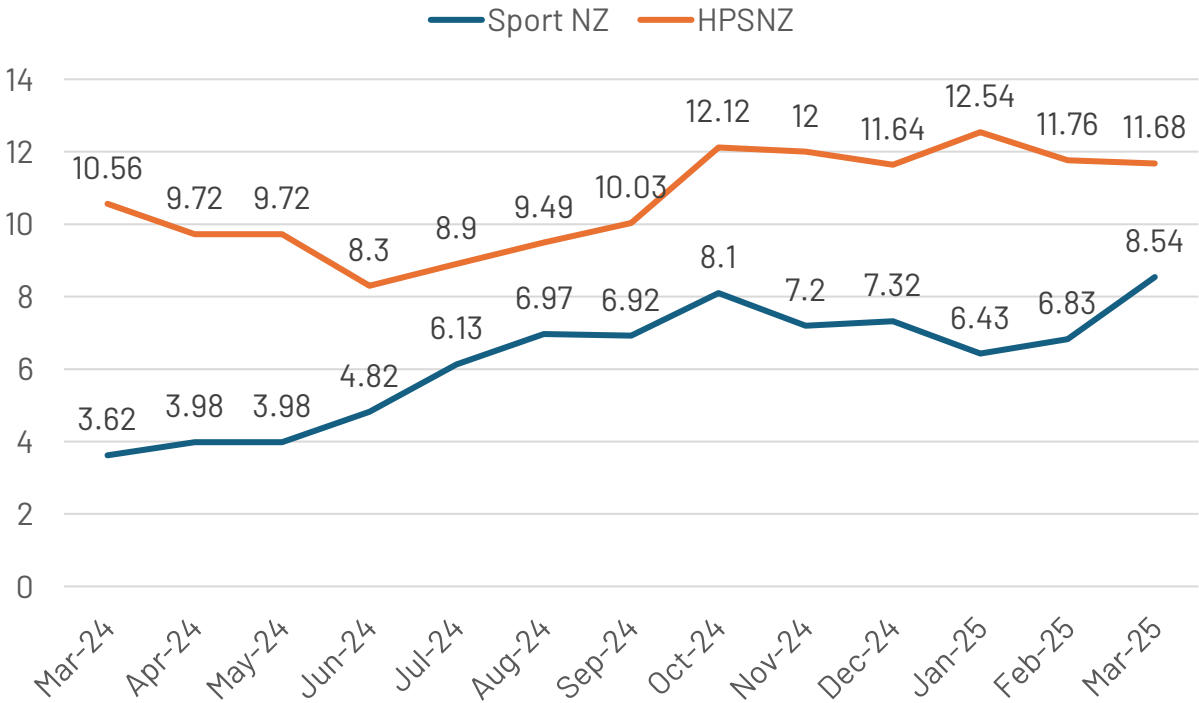
- Front Office
- Back Office



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

Commentary: FTE at Sport NZ has steadily been decreasing, due to operational efficiencies. This decrease, potentially including HPSNZ workforce, is expected to continue albeit at a slower pace throughout 2025.

Annual Rolling Turnover

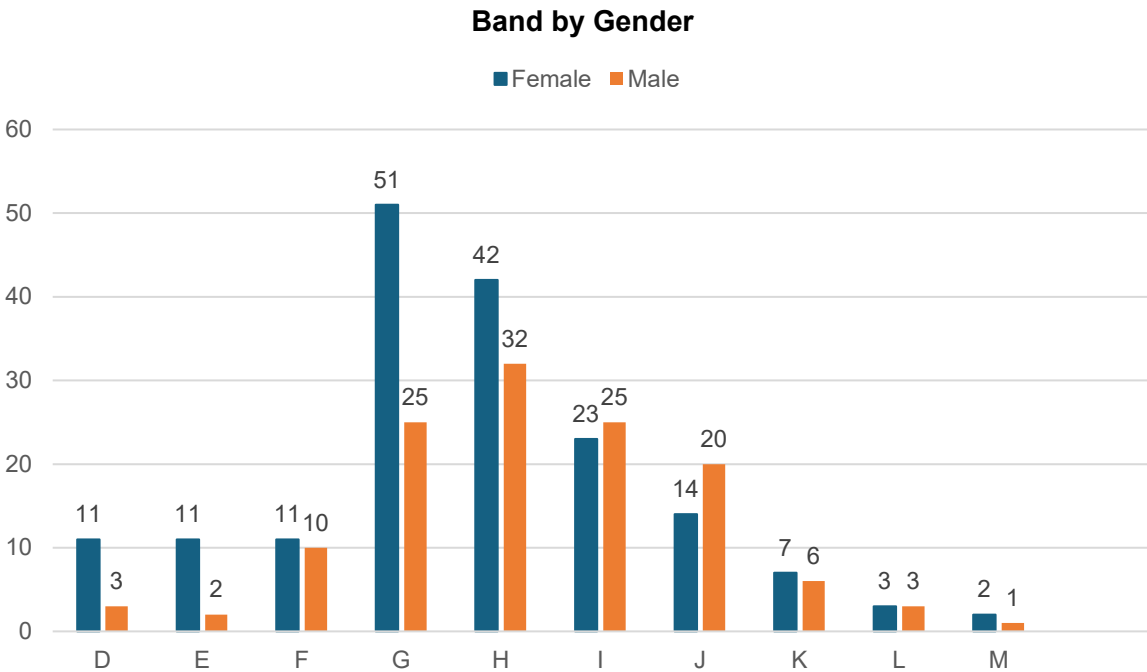


Top 3 reasons cited when employees resign:

- career progression
- fixed term ending
- Family/personal

HPSNZ workforce trend often sees increased employee turnover post pinnacle events (e.g., Olympics).

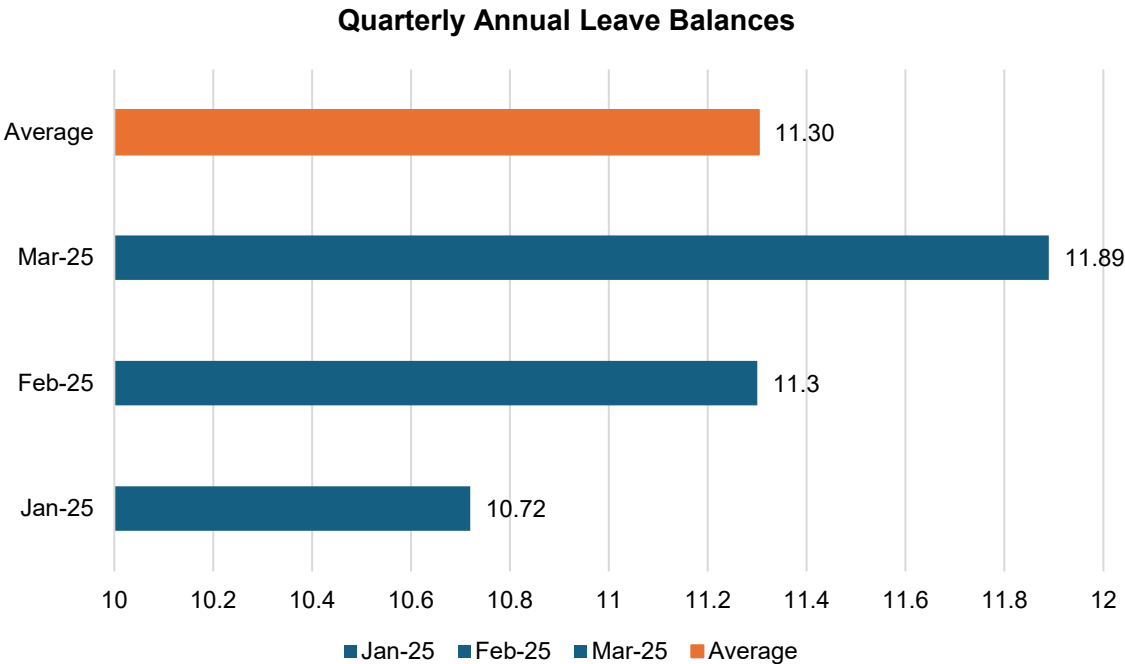
Our People



Across the Sport NZ Group, there are more men than women in some of the higher bands, and more women than men in the lower bands. The Group people and culture plan includes a focus on appointing more women into leadership roles to reduce our gender pay gap.

Average annualised FTE salary

\$133,193.95



Average annual Group balance is 11.30 days, a decrease on last quarter’s annual average of 13.29 days which is expected due to the summer holiday period.

Average annual sick leave in Q3 24-25

4.18 days

Ministerial priorities

- Updates on major events, national facilities strategy and sport diplomacy
- Update on Variety initiative

Update on Ministerial priorities

The letter of expectations for Sport NZ Group for 2024/25 outlines three additional priorities for the Group: bring major sporting events to New Zealand (in collaboration with MBIE), begin work on a national facilities strategy, and develop and implement a sport diplomacy strategy. Regular reporting against these priorities is provided through other Sport NZ and departmental channels. For completeness, progress in Q3 2024/25 is included here.

Sport Diplomacy

Update on planned activities in Q3

1. India: Sport featured prominently in Prime Minister Luxon's Trade Mission to India from 16 - 20 March 2025:
 - Memorandum of Cooperation between Sport NZ and the Ministry of Youth Affairs and Sports of the Government of India was signed.
 - Both leaders welcomed the concept of a 'Centenary of Sporting Unity' for 2026 to celebrate 100 years of sporting ties between New Zealand and India. The Centenary will be a cross-government driven project, with Sport NZ leading the first (design, feasibility and scoping) phase.
2. Pacific:
 - Sport NZ has supported MFAT to develop a targeted plan for a sport diplomacy approach and opportunities.
 - Sport NZ is working with agencies in New Zealand and the Pacific to develop a school-based sport and physical activity programme in the Cook Islands and Samoa. The programme is expected to be implemented later in 2025.
3. The United States:
 - NZTE led an investor networking event in San Francisco to coincide with the SailGP event in March.
 - Continued to work with NZTE and MFAT to plan for agreed upcoming events for the 20-year anniversary of Michael Campbell winning the US Open, and the All Blacks v Ireland match in Chicago in November.

Major events

Sport NZ continues to work with MBIE on major and mega event prospecting, funding applications via the Major Events Fund, and supporting both operational planning and leverage and legacy planning.

Q3 events

- NZ SailGP Jan 2025
- Crankworx Summer Series Feb 2025
- Natural Selection Bike Feb 2025
- New Zealand Open Golf Feb-Mar 2025
- Crankworx Rotorua Mar 2025

Upcoming events

- Taupō Super 400 – Supercars Championship April 2025
- World Dance Crew Championship April 2025

National Sport Facilities Strategy

- We engaged with NSOs to better understand the network of facilities, and the extent to which they are fit for purpose for New Zealand. This included an overview of whether there are appropriate facilities in sufficient numbers to meet current needs, the ability to use them (which reflects affordability and prioritisation), and the overall impact of facilities on the sport's ability to support the needs of HP athletes and deliver their HP programmes, national and international events.
- Key themes arising from the individual NSO meetings include availability constraints (for sports and other events e.g., concerts), configuration issues, affordability, improving fan experience, and functionality for multiple stakeholders (e.g., fans, players, media, sponsors).

Update on Variety initiative

Purpose of 2024 Minister's Discretionary Fund – total cost \$44k

This year's fund aims to enable underserved or disadvantaged children to attend regional or national sports events as spectators. This initiative is delivered in partnership with Variety NZ, The Children's Charity.

Recent projects have focused on providing inspiring opportunities, arranged via collaborations between youth-focused organisations and multiple sports - Basketball NZ, and Sail GP. This has allowed disadvantaged children to spectate at a Sail GP events and to meet the NZ Breakers at their trans-Tasman game against Melbourne.

- **NZ Breakers Game in New Plymouth:** Disadvantaged rangatahi from 'Hawera Basketball' group attended a trans-Tasman game between NZ and Melbourne. The players held a meet and greet for the rangatahi and gifted a basketball to each of them.
- **Sail GP Events in Auckland:** Disabled tamariki and disadvantaged tamariki and rangatahi attended the Sail GP racing events in Auckland on 18 & 19 January. The tamariki and rangatahi were from a South Auckland based school and Upside Youth Mentoring, an early intervention organisation supporting at-risk rangatahi.

Upcoming events are planned to be supported by NZ Rugby League and Motorsport NZ.

Q3 SNAPSHOT

3

events

38

tamariki & rangatahi
(plus accompanying
adults)

Communities targeted:

Disadvantaged
tamariki and rangatahi

Youth at risk

Disabled tamariki



Image: NZ Breakers game in Taranaki

Highlights and focus areas

- Olympic and Paralympic media and gender study
- Sport NZ's strategic priority 4: active schools and kura
- Summary of Tū Manawa Active Aotearoa Fund evaluation

Gender balance in sports news coverage



Sport NZ has published two new case studies on the 2024 Paris Olympic and Paralympic Games, as part of the Sport NZ-Isentia study of gender balance in sports news coverage. Into its fifth year, the study involves analysing the gender balance in sports news coverage and the journalists who do the reporting. The project also involves ongoing engagement with media, sports and other stakeholders to explore opportunities to improve gender balance. This study supports Sport NZ's broad goals to advocate for the value and visibility of women in sports and recreation, as well as contribute to HPSNZ's long-term outcome of increasing the proportion of New Zealanders engaging with high performance sport.

Key findings from the analysis of New Zealand sports news coverage of the Paris Games shows:

Olympic Games

- Female athletes' success, where they won most of New Zealand's medals, contributed to an increase in media coverage of women's sport.
- 54% of New Zealand media coverage of the Games focused on female athletes, which is a 3% increase from Tokyo. Across all sports news coverage during Games period, 45% was focused on women athletes.

Paralympic Games

- Half of the coverage was about women's sport, which was less than at the Tokyo Paralympic Games. This drop was likely because female Para athletes won fewer gold medals in Paris (1) compared to Tokyo (6).
- 50% of New Zealand media coverage of the Games focused on female athletes, which is a 17% drop from the Tokyo Paralympics. Across all sports news coverage during the Paris Paralympics period, 28% was about women, nearly the same number seen during the Tokyo Games, despite the disparity in medal count.

It's encouraging to see female journalists were well represented at both the Olympic and Paralympic Games, providing more than half of the Games coverage for some media organisations. This is a significant improvement compared to Tokyo, where more than 90% of the media coverage for both Games was produced by men.

Through the Active NZ survey we track adult and rangatahi engagement with high performance sport. We can see through the survey data the percentage of New Zealanders who closely follow HPSNZ-funded sports increased in the 2024 quarter in which the Paris Games took place: 63% for adults and 62% for rangatahi, compared with an annual result in 2023 of 56% for adults and 59% for rangatahi. Looking more closely at some of New Zealand's key medal winning sports in the Olympic Games and across the Paralympic disciplines, the proportion of adults who closely follow these sports closely all experienced an uptick, reflecting the increased coverage around the Games period and the importance of supporting gender-balanced coverage.

Sport NZ strategic priority 4 (SP4)

Active schools and kura

- Our 2024-28 strategy is focused on maintaining and growing the physical activity levels of tamariki and rangatahi. We've prioritised and identified schools and kura as one of our four strategic priorities due to the critical role they play in shaping the lives of tamariki and rangatahi, including their attitude and motivation to be physically active.
- We're clear on the outcomes we're seeking to achieve, and have developed a new approach to monitoring, evaluation and learning for the 2024-28 strategic period.
- New Zealand's education sector is currently experiencing significant change in response to the new priorities of government. This includes the embedding of a refreshed and more standardised curriculum.
- Despite this change, Sport NZ maintains a strong value proposition to education. This is backed up by extensive New Zealand and international research which highlights the role of physical activity in supporting both educational and wellbeing outcomes.
- We currently commit over \$23m per annum via our partnerships, programmes, and funds to support schools and kura.
- Our programmes alone reach over 1200 schools and kura (approx. 50% of all schools nationwide) and benefit over 350,000 tamariki and rangatahi. Healthy Active Learning in particular has proven to be central to the implementation of our (and Regional Sports Trusts) strategy into priority communities.
- Although in the the early stages of adopting a new approach to monitoring, evaluation and learning, we are in a strong position to assess the effectiveness of many of our education focused programmes due to their maturity and across our education programmes, we're seeing positive changes towards the short-term outcomes.
- We've committed investment through to June 2028, which allows for the majority of our SP4 work programme to be maintained throughout this strategic period. The only exception is Active As which is due to conclude in December 2026.
- We continue to monitor and be responsive to the changes happening across the education system to ensure our mahi remains relevant and upholds a strong value proposition to schools and kura, and relevance to wider Government priorities.

SP4: Partnerships, programmes and funds

This table demonstrates the alignment and contribution of our work programme to our 2024-28 outcomes.	SP4 outcomes for the period 2024-2028			
	Active learning environments: Schools and kura, and teachers and kaiako actively support the provision of quality play, active recreation and sport opportunities.	Culturally distinctive approaches: Schools and kura value matauranga Māori and promote culturally distinctive approaches to play, active recreation and sport.	Ākonga centred and equity focused: Schools and kura adopt ākonga centred approaches and promote inclusive and equitable opportunities to be physically active.	Connected local communities: National, regional and local organisations work effectively together with schools to enable quality play, active recreation and sport opportunities.
Partnerships investment: three national education organisations to lead and influence physical activity in the education system.	✓			
Healthy Active Learning: joint initiative between Sport NZ, MoE and MoH/TWO that supports schools and kura to improve student wellbeing through healthy eating and drinking, and quality physical activity.	✓	✓	✓	✓
Mātaiao: supports kura and kaiako to connect tamariki to the environment through a te ao Māori approach to physical activity.	✓	✓	✓	✓
Active As: student-led approach to increase sport participation and physical activity in secondary schools (funded as a pilot to Dec-2026).	✓	✓	✓	
Regional Sports Directors: invest in network of dedicated roles to enhance sporting opportunities and experiences for secondary school-aged students.	✓			
Tū Manawa: funds community-based programmes and activation projects helping tamariki and rangatahi get active.	✓	✓	✓	✓
Rural Travel Fund: subsidises travel costs for rural sports clubs and school teams.	✓			

Monitoring, evaluation and learning approach

In the last strategic period, we developed and implemented programmes for schools and kura (primary, secondary and kura kaupapa) with the goal of improving the provision of play, active recreation, sport and physical education for tamariki and rangatahi. In resetting the strategy for the 2024-28 period, we created a dedicated focus on the education setting through strategic priority 4 (SP4), in recognition of the important role schools and kura can play in engaging tamariki and rangatahi in physical activity.

Through SP4, we're able to look across the partnerships, programmes and funds to better understand how our work with the sector is supporting the outcomes we're seeking in this area (see page 12 for the outcomes).

To support this approach, we have strengthened our impact and learning approach for the 2024-28 strategic period. This has involved:

- developing a series of core questions we want to understand, which are aligned with the different levels and time frames of our strategic plan
- establishing an evaluation approach to help us understand how we're achieving outcomes and where learning can be applied to how we support the sector
- identifying four outcomes per strategic priority we want to achieve over the four years and a suite of measures to monitor progress towards these.

The strategy deep dives are an opportunity to provide updates on how we're tracking against the measures and evaluation plans, with a focus on answering questions 5, 6 and 7. They are an opportunity to discuss if we're focused on the right things and making the progress we hoped to see.

The core questions we want to answer this strategic period:

1. What is PARS contribution to wellbeing? What is Sport NZ's value proposition?
2. To what extent and how are we achieving contributing to Te Pākē o Ihi Aotearoa?
3. To what extent and in what ways has our work been effective at achieving our intended outcomes?
4. What is the impact on strategic focus areas (i.e participation)?
5. How well are we achieving our intended strategic priority outcomes?
6. What difference/impact are our partnership investments, funds and programmes having?
7. Are our investments, funds and programmes being implemented/ delivered as expected?
8. How well are we implementing strategy internally? Are we working as efficiently and effectively as possible?

SP4: Summary of impact

Are our investments, funds and programmes being implemented/delivered as expected?

- Yes, we are meeting expectations.
- Overall, investment partners are on track to deliver.
- Education programmes (Healthy Active Learning, Mātaiao, Active As) are mostly being implemented effectively and are meeting expectations of progress at this point in the strategy.

What difference are our partnership investments, funds and programmes having?

- Across our education programmes, we're seeing positive changes towards the short-term outcomes at the school and kura level, for example:
 - positive changes in how primary schools value and prioritise physical activity, the range of teaching practices, provision of physical activity opportunities, healthy food and drink environment.
 - opportunities to be active have increased in nearly two-thirds of secondary schools, rangatahi experiences are positive, proportion of less active rangatahi has reduced by 4.5% in participating Active As schools.
 - supported leadership capability, promoted integrated place-based learning, enabled development of taiao-based and iwi-centric curriculum in kura.
- Positive changes towards achieving medium-term outcomes are emerging, however system-change initiatives take time to establish.

How well are we achieving our intended strategic priority outcomes?

- Overall, Sport NZ programmes are positively contributing to SP4 outcomes.
- Positive shifts are evident in how schools and kura value and prioritise quality play, active recreation, sport and physical education and implementing ākonga-centred approaches and inclusive opportunities.
- At this stage we don't have enough evidence to assess change in the connected communities and culturally distinctive pathways outcomes we are seeking, although we are confident our programmes are on the right track.
- In the primary school and kura setting, we are not yet seeing an increase in participation in physical activity. This is likely due to our programmes being focused on building long-term, sustainable system-change.
- However, in the secondary school setting, participation in physical activity has improved.

Tū Manawa Active Aotearoa

Insights from
July 2020 to June 2024

Tū Manawa is an activation fund developed to promote physical activity in local communities – to improve the play, active recreation and sport opportunities for tamariki and rangatahi.



\$64M



18

\$64 million has been distributed over the 4 years (July 2020 to June 2024) by 18 Regional Sports Trusts across Aotearoa.



Our shared commitments

The Tū Manawa network works together guided by these eight shared commitments to maximise the impact of the fund for our young people.

Te Ao Māori

Learn what it takes to work in a bicultural way. Use Te Whetū Rehua to guide us in different settings and kaupapa.

Staying connected

Keep building our network, the relationships and the practice, sharing our knowledge, resources and insights. Protect the mana of our Tū Manawa relationships.

Building networks

Identify new partnerships and find 'funding friends' for co-investment and support.

Innovate

A greater willingness to experiment and think differently about how the fund can be used.

Being locally led

Engage communities, tamariki and rangatahi. Taking a place-based approach that recognises difference. A one size doesn't fit all.

Flexibility

Review our funding portfolios. As a network, consider how we can move towards greater flexibility in funding agreements, multi-year funding and removing barriers to accessibility.

Environment

Adopt an environmental lens over our investments and work collectively to reduce our impact on the climate.

Tell our story

Amplify the work that we do. Tell the stories of Tū Manawa, its impact and our learnings.

Key numbers

Applications received:

8,828

Projects funded:

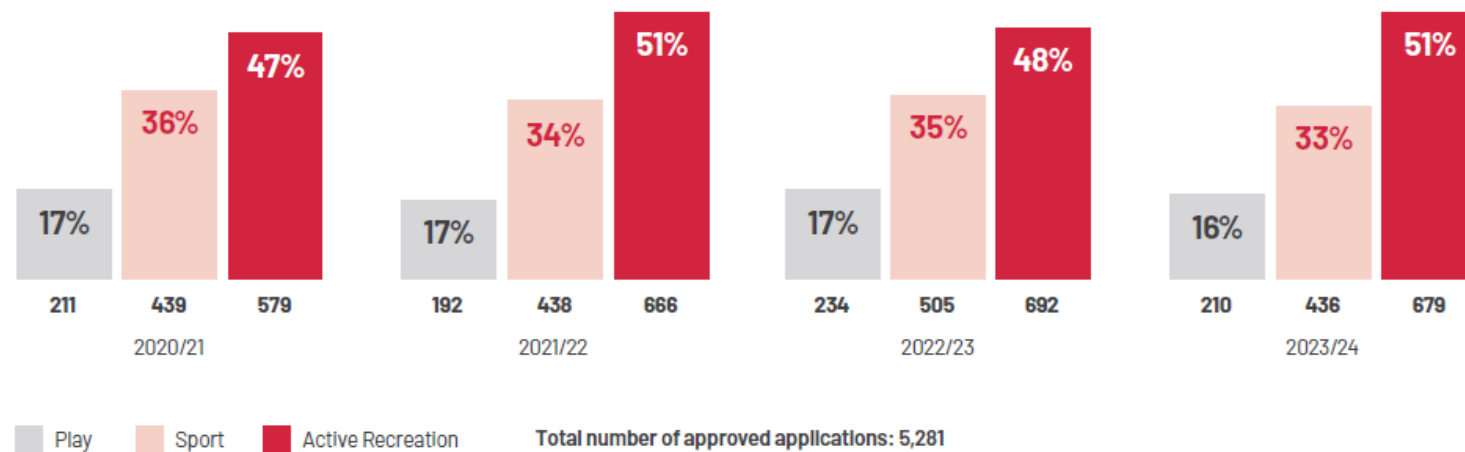
5,281

Estimated tamariki and rangatahi:

1.98m

Applications by type and year

Over the 4-year period, the proportion of applications against each activity type (play, active recreation and sport) remained consistent.

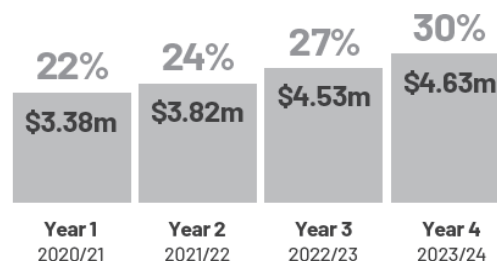


* The participation figures in this infographic are approximate and from year 2 onwards. They may be influenced by one-off events and incomplete data from some providers.

The impact and outcomes for tamariki and rangatahi

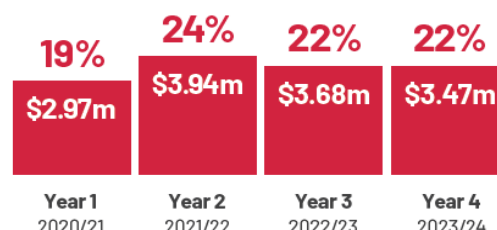
The impact journey for Māori

A growing kaupapa Māori pathway now makes up 30% of approved applications, supporting culturally relevant approaches for Māori.



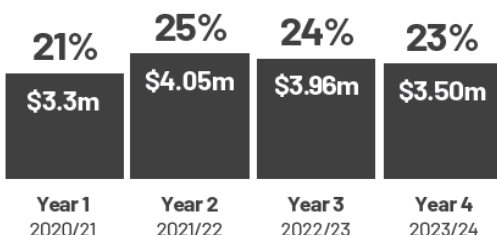
The impact journey for young women (19-24 years)

Opportunities have increased for young women to engage in quality physical activity experiences that reflect their interests and needs.



The impact journey for disabled tamariki and rangatahi

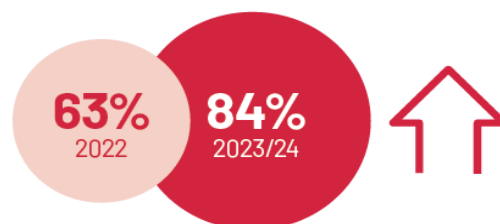
There has been a shift toward greater inclusion, with more disabled tamariki and rangatahi accessing opportunities designed to support their participation and wellbeing.



1. The percentages are the value of approved applications versus the total \$ value of all approved applications.
2. Applications can cover multiple groups.

Outcomes achieved for young people

The proportion of projects that met or exceeded their outcomes increased from 63% in 2022 to 84% in 2023/24.



New partnerships activate former refugee and migrant wellbeing



Tū Manawa funding has enabled Regional Sports Trusts to form new partnerships, reaching communities they might not have accessed otherwise and use physical activity to improve community health and wellbeing.

One such initiative is THINK Hauora's RIMA wellbeing programme in the Manawātū, which uses physical activity to empower former refugees and migrants, fostering confidence, connections, and a sense of belonging.

The programme, co-designed with the community, created three initiatives: a youth soccer programme, a have-a-go sports programme for young women, and family-oriented activity sessions.

These initiatives have seen significant growth in participation with many former refugees and migrant young people joining in wider physical activity offerings and clubs, boosting their confidence.

A whānau approach supports Bhutanese families to reconnect through sports like badminton and basketball, overcoming barriers like demanding work schedules.

This culturally inclusive and accessible programme, aligned with the community's needs, has enabled wider engagement and impact.

Transformative rafting adventure for disabled young people



Tū Manawa focuses on supporting individuals who face greater barriers to being active, including disabled young people. A remarkable project in Tasman highlights the impact of this support, showcasing not only how participation in activities can make a difference but also how it encourages disabled youth to rethink physical activity in empowering ways.

The project involved 20 disabled rangatahi and tamariki embarking on a transformative two-day rafting journey along the Arnold and Grey Rivers. Tetraplegic mentor Jezza Williams, from the MakingTrax Foundation, led the expedition, inspiring participants with his philosophy that anything is achievable with the right mindset. The team adopted thoughtful strategies to eliminate barriers. For Jaxon, a custom harness made the adventure accessible despite his muscular dystrophy. Pixie, initially hesitant, received wraparound support that fuelled her enthusiasm and fostered friendships. Post-event reflections revealed heightened passion for the outdoors, resilience in tackling challenges and a drive to embrace future opportunities.

Back in the game – empowering youth through sport



Tū Manawa projects use physical activity to unlock the potential of young people. Inspector Aron McKeown, NZ Police Youth and Community Manager in Waitematā, has seen this impact through a collaboration involving iwi, the community and government agencies. This initiative supports at-risk youth who have offended, along with their whānau, by introducing them to sport.

Delivered in partnership with Aktive, the project helps participants build confidence, resilience and connections through activities like boxing, rugby, waka ama and equestrian. Since 2022, 114 young people have taken part, with 89% showing a decrease in offending. Tū Manawa funding helps remove barriers by paying for gear and participation costs. By working closely with whānau to ensure tailored support and trust, the programme not only reduces offending but also strengthens families and communities. As Aron puts it, "We're empowering young people through sport and getting them back in the game."

What impact are we seeing after three years?

Each year, we assess achievements against the kākano to puāwai progression scale to see what's changing over time.



Te Puāwai
The Flower



Te Puanga
The Bud



Te Pihinga
The Shoot



Te Kākano
The Seed

Tū Manawa has shown improvements each year

	Impact	Progress	
Giving effect to Te Tiriti Partnerships with Māori and whether Māori are appropriately included in decision-making processes	Improvements in partnerships with Māori and decision-making processes. <ul style="list-style-type: none"> Strengthened relationships with Māori organisations. Reduced application barriers. Increased Māori representation on funding panels. More kaupapa Māori approved applications. 	● 2023/24: Te Puanga with some evidence of Te Puāwai ● 2022/23: Te Puanga ● 2021/22: Te Pihinga	" Tū Manawa has allowed us as an organisation to work in a more whānau-based way ... It's allowed us to get a lot deeper into communities and actually make some impact. " Regional Sports Trust staff
Using Tū Manawa resources Support to deliver and the approach to allocating the funding that aligns with community need	Improvements in the funding approach. <ul style="list-style-type: none"> Inclusion of participant voices in funding decisions. Improved financial management with clearer decision-making criteria. Targeted funding for regional priorities. Reduced maximum funding amounts to distribute funds more widely. 	● 2023/24: Te Puanga ● 2022/23: Te Puanga ● 2021/22: Te Pihinga	" The other success factor, which I think has been really important, is getting a lot more young people's voice, whether it be on the panel or designing the project. " Regional Sports Trust CEO
Efficient and equitable Tū Manawa processes How accessible the funding is for communities	Enhanced funding processes by building stronger relationships with a wider range of organisations. <ul style="list-style-type: none"> Implementing 'open round' applications to align with provider timelines. Increasing support for high-quality applications. More feedback to unsuccessful applicants. Significantly integrated across Regional Sports Trust teams, supporting strategic goals and expanding its reach. 	● 2023/24: Te Puanga with some evidence of Te Puāwai ● 2022/23: Te Puanga ● 2021/22: Te Pihinga	" The connections with staff have continued far beyond the initial project. We are now working alongside on a city-wide play committee, achieving further outcomes beyond this project. " Tū Manawa applicant
Creating opportunities with Tū Manawa Whether the funded opportunities meet the fund's aims	Improvements in funded applications meeting the fund's aims. <ul style="list-style-type: none"> Increased proportion of applications for disabled young people and young women. More funding for programmes offering a series of events rather than one-off opportunities. Regional Sports Trusts transitioned from a funding role to a partnership approach with organisations. 	● 2023/24: Te Puanga with some evidence of Te Puāwai ● 2022/23: Te Puanga ● 2021/22: Te Pihinga with some evidence of Te Puanga	" So grateful. We had many tamariki, including Māori, try our sport for the first time; some will join us permanently. Our new parents were so very grateful for the programme we ran, which spread into the community. " Tū Manawa applicant
Making a difference with Tū Manawa The evidence used to monitor outcomes achieved by projects as well as links to wider outcomes	Projects demonstrating links to wider outcomes. <ul style="list-style-type: none"> The proportion of projects that met or exceeded their outcomes increased from 63% in 2022/23 to 84% in 2023/24. Analysis shows that the benefits created through Tū Manawa exceed the money invested. 	● 2022/23: Te Puanga ● 2021/22: Te Pihinga with emerging evidence in Te Puanga ● 2021/22: Te Pihinga with limited evidence in some areas	" The group of rangatahi got to experience something they never have before. This improved not only their physical health but also their mental health and social skills. " Regional Sports Trust staff

How we will ensure ongoing impact for young people

- Continue to address community needs, involve young people and support those who are less active.
- Enhance post-project reporting, applicant feedback and insights from Regional Sports Trusts – this will promote continuous learning, development and accountability.
- Optimise the value derived from Tū Manawa opportunities and relationships to maximise impact and strengthen community connections.
- Prioritise bicultural pathways and improve cultural competency.
- Further develop the Tū Manawa network community of practice by promoting best practices and innovative fund distribution.



Risk report

Risks rated high as at Q3 24-25

Risk summary

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

Title	Description	Mitigation summary	Risk status trend*
Loss of data, systems or information	Risk of loss of data, systems or information through either external breach of security (cyber), unintended error / omission, failure of key systems or ineffective internal capture/retention of data	Multi-factor authentication and firewalls are in place; Data & Technology Governance Group established to monitor data and technology matters; Cloud-based systems architecture established; cyber-security training delivered to all staff; BCP team practise response to incidents and responded to actual incident FY 23/24. Developing a systems and data map and continuous improvement of IT security plan.	Stable
Privacy breach	Risk of unauthorised or accidental access to, or disclosure, alteration, loss or destruction of personal information (eg athlete, staff).	Tightening information management procedures through education, training and reporting; information moved to secure drives; Data and Technology Governance Group established; privacy policy and training module delivered; development of systems and data architecture map underway; developing data loss prevention programme; project to review and refine privacy framework and HPSNZ/NSO information sharing practices/agreements.	Stable
Sector integrity incidents	Risk of incidents affecting athletes or wider sector participants safety or wellbeing, including sexual harassment, bullying, drugs, gambling, and actual or perceived inadequate response to these incidents.	HPSNZ Wellbeing Framework and Guidelines; HPSNZ's NSO health check process; coaching professional development programmes being delivered; athlete access to support services; pathways framework for athletes and coaches in place; MoU between Sport Integrity Commission and Sport NZ in place; ongoing employment checks; code of conduct processes in place. The Commission is developing an integrity code and Sport NZ Group drafting an integrity policy, recognising role of Sport Integrity Commission Te Kahu Raunui.	Stable

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

Risk summary

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

Title	Description	Mitigation summary	Risk status trend*
Capability and capacity of our partners	Risk that our partners are unable to carry out all requested work and achieve planned outcomes due to a lack of capacity and/or capability, funding pressures, increasing complexity, unrealistic expectations, and lack of visibility of Sport NZ requests	Sport NZ business capability investment in place to build sector capability in 5 areas; completed investment initiative development process with partners which states what partners are committing to achieve and what support is required; ongoing guidance and support from partnership managers and SMEs. Work in progress or planned includes improvements to business planning to give partners a consolidated view of sector hui and professional development opportunities and the Partner Experience Project.	Stable
Uncertainty of funding sources and/or quantum	Risk of reduced funding for one or more parts of the Group and/or sector partners, resulting in inability to carry out some planned work and to achieve desired outcomes.	Short and long-term financial processes identify and navigate fiscal pressures; Sport NZ has ongoing relationships with key sector funders; ongoing work with MCH and Treasury to input into Fiscal Sustainability programme; completed FY24/25 financial planning within Lotto and Government envelopes to rebalance work and investments. Work in progress or planned includes collaborating across Government to support a sustainable long-term Lottery Grants Board funding model; HPSNZ funding review is scheduled for 2025.	Increasing
Climate change/sustainability	Risk that the Group and/or the sector does not respond effectively to challenges and risks associated with climate change such as availability of sportsgrounds, impacts on weather-dependent sport and recreation activities, reduced ability to participate, increased costs.	Dedicated resource in place to lead the development and delivery of a sustainability programme across Group and sector; a plan completed outlining internal and sector initiatives to accelerate climate action across the sector; Sport NZ Group has aligned emissions measurement and reporting to ensure compliance with Carbon Neutral Government Programme and has an emissions reduction plan for the Group. Developing resources to support the sector and facilitating forums with sector organisations to share knowledge and foster collaboration.	Stable
Societal pressures and changes	Risk that societal pressures (including demographic change and social cohesion) impact Sport NZ's ability to achieve our strategic objective of increasing participation levels for tamariki and rangatahi in play, active recreation and sport.	Stronger needs-based focus delivered through strategy and investment refresh 2024-28; funding confirmed for Healthy Active Learning and Tū Manawa through to 2028; strategic engagement with education sector underway to raise value of physical activity in schools/kura; stronger focus on working with communities of social and economic disadvantage. Work in progress or planned includes increasing advocacy with Territorial Authorities and other local/regional stakeholders.	Increasing

Appendices

- Sport NZ and HPSNZ service performance measures
- Responses to MCH questions on cyber security

Sport NZ SPE measures 2024/25

Sport NZ is on track to report results of service performance measures in the 2024/25 annual report. Data is gathered on an annual basis, bar the biennial RST Stakeholder survey.

Strategic priority area	Measure	Baseline	Source	Target
Maintaining physical activity levels of tamariki	Percentage of tamariki (aged 5-11) who are meeting the PA guidelines (7+ hours a week)	62%	Active NZ	Maintain or increase
Reducing the decline in physical activity for rangatahi	Percentage of rangatahi (aged 12-17) who are meeting the PA guidelines (7+ hours a week)	46%	Active NZ	Maintain or increase
Improving the equity for tamariki and rangatahi who are less active	Percentage of young people aged 5-17 years (up to 18th birthday) who are not participating in play, active recreation and sport (< 30 mins/week)	9%	Active NZ	Maintain or increase
SP1 Capable and resilient organisations	% of partners who are rated highly on business capability maturity models	New measure	Capability maturity tool	Maintain or increase
SP2 Quality opportunities and experiences	% of rangatahi who are very or extremely satisfied with the PA experience in school	36%	Voice of rangatahi	Maintain or increase
	% of Young people who are very or extremely satisfied with their club experience	68%	Voice of participant	Maintain or increase
SP3 Empowered local communities and hapori	% of stakeholders who agree their local RST is 'working in partnership with other organisations to achieve shared outcomes in the play, active recreation and sport sector'	59%	RST stakeholder survey	Maintain or increase
SP4 Active schools and kura	% of principals at schools we work with who agree with a series of statements focused on: <ul style="list-style-type: none"> <i>physical activity as a key part of student wellbeing</i> <i>students encouraged to design and lead physical activity opportunities</i> <i>parent and whānau support for physical activity opportunities</i> <i>Integration of te reo Māori/tikanga to health and PE planning and teaching</i> 	New measure (av. across 4 statements)	School leader survey	Maintain or increase
	% of rangatahi who have taken part in PA at school that year	87%	Voice of rangatahi	Maintain or increase

HPSNZ SPE measures 2024/25

HPSNZ is on track to report results of service performance measures in the 2024/25 annual report, following the NSO Health Check process scheduled to take place between July and August for the 2024/25 year.

Strategic priority area	Measure	Target	Source
Performances that connect: international performances that inspire and unite	Medals at 2024 Summer Games – Paris	Olympic Medals = 13-18 Paralympic Medals = 14-18	International performance outcomes
	Medals at 2026 Winter Games – Milano Cortina	Olympic = 2+ Paralympic = 2+	
	Medals at 2028 Summer Games – Los Angeles	Olympic Medals = 12-16 Paralympic Medals = 12-16	
	Podiums achieved at 2024-2028 non-Olympic pinnacle events	2+	
Engagement: New Zealanders engaging with high performance sport	% of New Zealanders who say they are inspired by high performance athletes and teams	Adults: 35% Young people: 35%	Active NZ survey
	% of New Zealanders who follow HPSNZ-invested sports and athletes	Adults: 50% Young people: 50%	
Tū te ihi – Performance Pathways	% of athletes identified in the high performance pathway that are benchmarked and supported as they transition in, through and out of the pathway	100%	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	Establishing baseline	
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%	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	100%	NSO Health Check process

MCH survey on cyber security

Do any of your digital systems not have 2-factor authentication/multi-factor authentication (2FA/MFA) enabled, and if so why?	No, all of our Enterprise systems have 2FA/MFA enabled, and in addition, Azure SSO and Conditional Access Policies.
Does your organisation have an AI usage policy, and/or awareness or guidance for your people around using AI? If not, are you aware of the NZ Government guidance on this (see this link) and how are you applying those to your digital environments?	Yes we have an AI usage policy and a related AI Governance Framework, also aligned to public sector agency guidelines.
Do you provide any cyber security awareness training/guidance for your people, and if yes, how often do they access it?	Yes, we provide training and guidance. Using Cyber Awareness Content creator Mindshift, we developed a Cyber Security Module for our LMS platform and tailored to our operational needs, office, remote/field employees or overseas cyber safety. This module was also made available to our partners. The module is part of the new staff induction, staff L&D modules, and promoted during Cyber Awareness week.
Do you undertake any personnel cyber security testing (such as running phishing attack campaigns)?	We haven't undertaken specific testing but have focussed on protection. We do provide educational awareness during IT inductions and ongoing messaging and awareness to staff. During Cyber Awareness Week we run targeted campaigns, quizzes, and competitions to support cyber awareness. In addition, we also have multilayer phishing protection in place via 3 rd party email security solutions.
Do you have a cyber security incident process, and if yes, how often do you test that the process would work when needed?	Yes, we have a Board-approved Cyber Security Incident Response plan, which outlines key response team members, their roles and the response process. The plan is reviewed and updated annually where required and is referenced and used during BCP Crisis scenario planning, where often a cyber security event will occur, possibly along with a natural disaster.
Do you conduct any cyber or security analysis on your digital systems before or during procurement/purchasing?	Yes, solution risk assessments are carried out on any new solutions as part of the procurement process, along with privacy, and information security assessments.
Do you undertake any regular cyber security compliance or risk assessments (such as vulnerability scanning, external cyber audits, cyber security standards compliance audits, etc)?	Yes, in addition to Audits, as part of several MSP SLA, we have routine security compliance reviews against core ICT environments, O365, Endpoint, Azure, Network, Information Security and Cloud. In addition, targeted security assessments and maturity assessments against public sector and best practice frameworks or requirements are also carried out.