

Sport NZ Group quarterly performance report

Q2 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, financial performance and non-financial performance.

During quarter 2 Sport NZ continued to focus on embedding the new strategy for 2024-28, including committing the investment portfolio and finalising investment initiatives with partners.

HPSNZ was also focused on launching the new strategy for 2025-2028 through to the Los Angeles 2028 Games and confirming investment into National Sport Organisations for the strategic period.

The appendices include the service performance measures for Sport NZ and HPSNZ for 2024/25. Strategic focus area measures for Sport NZ and HPSNZ that relate to participation in play, active recreation and sport, and New Zealanders engagement with HPSNZ-funded sports will be reported on annually.

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Strategy and investment

- Sport NZ and HPSNZ investment report
- Summaries of Sport NZ and HPSNZ strategies
- Progress in Q2 towards strategic priority areas

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

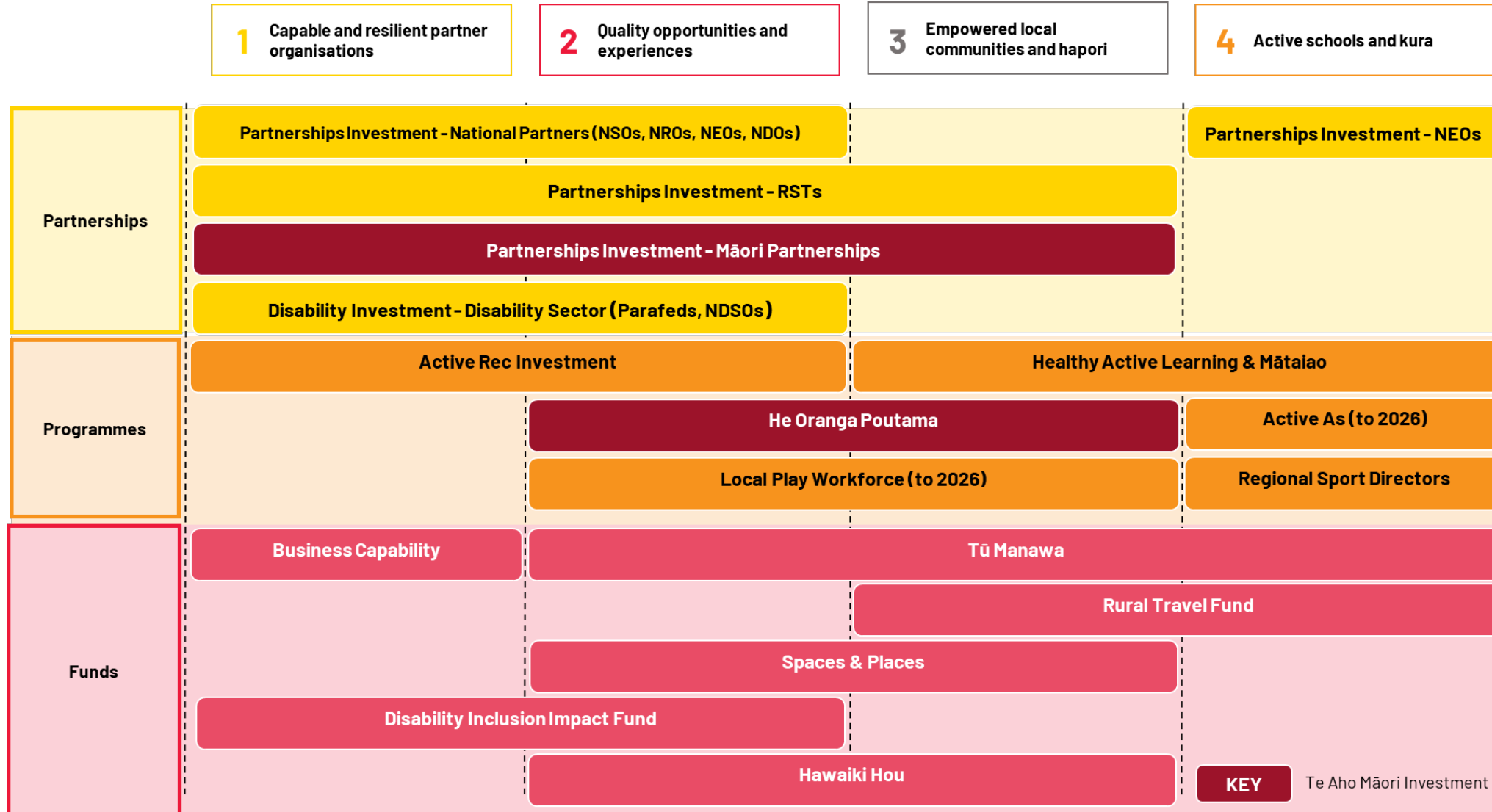
- Effective governance and leadership
- Diverse and inclusive systems and structures
- Authentic relationships with Māori
- Environmentally responsible

- 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 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

KEY

Te Aho Māori Investment

Sport NZ investment portfolio quarterly update

Partnerships

Programmes

Investment Type	Investment Status	Contracted % FY25 (target 95%)	Q2 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 is being 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 is being 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

Investment Type	Investment Status	Contracted % FY25 (target 95%)	Q2 Commentary
Business Capability FY25 \$1.7m \$7m total	Live	26%	\$233k investment in Q2, responsive to the needs of the sector. This is across the domains of people and culture, governance, technology, commercial, and change management. We are on track to fully expend budgeted investment by June 2025.
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 February 2025.
Spaces & Places FY25 \$0.4m \$1.2m total	Live	12%	\$10k investment in Q2, responsive to the needs of the sector. We are on track to fully expend budgeted investment by June 2025.
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	Live	TBC	This fund is currently waiting the outcome of the Independent Rapid Review.
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.

Sport NZ Q2 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"> Disability investment of \$983k per annum was approved and eligible sport and recreation organisations were invited in December to apply for funding. The funding period runs from 1 July 2025 to 30 June 2028 and supports organisations to strengthen their capability and resilience and deliver quality physical activity opportunities and experiences for disabled tamariki and rangatahi. Alongside financial investment in the disability sector, Sport NZ is providing business capability support to 18 national disability sport organisations and regional disability organisations. Support is focused on strategic planning, governance and financial diversification, with the first workshops on governance and the role of boards hosted in Q2. Re-launched the Women and Girls community of practice with invested partners. Online workshop in Q2 shared updates on consultation on the integrity code and learnings from NSOs' strengthen and adapt projects focused on women and girls. 	<ul style="list-style-type: none"> One-off two-year investment into the active recreation sector was approved at \$600k per annum. The investment aims to support established active recreation organisations who have not received Sport NZ investment before to support the organisation's ability to deliver more and/or better active recreation opportunities for rangatahi. Simplifying the content and navigation structure of the Balance is Better website completed and re-launch planned for Q3. The website is the primary channel to share research and guidance on quality sport experiences with the wider sport sector. The final workshop in the 18-month Coaching for Impact programme was delivered. 100 coaches across three regions (AKL, WLG, CHC) were involved and planning is underway for the next programme due to begin later in 2025. An evaluation of the programme is due to be finalised in Q3. 	<ul style="list-style-type: none"> Continued to work with Regional Sports Trusts to identify priority communities facing higher levels of socioeconomic disadvantage. 75 communities have been identified so far. The geographic priority community approach aims to align and integrate cross-agency programmes and resources to drive sustainable longer-term change. Led a successful Play Week promotion in October 2024, with partners leading activations in their regions, for example, an unofficial 'keepy uppy' world record attempt in Manawātū and Auckland Council hosted a conversation on how to make Auckland a playful city. Recommendations from the Neighbourhood Play Systems reports continue to be approved and implemented, for example, the primary recommendation of the Ormiston School NPS in Flat Bush, Auckland, was to install a new road crossing. The reports enable communities to identify barriers for tamariki to play in their school and neighbourhood. 19 reports have been completed. 	<ul style="list-style-type: none"> Mātaiao evaluation report completed for the 2023/24 year. Mātaiao is a culturally distinctive approach within the Government's Healthy Active Learning initiative, which supports Māori medium education settings. Since 2020, the programme is supporting 57 kura. The evaluation shows Mātaiao is supporting students to be more active during curriculum time and engaged in learning. Active As programme is being implemented in 48 schools in eight regions. All schools have completed the design phase of their initiatives and are now being implemented. Evaluation of the programme is underway with reports showing positive early progress, such as more instances of schools incorporating youth voice. Held a professional development opportunity for RSTs' Healthy Active Learning workforce. Focused on sharing lessons and best practice, the conference also provided an update on the revised resources to support schools design better quality sport events and experiences.

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 investment portfolio

In December 2024, HPSNZ announced that it will invest \$162.8 million directly into 36 NSOs and two Peak Bodies over the next four calendar years 2025-2028 through to the Los Angeles 2028 Olympic and Paralympic Games, at \$40.7m per annum.

Partner type		Definition of partner type	2025-28 per annum \$'000
Podium Sport NSOs (6) – NSO targeted HP programmes		NSOs highly likely to achieve multiple podium success at pinnacle events across multiple cycles.	25,111
Team Sport NSOs (10) – NSO focused campaigns		Team Sport NSOs likely to achieve podium success at the pinnacle event in this cycle, and/ or across multiple cycles, and/ or contribute to HPSNZ's broader investment objectives.	7,850
Aspirational Sport NSOs (20)	NSO focused campaigns	NSOs with one or more campaigns likely to achieve podium success at the pinnacle event in this cycle and at the pinnacle event in the next cycle.	3,475
	Individual focused campaigns	NSOs with 'stand-alone' individual campaigns likely to achieve podium success at the pinnacle event in this cycle.	890
	High performance potential	NSOs with campaigns that have demonstrated performance progression showing potential of a Top 8 placing at the pinnacle event in this cycle and/or potential to medal at the pinnacle event in the next cycle and/or contribute to HPSNZ's broader investment objectives.	575
Peak Bodies (2)		The New Zealand Olympic Committee (NZOC) and Paralympics New Zealand (PNZ).	2,300
Contingency		To be allocated during the cycle.	499
Total direct core investment per annum			40,700

Notes:

1. The table above shows direct core investment only, being campaign, HP programme and performance pathways investment for NSOs and preparation and games-time delivery investment for Peak Bodies. It excludes indirect investment (TAPS athlete performance support) and non-core direct investment (TAPS training and excellence grants, wellbeing investment and Prime Minister's Scholarships).
2. Winter Sports investment into Snow Sports NZ and Ice Speed Skating NZ through Milan Cortina 2026 will be reviewed from 1 July 2026 and investment into Netball NZ through Netball World Cup 2027 will be reviewed 1 January 2028.
3. 11 other NSOs (in addition to the 36) submitted requests for investment but did not meet the investment criteria in the Targeted Investment and Performance Pathways Frameworks.

HPSNZ investment update

Transition period between investment cycles

HPSNZ is continuing to work through the 2025-2028 investment process, which began in Q1 and will conclude at the end of Q3. January to March 2025 is the 'transition period', where HPSNZ works with partner organisations to formalise HP investment decisions. As part of this, HPSNZ ensures that all feedback from partner organisations is appropriately considered; HP investment, performance outcomes and KPIs are agreed and aligned with campaign and programme plans; and Tailored Athlete Pathway Support (TAPS) is agreed and aligned with campaigns (awarding of grants and resourcing of athlete performance support).

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.

Key dates

Date	Action
9 January	Payment of 'transition period' HP and TAPS investment
20-31 January	Assessment and processing of HP investment reconsideration requests from NSOs
1-28 February	Investment meetings with partner organisations
28 February	Investment outcomes and KPIs to be agreed; Service delivery plans for Athlete Performance Support from HPSNZ to be agreed
14-21 March	Investment schedules signed
3 April	Payment of <i>new cycle</i> HP and TAPS investment levels (with backdating to Q1 where relevant)
June-July 2025	TBC Annual Health Check Process with partner organisations
Nov-Dec 2025	TBC Annual Performance Conversations with partner organisations

Other investment

This report focuses on new cycle 2025-2028 core direct HP investment and TAPS investment. Planning and implementation of other direct and indirect investment across the portfolio (including wellbeing, leadership, coaching and innovation initiatives and the Prime Minister's Scholarships programme) has commenced for 2025-2028, guided by investment criteria and aligning to the core investment decisions. For this Q2 report, these are referenced in the Performance Against Strategy section (p19-20). Subsequent reports will cover the overall investment portfolio.

HPSNZ Q2 progress against strategy

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

- In December, HPSNZ announced 2025-2028 investment of \$162.8m into 36 NSOs and two Peak Bodies through to LA 2028, aligned to the Targeted Investment Framework and Performance Pathways Framework.
- The 254 Pre-High-Performance athletes identified during the Paris 2024 cycle within invested sports are undergoing individual reviews to confirm their next benchmark events and holistic progression goals. For those tracking toward 2028 selection, sports are in the process of confirming transition plans to provide experience within their high-performance environments.

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

- Selections were made for the fifth cohort of the Te Hāpaitanga programme, an 18-month coach development initiative enabling more women to pursue and maintain careers in high performance coaching. Coaches from two new sports (squash and skateboarding) were selected for the programme, which begins early 2025.
- Past participants of Te Hāpaitanga continue to connect and share cross-code knowledge and insights. Feedback from many of the 50 Te Hāpaitanga alumni continues to show the value of the network, helping them stay current with coaching topics and complementing other professional development they are undertaking.
- HPSNZ launched a new programme for NSO high performance directors called Insight to Impact. The programme supports leadership capability to enable greater impact on the NSO performance environment. High performance directors from eight sports are participating in the first cohort.

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

- HPSNZ have developed a Wellbeing Scan to help NSOs gain insights into wellbeing in their performance environments. A pilot of scan was completed with Athletics NZ in Q2, which provided valuable insights to finalise the Wellbeing Scan. The Scan is due to be completed by NSOs in 2025.
- HPSNZ released new wellbeing and mental health resources:
 - an onboarding guide for sports to support athletes, coaches, staff and volunteers through different phases of the performance pathway
 - The athlete mental health and performance approach includes information to help athletes, their families, coaches and support network.
 - an athlete mental health systems approach resource to guide the planning and implementation of mental health promotion, prevention programmes and healthcare services delivered across the high performance sport sector.
- Approximately 50 athletes attended HPSNZ's Crossroads conference and careers expo in November, which aims to support athletes navigate the transition following the period of intense focus of Olympic and Paralympic preparation.

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.

Financial performance and operations

- Group finance report for the six months to 31 December 2024 against Original Budget FY25 ('OB')
- Group HR report

Financial Summary

6 months ending 31 December 2024	YTD ACT \$000	YTD BUD \$000	Variance \$000	Variance %	FY BUD \$000
Crown funding	60,220	60,220	-	0%	110,921
Other revenue	36,619	25,449	11,170	44%	84,749
Total Revenue	96,839	85,669	11,170	13%	195,670
Sector investments	62,499	66,107	3,608	5%	141,295
Personnel expenses	20,948	21,435	487	2%	42,122
Operating expenses	13,729	19,091	5,362	28%	33,139
Total expenses	97,176	106,633	9,457	9%	216,556
Net surplus/(deficit) before recovery	(337)	(20,964)	20,627	(98%)	(20,886)
Recovery revenue	1,828	1,828	-	-	3,655
Recovery investment	4,763	8,566	3,803	44%	15,644
Net surplus/(deficit) from recovery	(2,935)	(6,738)	3,803	(56%)	(11,989)
Net surplus/deficit	(3,272)	(27,702)	24,430	(88%)	(32,875)

Permanent variances:

- Revenue +\$11m - receipt of 2024 discretionary Lotto washup (\$9.5m), higher gambling and interest revenue and contract revenue from ACC
- Investment -\$1.5m – some planned investments for the new strategic cycle now anticipated to be contracted from 1 July FY26 resulting in saving
- Personnel -\$0.5m - decrease due to vacant roles within HPSNZ as the strategy and investment refresh is finalised
- OpEx \$0.4m - decrease due to deliberate reductions in travel.

Timing variances:

- Investment -\$1.8m - Minor delays in the receipt of information from partners and/or conditions resulting in delayed release of funding
- OpEx -\$2.4m - Changes in timing to delivery of campaigns, sector and athlete services.

Deferred to out-years:

- Recovery investment -\$3.8m - reallocated to High Performance Sport NZ as per Ministerial agreement through Performance Plan
- OpEx -\$0.7m - Rephasing of project spend for the technology efficiency and reform programme following more detailed scoping.

Revenue

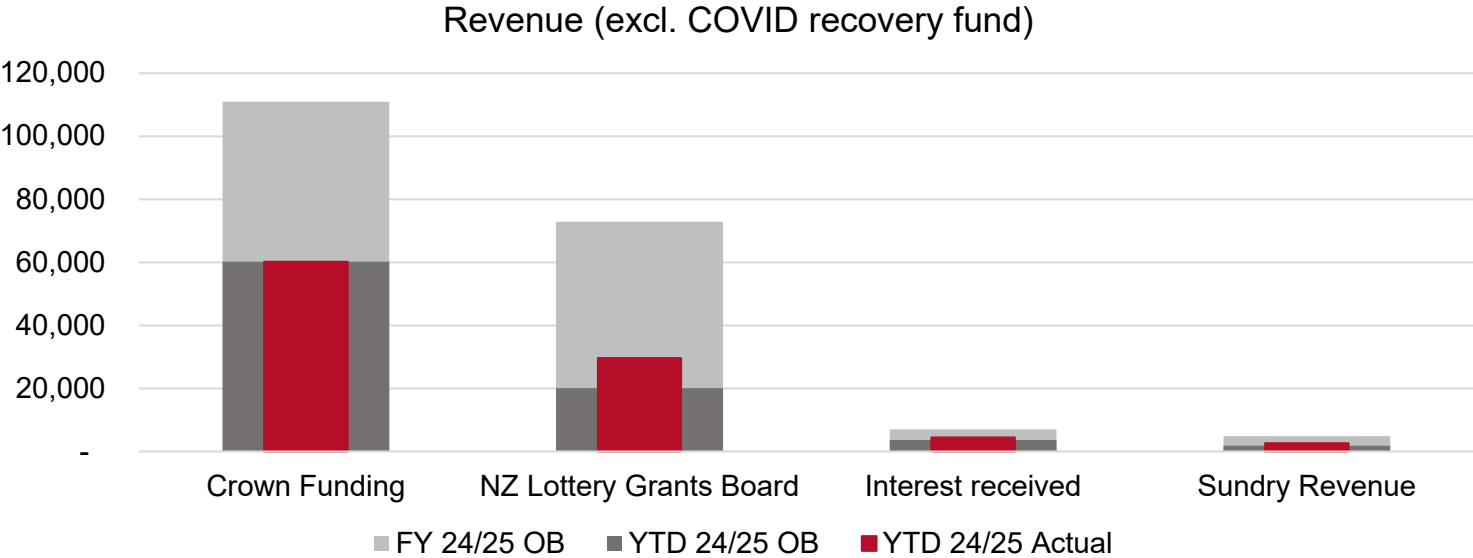
	31-Dec-24				30-Jun-25
Revenue	Actual YTD \$000	OB YTD \$000	Variance \$000	Note	OB Full Year \$000
Crown Funding	60,220	60,220	-		110,921
NZ Lottery Grants Board	29,597	20,074	9,523	1	72,862
Interest received	4,429	3,609	820	2	6,996
Sundry Revenue	2,593	1,766	827	3	4,891
Total operating revenue	96,839	85,669	11,170		195,670

Commentary

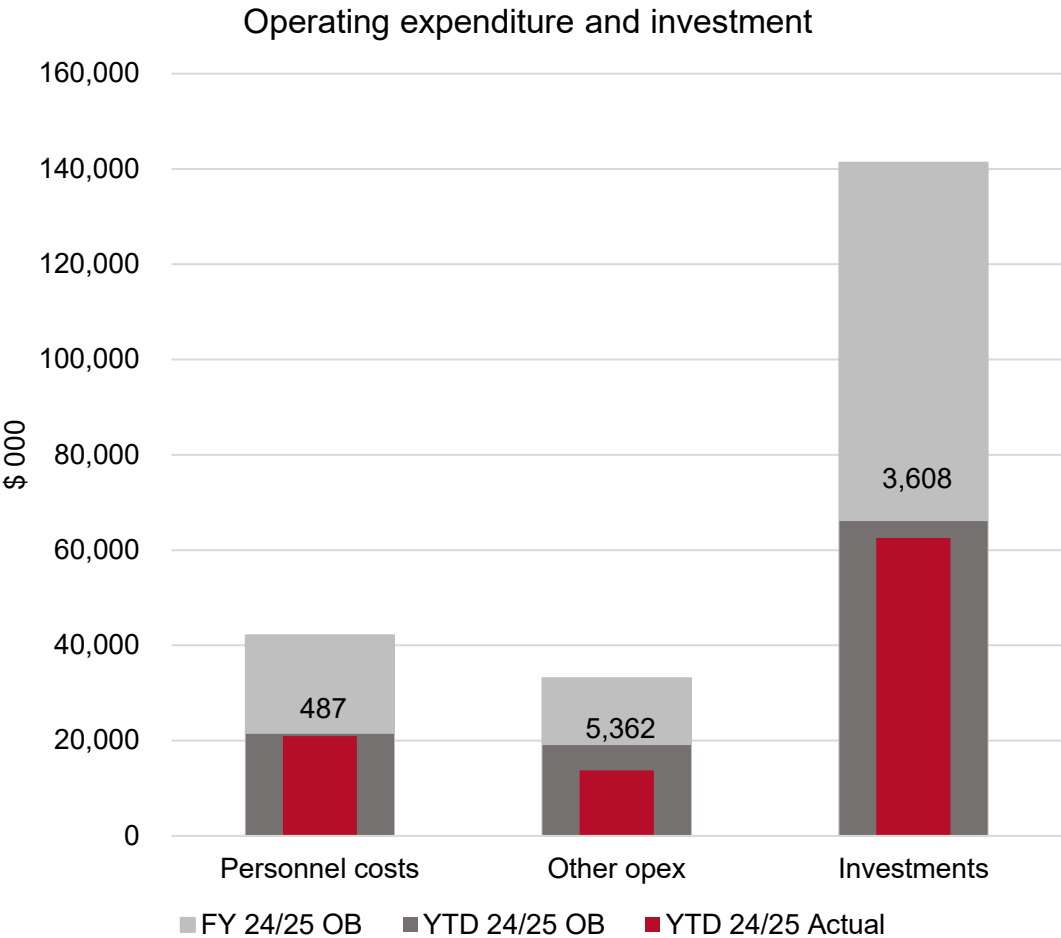
Crown funding is in line with budget

1. Lotto funding received one-off discretionary distribution of \$9.5m.
2. \$0.8m increase in interest revenue due to deferred spend and resulting funds on deposit.
3. Other income is \$0.827m more than budget due to ACC collaboratively funded projects and Entain revenue variances.

Note COVID Recovery funding reported separately



Operating expenditure and investment



Personnel Costs

- \$0.5m salary savings from vacant roles and lower use of recruitment firms in HPSNZ.

Other operating expenditure

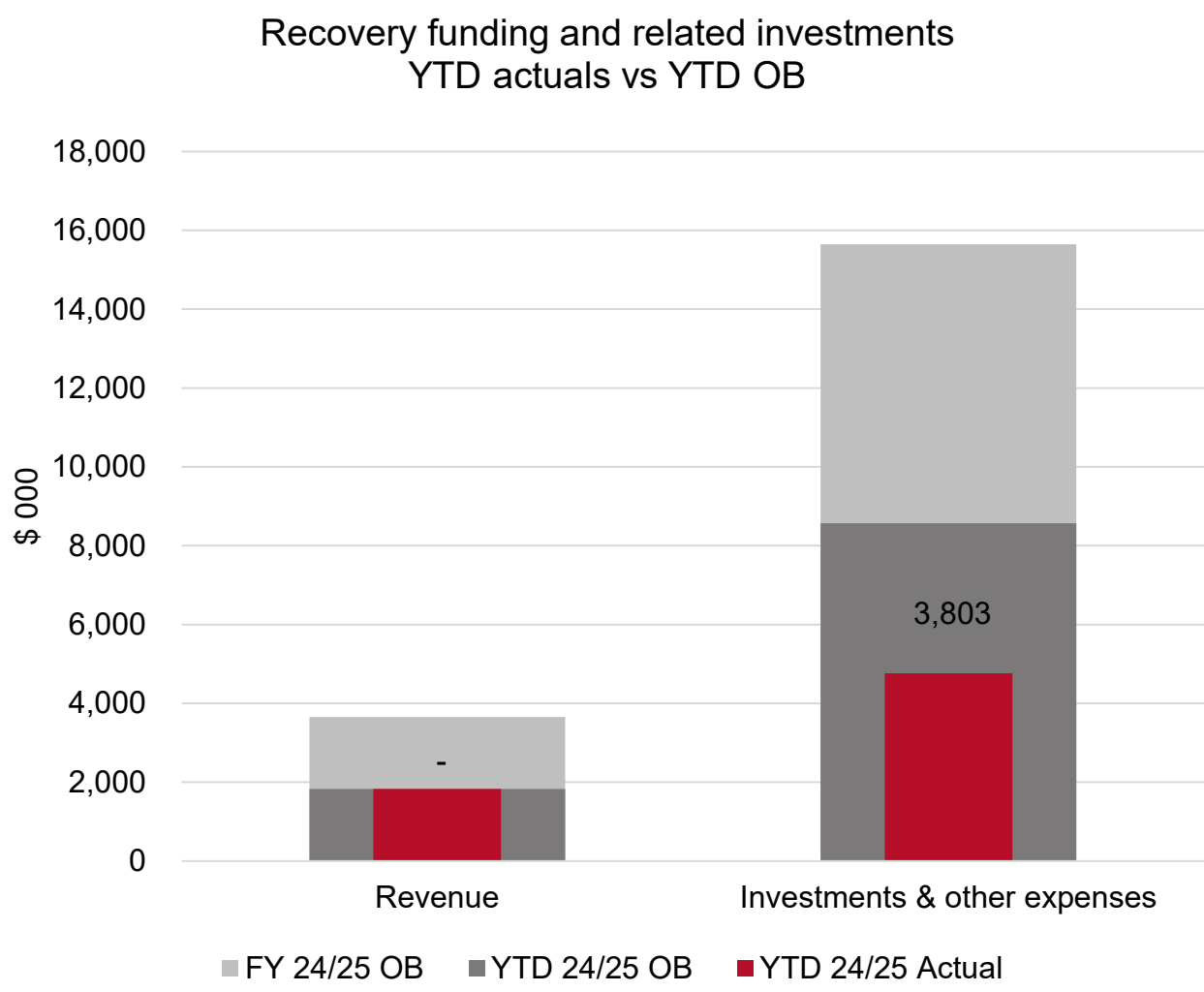
Underspends principally due to:

- Rephasing of project spend for the technology efficiency and reform programme following more detailed scoping \$0.7m
- Some HP competition, coaching and NSO capability support has been deferred on request of Partners \$1.3m
- Minor variances in the timing and costs of research and evaluation projects \$0.4m
- Reductions in travel costs due to concerted efforts to reduce travel \$0.4m
- Timing delays in marketing and comms projects due to a combination of uncertainties through the Independent Rapid Review, sequencing of project delivery and the utilisation of team expertise in place of outsourced providers.
- Timing of various IT related projects, namely Data Loss Prevention and data warehousing rephased to reflect more detailed business planning \$0.4m
- CE contingency retained for uncertainties on key business risks \$0.5m

Investments

- Work is underway to identify and develop investment schedules for new Sport NZ partners with these investments likely commencing 1 July FY26. Resultant savings YTD of \$1.5m.
- Minor changes in timing of planned investment release due to delays in receipt of information from partners and/or conditions \$1.8m.

Recovery Investment



Revenue

- Revenue is in line with budget.

Recovery Investment Portfolio (\$3.534m less than budget)

Permanent variances:

- \$3.0m decrease in Hawaiki Hou spend due to reduction in programme funding and reallocation to HPSNZ in line with Performance Plan.

Timing variances:

- \$0.3m due to delays in the completion of contract requirements for Strengthen and Adapt investment

Contractors and Consultants

Contractors and Consultants	Notes	Actuals year to date 31 December			FY Budget FY Actuals		
		2025	2024	Variances	2025	2024	Variances
Sport NZ							
Business System Reform	1	364,610	-	(364,610)	1,246,654	-	(1,246,654)
Sector Support	2	739,377	1,231,916	492,539	2,788,682	2,473,678	(315,004)
Ministerial priorities		9,403	84,474	75,071	72,000	140,010	68,010
Corporate functions		402,794	492,521	89,727	1,231,575	1,048,748	(182,827)
Core statutory functions	3	830,310	1,224,175	393,866	2,351,647	2,953,594	601,947
Integrity Transition	4	-	830,618	830,618	-	1,456,422	1,456,422
Recovery	5	136,106	473,763	337,657	313,800	628,460	314,660
Sport NZ Total		2,482,600	4,337,467	1,854,868	8,004,358	8,700,912	696,554
High Performance Sport NZ							
Expertise and Capability		962,441	1,042,509	80,068	1,597,814	2,093,477	495,663
HP Athlete Services		1,102,450	1,105,450	3,000	2,162,945	2,001,761	(161,184)
HPSNZ Total		2,064,891	2,147,959	83,068	3,760,759	4,095,238	334,479
Group Total		4,547,491	6,485,426	1,937,935	11,765,117	12,796,150	1,031,033

Comments against Actuals to 31 December (and prior year comparative)

- Business System Reform (\$0.4m increase on prior YTD):** The programme commenced in FY25. There will be a project-rephasing of full year spend as more detailed planning and scoping is completed this year.
- Sector Support (\$0.5m decrease on prior YTD):** The decrease in contractor and consultant spend is principally due to the completion of one-off projects in Kāhui Rautaki Māori, Active Recreation and Spaces and Places. It also includes a timing delay of new work programmes and/or reviews being completed.
- Core statutory functions (\$0.4m decrease on prior YTD):** The decrease is due a reduction in costs related to COVID programme evaluations and one-off research (ROI/social ROI) in FY24.
- 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 FY25 as programmes are nearing completion.

Group FTE

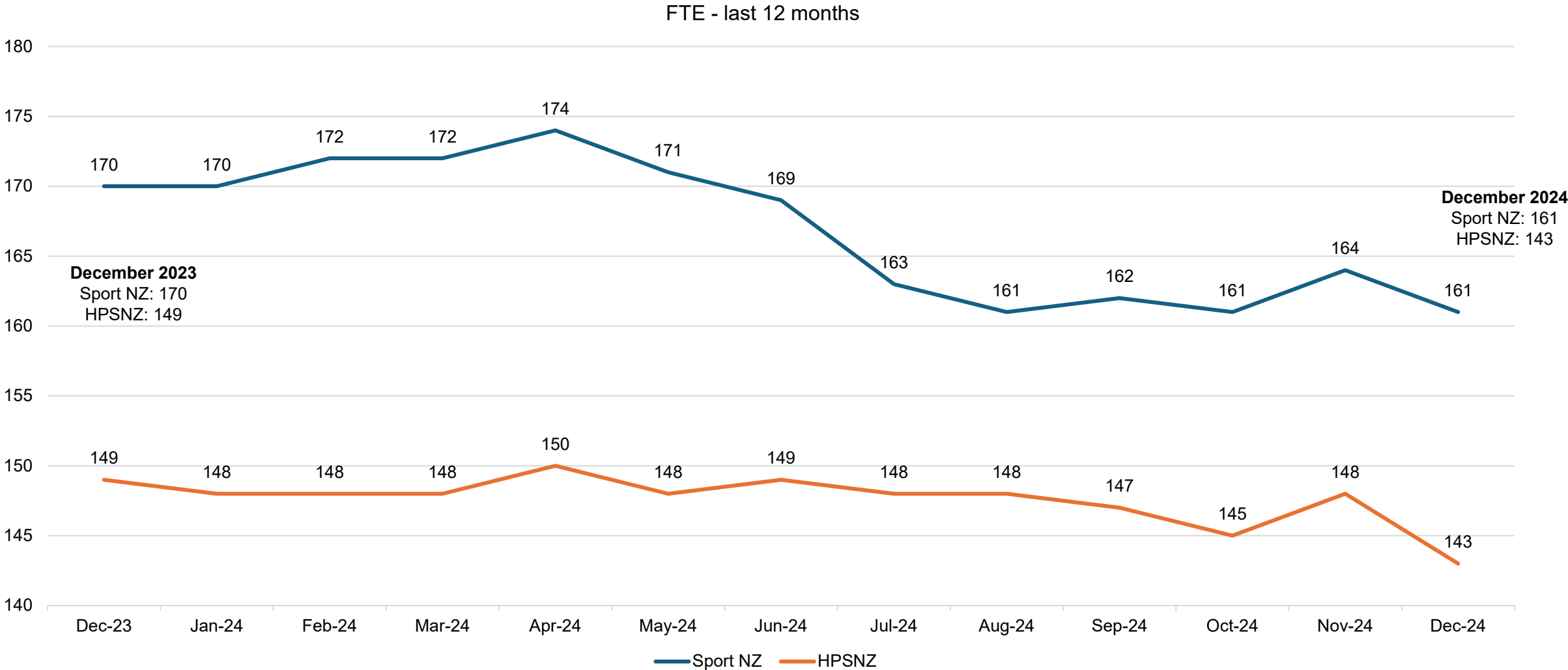


Last 12 months

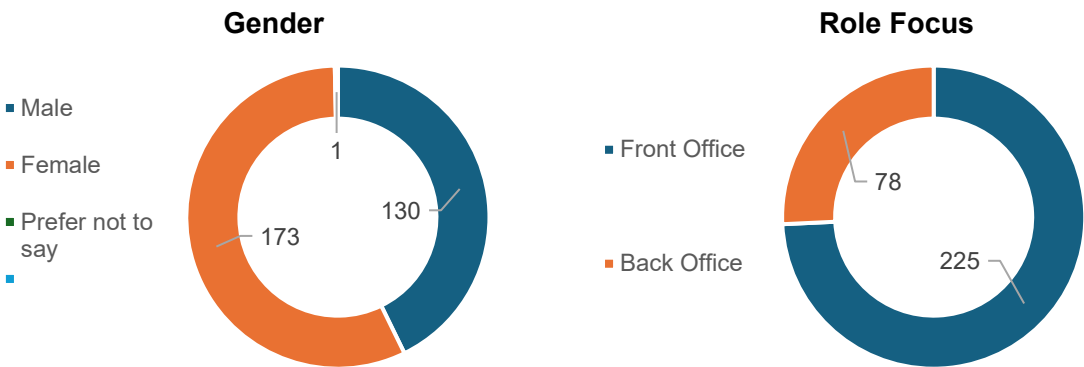
Recruitment Status	Active	On Hold	Filled
Sport NZ	0	5	2
HPSNZ	4	5	2

Change last 12 months	
Sport NZ	-9
HPSNZ	-6

19



Our People

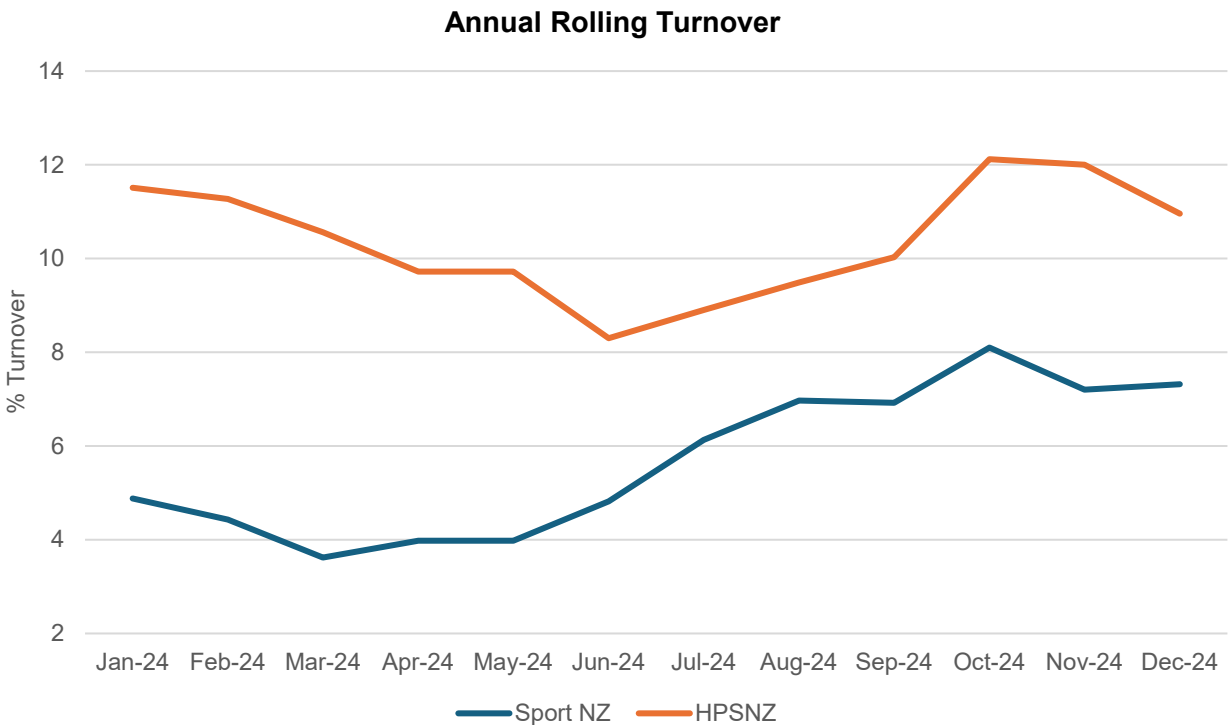


Total: 304

FTE is the total number of Sport NZ Group permanent and fixed term employees. This total is as at December 2024.

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 workforce planning and a constrained economic environment, including Government budget reduction targets. This decrease, potentially including HPSNZ workforce, is expected to continue into 2025.

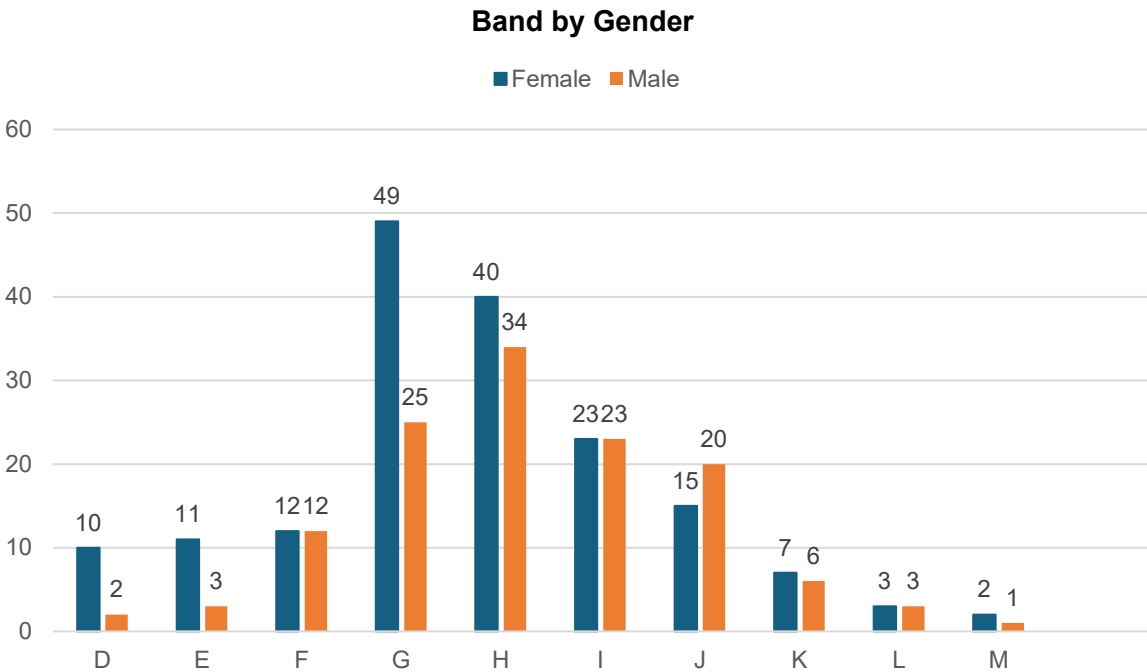


Top 3 reasons cited when employees resign:

- career change
- career progression
- fixed term ending.

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

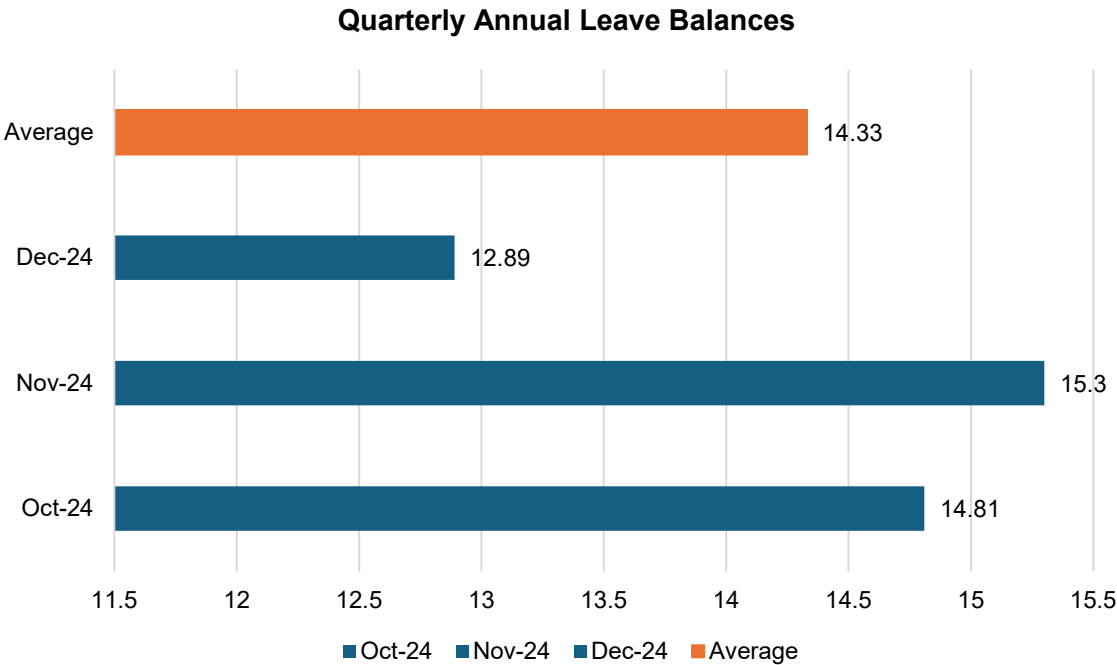
Our People



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

\$133,087.52



Average annual Group balance is 13.29 days, a slight increase on last quarter’s annual average of 13.14 days.

Average annual sick leave in Q2 24-25

4.08 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 Q2 2024/25 is included here.

Sport Diplomacy

Strategy development

1. All of Government 2025-2028 Sport Diplomacy Strategy agreed by Ministers and agency CEOs.
2. A pipeline of potential events to target in 2025/26 agreed by agencies.

Strategy implementation

3. Pacific: Secured \$1m in funding through MFAT's Pacific Sport Development Fund to implement a Healthy Active Learning approach in the Pacific, initially focused on Samoa and Cook Islands.
4. India: Working with NZTE and MFAT in planning elements of the Prime Minister's visit to India in Q3 2024/25, including:
 - preparing a Memorandum of Cooperation between the Sports Authority of India and Sport New Zealand to be signed during the visit
 - developing a cross-government event celebrating 100-years of sporting contact between India and New Zealand. The event is planned for 2026 and it's proposed the Prime Minister announce the event during his up-coming visit.
5. USA: Secured agreement with agencies (NZTE, MFAT and Tourism NZ, where applicable) on activations at the San Francisco SailGP event, celebration 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.

Q2 events

- Hockey Masters World Cup Nov 2024: Sport NZ worked with Hockey NZ on event profiling and leveraging hosting for future event bids.
- Fast5 Netball World Series Nov 2024: Sport NZ worked with Netball NZ on promotional support and integration of the event with NNZ 100-year celebrations.
- Global Youth Sevens Dec 2024: Sport NZ supported efficient event delivery.
- Ironman 70.3 World Championships Dec 2024: Sport NZ focus on working with Ironman and Triathlon New Zealand was promotion and engagement, and development and delivery of programmes to support women in Triathlon coaching clinics.

Upcoming 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
- Taupō Super 400 – Supercars Championship April 2025

National Facilities Strategy

A project team and an external advisory group have been formed to support the development of a national facilities strategy (NFS) to support investment decisions, with the advisory group meeting for the first time in December 2024.

The NFS will include principles which we intend to consult widely on around May 2025.

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 Hoa Motuhake Trust and multiple sports - Netball NZ, Basketball NZ, and NZ Rugby League. This has allowed disadvantaged children to meet and have sessions with NZ representatives from netball, basketball and rugby league.

- **NZ Fast5 Netball and Tall Blacks Fun Festival:** At a festive event in Christchurch, disadvantaged children met and participated in skills sessions with players from the NZ Fast5 netball and Tall Blacks basketball teams.
- **Trans-Tasman Rugby League Matches:** Disadvantaged children attended international matches in Christchurch between the Kiwi Ferns vs Jillaroos and Kiwis vs Australian Kangaroos. They also enjoyed a coaching session with NZ Rugby League members.

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

Q2 SNAPSHOT

2

events

38

tamariki & rangatahi
(plus accompanying
adults)

Communities targeted:

Youth at risk

Disadvantaged
tamariki and rangatahi



Image: Hoa Motuhake Trust

Highlights and focus areas

- Paris 2024 Paralympic Games
- Sport NZ's strategic priority 1: capable and resilient organisations

Paris 2024 Paralympic Games results

New Zealand achieved 9 medals at the Paris Paralympic Games, consisting of 1 gold, 4 silver and 4 bronze. This result did not meet the target of 14-18 medals. Key stats to understand the composition and drivers of the 2024 Paralympic medal tally are included, followed by learnings and reflections for the next Paralympic cycle.

New Zealand's medals were:

- achieved across 3 sports (para-athletics, para-cycling and para canoe racing) – 1 more than Tokyo 2020.
- from sports that are in partnership with HPSNZ, and all medallists were supported with a Base Training Grant.
- majority won by female athletes and repeat (multi-cycle) medallists.

All performances:

- The NZ Team's position on the medal table dropped significantly from 2021, moving down 10 places on the total medal tally, from 28th in Tokyo to 38th in Paris, and 30 places, from 21st to 51st, on the gold medal tally.
- Over recent Paralympic cycles, the number of campaigns finishing outside of the top 8 has been increasing – see table. Although, of the campaigns finishing outside the top 16 in Paris, 3 recorded a “did not start” due to injury or illness.

New Zealand Team profile:

- Of the 24 athletes, 11 athletes (45.8%) were attending their first Paralympic Games. The 2024 team had the lowest number of debutants within the last 4 cycles. The percentage of first time Paralympians in the NZ Team does tend to fluctuate but further decline in this percentage would not be sustainable for future Paralympic success.
- There were 51 campaigns at Paris Paralympic Games, with a relatively even split between male and female campaigns (plus 8 open campaigns). Female campaigns won the majority of medals in Paris, but the NZ Team had the lowest number of female campaigns since London 2012.
- Of the 51 campaigns in Paris, 47 (92%) were from invested-sports (sports that partner with HPSNZ). Most invested-sport campaigns finished 4th-8th (46.8%).

	Total Campaigns	1 st , 2 nd , 3 rd	4 th -8 th	9 th -16 th	17 th +
Paris 2024	51	9 (18%)	23 (45%)	11 (22%)	8 (16%)
Tokyo 2021	48	12 (25%)	24 (50%)	9 (18%)	3 (6%)
Rio 2016	69	21 (30%)	32 (46%)	9 (13%)	7 (10%)
London 2012	65	17 (26%)	21 (32%)	21 (32%)	6 (9%)
Beijing 2008	48	12 (25%)	17 (35%)	18 (38%)	1 (2%)

Campaign tracking:

- 50% of the gold medal campaigns from Tokyo were not present in Paris, while the remaining campaigns were not able to repeat their gold medal performances (noting that 2 of the athletes did achieve podium finishes in other events). This underlines the difficulty in sustaining the level of performance required for a repeat gold medal.
- The tracking of 'Convert campaigns' was largely accurate for Paris. Convert campaigns demonstrate a consistent history of top 4-8 performances at an international level, while tracking towards a potential podium performance in Paris. Three medals came from campaigns that had strong evidence or some evidence, however, the largest number of Convert campaigns finished 4th–8th (4), indicating some difficulty in 'converting' top 8 campaigns into medals.
- Anna Grimaldi was considered an 'Opportunity campaign' in the 200m, due to rarely contesting this event internationally. Grimaldi exceeded expectations, achieving a PB and Oceania record in her gold medal performance.

HPSNZ: Learning and reflecting on strategy

Opportunity to expand intelligence and insights to inform campaign planning and tracking

As outlined in the 2024-28 HPSNZ strategy, building system capability to increase the use of quality data to support performance and investment decision making will enhance New Zealand's competitive advantage. HPSNZ has a leadership role to play here in developing and implementing best practice intelligence and insights. The Paralympic Games have identified several examples of where this could be applied:

1. HPSNZ campaign tracking

With a limited number of benchmark events to use for tracking, HPSNZ campaign tracking places a lot of emphasis on previous pinnacle event results. While there will always be uncertainty in the competition level at para pinnacle events (due to new competitors quickly ascending to a top level, among other factors), upon reflection, the strength of evidence should have been more thoroughly considered across many of the Probable* campaigns. This could include considering a wider range of international events to compare performances and competitors, rather than largely only analysing 'world' events.

2. Greater collaboration and sharing of information

There is an opportunity to build on collaborative efforts between HPSNZ, Paralympics New Zealand and National Sport Organisations to better track competitor and global trends in paralympic sport. This would help the para sport sector be better placed to identify and execute on targeted performance opportunities. This should include Para-specific data analytics and wider education.

As para sport becomes more competitive, HPSNZ strategy is focused on supporting sports' performance pathways and more pre-high performance athletes

The Paris 2024 Paralympic Games had 168 nations competing, compared to 160 in Tokyo. While the number of countries that won medals in Paris is similar to the Tokyo Paralympic Games, the number of countries that achieved top 8 placements in Paris was higher than any other Games, illustrating a more competitive field.

Although New Zealand's 4th-8th placings in Paris only decreased by one from Tokyo, our overall Top 8 placings were the lowest in the last four cycles. Overall, our number of medals and Top 8 placings has decreased since Rio 2016. There is a risk New Zealand's paralympic high performance sport system lacks depth.

Focused strategies are required to build a pipeline of athletes to sustain performances. A priority of HPSNZ's 2024-28 strategy is to support partner sports in the development and implementation of athlete and coach high performance pathways and ensure there is a sustainable number of talented athletes and quality coaches.

New Zealand achieves medals in a relatively small number of sports. Over the past five Paralympic cycles, 96% (68) of the medals have been won by para athletics, para cycling and para swimming. In fact, of the 26 gold medals won in the four Paralympic Games prior to Paris, 11 were won by Dame Sophie Pascoe, who did not attend the Paris 2024 Games.

Targeting and supporting these key sports is a focus, balanced within HPSNZ's overarching investment portfolio, as seen in the increase in funding to Cycling NZ and Athletics New Zealand (including para) for Los Angeles Games. Additional medal opportunities will be explored based on identified athletes and targeted classifications, to continue building the inspirational reach of the NZ Paralympic Team.

Sport NZ strategic priority 1

Capable and resilient organisations

Sport NZ's 2024-28 strategy outlines four strategic priority areas (see page 4 of this report). Working together with our partners is critical to delivering on our strategic focus areas (i.e. participation of young people). Sitting alongside the strategy, Sport NZ has developed its monitoring, evaluation and learning approach. There are seven core questions we want to understand, which are aligned with the different levels and time frames of our strategic plan.

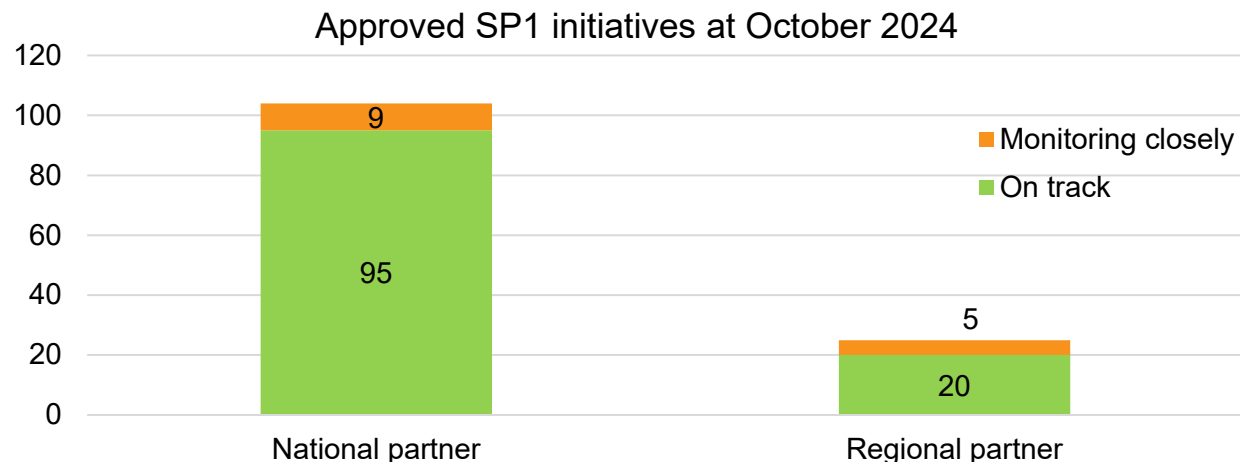
Success outcomes for SP1	Work to support these outcomes
Effective governance and leadership	<ul style="list-style-type: none"> • Business capability • Strategic foresight and futures • Insights and evaluation • National Partner Strengthen and Adapt • Connections Conference
Diverse and inclusive systems and structures	<ul style="list-style-type: none"> • Investment in Parafeds and National Disability Sport Organisations • Policies, tools and resources • Insights and research
Authentic relationships with Māori	<ul style="list-style-type: none"> • Cultural capability guidance • Strengthening relationships with and between partners and their stakeholders • Partnerships investment in Māori organisations
Environmentally responsible	<ul style="list-style-type: none"> • Practical support and guidance • Resources and tools • Community of interest with partners

Working with partners

We worked with investment partners to develop initiatives for the four-year strategic period to achieve the outcomes within SP1 that are important to both the partner and Sport NZ. The majority of these are to support governance and leadership capability development.

Investment monitoring and reporting

Twice a year we apply a rating to monitor implementation progress of partners' initiatives. The latest ratings show the status of investment partners' initiatives that support SP1 outcomes:



Sport NZ strategic priority 1

Capable and resilient organisations

Strategy 2024-28 builds on the positive momentum we've seen across several key performance areas since 2020. This page provides a snapshot of recent activity and outcomes we've identified through evaluation material (where available) that support the outcomes we're striving for in SP1. Note: there are overlaps in how our work programme contributes to the outcomes within and across the strategic priority areas.

Effective governance and leadership

- 39 partners are actively engaged in one of Sport NZ's four governance development programmes.
- A Chair's community of practice group supports the approx. 50 chair members of NSOs and RSTs to elevate governance quality within the sector. Recent areas of focus include the board's role in strategy, sector leadership in the adoption of new standards, board evaluation and development plans.
- Close to 80 executive and aspiring leaders from the play, active recreation and sport sector have completed or currently completing one of Sport NZ's two leadership development programmes.
- Online resources to support insights, evaluation and research work and futures thinking, such as Voice of Participant and Active NZ survey reports, trend and disruptor reports.

Authentic relationships with Māori

- Sport NZ is working with the 14 Regional Sports Trusts and approx. 10 national partners who have identified initiatives for the strategic period that build cultural capability.
- In response to broader sector demand, we're working with national partners to develop cultural capability development plans. This support is available on an opt-in basis.
- Two questions in the most recent (2023) biennial Regional Sports Trusts' stakeholder survey indicate how stakeholders perceive RST cultural competency and advocacy for the inclusion of kaupapa Māori physical activity:
 - 32% rate RST supporting for Te Tiriti and cultural competency as very good or excellent
 - 45% rate RSTs' advocacy for the inclusion of kaupapa Māori approaches as very good or excellent

Diverse and inclusive systems and structures

- A review of Sport NZ's Disability Plan in the last strategic period showed that partnership with and investment in regional and national organisations, some with a specific focus on disability, has increased capacity and capability to provide inclusive opportunities.
- We've also observed improved coordination between organisations providing for disabled people, for example collaborative planning and delivery of participation opportunities and events between regional disability organisations and national disability sport organisations.
- The Board gender equity target was a key pillar of the Sport NZ Women and Girls strategy in the last strategic period. At 30 June 2024, 98.5% of qualifying partners achieved a gender balance on their boards of 40% or more self-identified women.

Environmentally responsible

- Sport NZ has benchmarked levels of awareness among our partners of the impacts of climate change on play, active recreation and sport, and the impact of sector activity on the environment. NSOs, followed by RSTs, were least likely to be aware of both their impact on climate change and the impact on their activities.
- We've worked with AUT Sports Performance Research Institute on the 2024 National Sport Club Survey to better understand impact of climate change. Key findings show that 55% of clubs have been negatively impacted by weather in the past year but only 34% are regularly discussing climate, weather events and their impacts at committee/ board meetings.
- We've appointed a climate change lead role in 2023/24 to provide strategic leadership of our internal and external climate change work programme.

Risk report

Risks rated high as at Q2 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 governance and internal policy questions

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

Governance and internal policies

What internal policies do you have, how often are they reviewed, when was the last review, and do reviews include any external /independent review (e.g. from an independent source such as a lawyer/auditor etc.)?	<p>Our policies are detailed in the attached document which also includes currency and review dates. We seek independent review for many policies from an expert source for technical elements, which could include:</p> <ul style="list-style-type: none"> • Internal auditor (e.g. risk management, procurement) • External auditor (e.g. sensitive spend, auditor independence) • Utilising Government best practice templates (e.g. koha, sensitive spend) • Cyber-security consultants (e.g. for technology and information management policies). • HR policies with technical elements (e.g. external employment and/or tax lawyer) <p>Our policies are also reviewed by the appropriate sub-Committee, which have an independent appointee.</p>
Noting that Letters of Expectation require an annual governance/board review, what is the schedule for board reviews, and when was the last independent board review?	Board reviews occur annually. The last independent board reviews for Sport NZ and HPSNZ were undertaken in Oct 2024.
What governance sub-committees do you have, and do any of the sub-committees have independent members? (if this information is already included in your annual report please let us know it is already reported on)	<p>Audit, Finance and Risk Committee (Chair is on SNZ Board, Independent Member – both presently vacant)</p> <p>People & Culture Committee (Independent Chair)</p> <p>Taumata Advisory Board (Chair and Board elected by SNZ Board subject to Minister approval)</p> <p>Te Pae Whakatere (Hawaiki Hou steering group)</p>
Does the board have a governance manual and/or terms of reference, and when were they last reviewed? Does any review include external/independent review? Does the Ministry have a copy of the latest version, for reference?	Yes we have a charter. Sport NZ and HPSNZ charters are reviewed every two years, last in June 2023 and the next review is due in June 2025.
Does the entity do an induction for new staff and/or new board members (or does the entity fund external inductions for new board members (e.g. Iti Kopara)? What does board member induction include?	<p>New board members complete an induction programme consisting of sessions with the Board Chair, Group Chief Executive and General Managers, the Executive Services Advisor and Ministry of Culture and Heritage (confirm?), plus additional reading material as relevant. Professional development is encouraged and Board members can undertake courses relevant to their development, with the Chair's approval.</p> <p>New staff complete an induction led by the People & Culture team focused on internal policies and systems, strategy and cultural capability.</p>