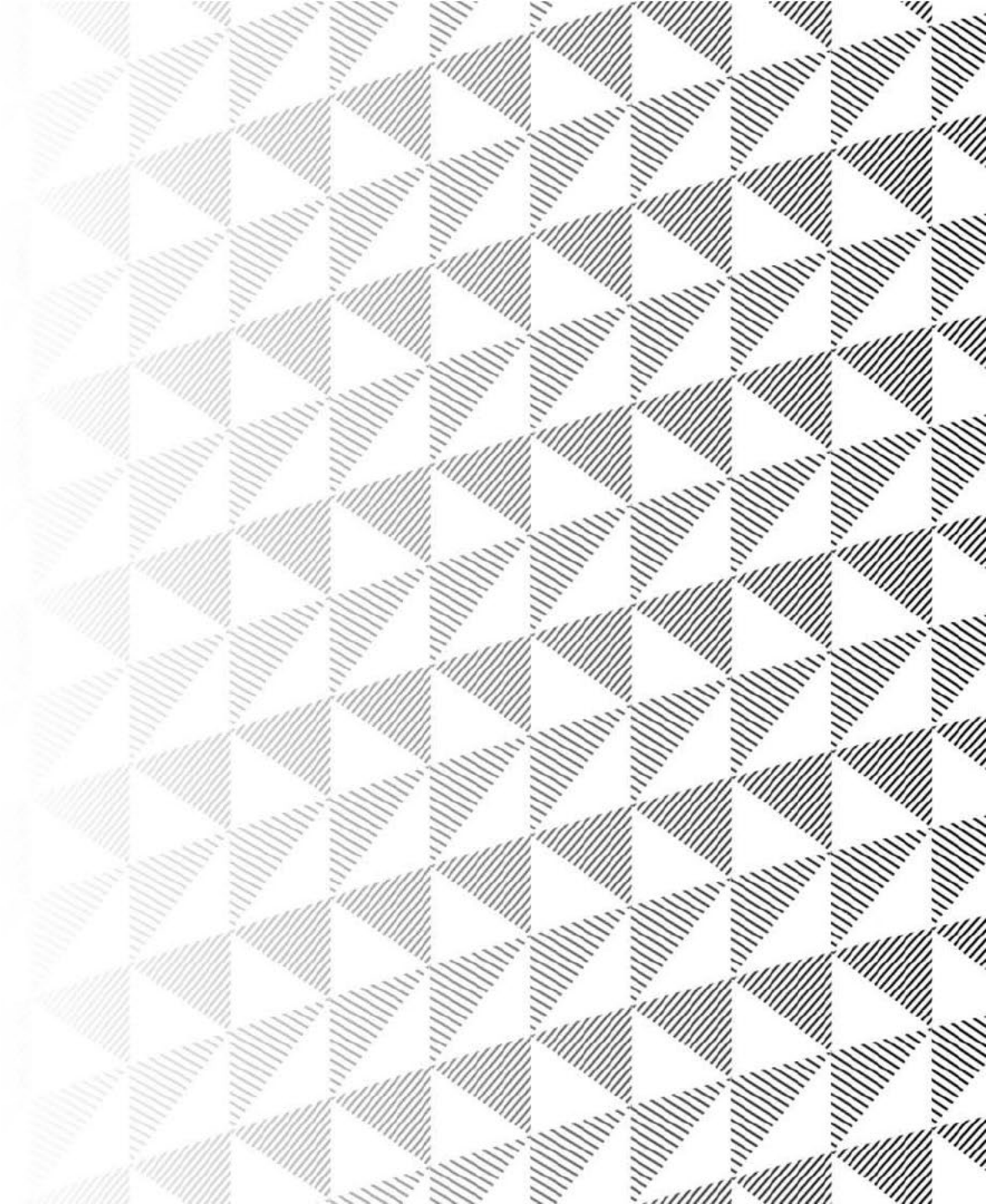




**Sport Integrity
Commission**
Te Kahu Raunui

Quarterly Performance Report

Q2: October to December 2024



Introduction

This quarterly report for the Sport Integrity Commission (the Commission) provides an update on how we're implementing our strategic priorities for 2024-28.

We exist to make sure everyone can trust — and be confident — that sport and recreation in New Zealand is safer and fairer.

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Strategic Priorities

Q2: October to December 2024



**Sport Integrity
Commission**
Te Kahu Raunui



Delivering our strategy in 2024/25

Te Kahu Raunui – our strategic framework – sets out our four strategic priorities as set out in our Statement of Intent for 2024 to 2028. Our Statement of Performance Expectations describes significant initiatives planned for 2024/25.

Strategic priorities	1. Lead a strengthened integrity system	2. Work together to lift integrity capability	3. Deliver trusted and participant-centered services	4. Insights-led and transparent
<p>What we will do</p>	<ul style="list-style-type: none"> We will issue the Code of Integrity for Sport and Recreation in 2025. We will update and consult on the Sports Anti-Doping Rules. As part of our establishment work, we will develop our regulatory approach with a focus on being a modern and risk-based regulator. We will be a leader on integrity, both in New Zealand and internationally. This includes advocating for positive integrity cultures and clean athletes. We will participate in the international integrity community, providing a unique Aotearoa and Pacific view on all areas of integrity. 	<ul style="list-style-type: none"> Promote adoption and implementation of the Integrity Code and encourage the sector to foster positive integrity cultures. Engage with sport and recreation organisations to help them understand their responsibilities and grow their integrity maturity and capability. We will provide effective and evidence-based education, guidance, and tools to help prevent and respond to threats to integrity. We will develop a capability framework to help organisations move past minimum standards and create the safest environments for their members. 	<ul style="list-style-type: none"> We will provide a timely, fair, and accessible complaints process that is flexible to accommodate participants' needs including being culturally responsive and age-appropriate. We will deliver a high-quality, evidence-based testing programme to both detect and deter doping. We will support clean athletes by equipping them with knowledge of their rights and responsibilities. 	<ul style="list-style-type: none"> We will use a range of insights, data, and intelligence to inform our strategic and operational decision-making. We will develop a deeper understanding of integrity threats. We will gather a range of user and participant insights to support continuous improvement of our services (eg, education, guidance, and tools). We will ensure our processes are transparent to support trust and confidence in our functions and services. This includes reporting regularly on our core functions and sharing actionable integrity insights with the sector.



Te Kahu Raunui – Our strategic framework

Our Matariki

Doing what's right, together

Mā te tika, mā te pono me te aroha
With truth, honesty and compassion

Outcomes



Participants are safer, treated equitably and their rights are respected



Sport and recreation organisations have strong integrity cultures



Competitions and activities are clean, fair and inclusive



We are a trusted source of integrity leadership and support

Our Strategic Priorities

Lead a strengthened integrity system

Work together to lift integrity capability

Deliver trusted and participant-centred services

Insights-led and transparent

Ngā aho

The aho are the horizontal warps of the kākahu. The aho represent our values.



Ngā whenu

The whenu are the vertical warps of the kākahu. The whenu represent our focus areas:

Tikanga – the right way of doing things

Tāngata – people

Pūkenga – skills and capability

Mītauranga – knowledge systems, science, research and evidence

Te Tiriti o Waitangi



Achievements this quarter

What we have achieved in this quarter, towards achieving our strategic priorities for 2024 to 2028

Establishing our functions, systems, and processes

Significant initiatives planned for 2024/25	Achieved this quarter
<ul style="list-style-type: none">• Fill new roles to build our organisation to carry out our functions.• Create a work environment that supports personal and professional development.• Develop greater cultural capability to meet our commitment to tikanga Māori and te Tiriti o Waitangi, weaving te ao Māori into our day-to-day work.• Appropriately vet all new employees and provide staff training• Ensure new and existing processes meet or exceed our values to uphold integrity• Further develop our organisational values	<p>We recruited five new staff for our Resolution and Investigations teams. This is part of our work to deliver most triage, mediation and investigations in-house from February 2025 (when our contract with an external provider ends). This will increase our complaints handling capacity and reduce the cost of these functions.</p> <p>As part of our ongoing establishment work, we held an all-staff wānanga in November to develop the Commission values and explore our strategic framework and priorities. This helped to identify what has gone well during establishment so far and opportunities to improve and embed our new ways of working. We are continuing to refine our organisational values and strategic narrative. The outputs from this work will be reflected in the SPE for 2025/26.</p> <p>We launched an online child protection learning module for our staff and field team (educators and doping control). This supports our statutory requirement to have and implement a child protection policy under the Children’s Act 2014.</p> <p>We recruited a cultural advisor to develop and implement our internal cultural capability plan, and lead/support engagement with mana whenua, Māori organisations, and our targeted engagement with Māori and Pacific peoples.</p>



Strategic Priority 1: Lead a strengthened integrity system

Significant initiatives planned for 2024/25	Achieved this quarter	
<ul style="list-style-type: none">• Issue the Code of Integrity for Sport and Recreation in 2025.• Issue updated Sports Anti-Doping Rules for 2025.• As part of our establishment work, we will develop our regulatory approach with a focus on being a modern and risk-based regulator.• Advocate for positive integrity cultures and clean athletes.• Develop relationships and participate in engagement opportunities with organisations and participants.• Develop opportunities to collaborate with international partners on integrity matters.	<p>Public consultation on the Integrity Code took place from 23 September to 15 November 2025.</p> <p>We received over 60 written submissions, met with sector organisations to get their feedback, and held six webinars. Feedback from the submissions informed the Board's decisions on the Integrity Code which is expected to be finalised in Q3.</p> <p>The 2025 Sports Anti-Doping Rules were made and came into force on 1 January 2025. The Rules incorporate updates to the WADA International Standards and Prohibited List.</p> <p>We continue to support the Minister with the Government's role on the World Anti-Doping Agency (WADA) Executive Committee (ExCo).</p>	<p>We supported Peter Miskimmin's (Head of Sport Diplomacy, Sport NZ) preparations for the inaugural Oceania Ministerial Meeting for Anti-Doping in Sport, which was held in Samoa in October 2024.</p> <p>We continue to engage with Sport NZ and the NADO Leaders group regarding the Chinese swimmers' contamination case.</p> <p>We are advising and supporting the Oceania Regional Anti-Doping Organisation (ORADO) including assisting their funding application to UNESCO's Anti-Doping Fund to increase governance capability across the Pacific.</p>

Strategic Priority 2: Work together to lift integrity capability

Significant initiatives planned for 2024/25	Achieved this quarter	
<ul style="list-style-type: none"> • Grow the sector’s awareness of the Commission, our role, and the Integrity Code • Convert awareness of the Integrity Code to adoption and alignment • Develop and deliver guidance, resources and learning material for organisations and participants on key integrity topics • Develop an integrity capability framework to help organisations move past minimum standards and create the safest possible environments for their members 	<p>We undertook wide public consultation on the Integrity Code including targeted engagement with sport and recreation organisations and other key stakeholders in the sector.</p> <p>This included in-person and online hui with NSO chief executives and targeted engagement with Māori and Pacific leaders in sport and recreation.</p> <p>Post-consultation, our continued focus is on building and maintaining relationships with the sector. This has included follow up Integrity Code engagement and NSO annual reviews regarding anti-doping testing and education results.</p>	<p>We are continuing to develop new guidance and learning resources to support integrity capability uplift, including to support the adoption and implementation of the Integrity Code when it is available. We undertook focused engagement with a small number of national organisations to test guidance and learning materials.</p> <p>We continue to meet regularly with our Athlete Commission. Topics discussed with them include the Integrity Code, mental health support for athletes and next steps for the Athlete Commission in 2025.</p> <p>We continue to raise awareness of our brand and purpose amongst the New Zealand public and sport and recreation sector. Highlights from this quarter include:</p> <ul style="list-style-type: none"> • our brand video generated over 1 million views • significant increases in our overall social media impressions and engagement • our public consultation micro-site had over 15,000 views.



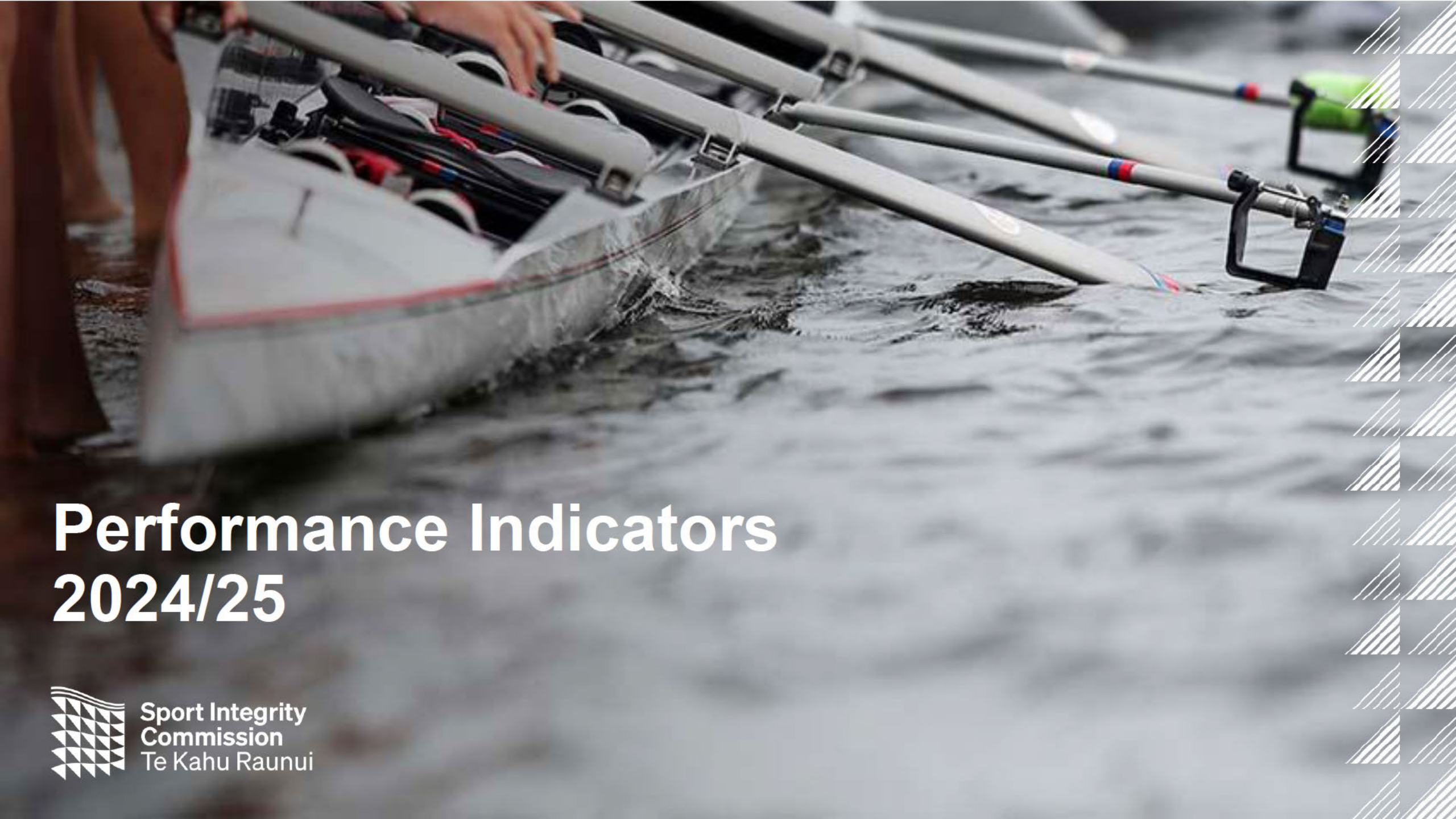
Strategic Priority 3: Trusted and participant-centric

Significant initiatives planned for 2024/25	Achieved this quarter	
<ul style="list-style-type: none">• Ensure there is a clear and effective complaints process that protects and promotes the safety and wellbeing of participants• Develop suitable complaints and dispute resolution processes for children and culturally responsive pathways including for Māori and Pasifika• Build our in-house capacity and capability to ensure the dispute resolution functions are timely, efficient, consistent, and sustainable• Continue to deliver a high-quality anti-doping programme focused on the key pillars of education, deterrence, and detection• Deliver high-quality anti-doping education to support athletes to understand their rights and obligations under the Sports Anti-Doping Rules.	<p>Participant-centric resolution services</p> <p>Section 9(2)(ba)</p> <p>We can open a section 32 investigation if the public interest test is met.</p> <p>We operationalised our end-to-end complaints processes and case management system as part of our preparation for full in-house triage and mediation delivery from February 2025.</p> <p>We procured a counselling service provider and a tikanga-based dispute resolution provider. This will help to ensure our in-house processes are responsive to the needs of parties involved in an integrity complaint or investigation.</p>	<p>Participant-centric anti-doping services</p> <p>In Q2, we met with 12 of our 15 priority sports to formalise their anti-doping education plans for 2025.</p> <p>In response to stakeholder feedback following the 2023 FIFA Women's World Cup (where LockCon kit was used), we investigated options for the testing kits that are used to collect urine samples from athletes. We have decided to switch from our current supplier to LockCon, which offers a technically superior urine kit that is easier to use.</p> <p>The new testing kit will be launched in early March and follows Sport Integrity Australia's decision to also change kit providers to LockCon in 2023.</p>

Strategic Priority 4: Insights-led and transparent

Significant initiatives planned for 2024/25	Achieved this quarter
<ul style="list-style-type: none">• Monitor to ensure our services are fit for purpose, threats to integrity are addressed, and sport and recreation is safer and fairer for all.• Partner with AUT to gather insights through the National Sport Club Survey.• Use anonymised data from our resolution service to help identify and build a more accurate understanding of serious issues and how often they happen.• Gather insights from people completing our online learning and using our tools and resources, to make them more appropriate and accessible for everyone in sport and recreation.	<p>We ask for feedback from users that complete our learning modules. We have started reviewing the feedback received to date, including about our new child safeguarding and participant protection learning released in Q1. This will be used to make improvements and inform our approach for other learning.</p> <p>We are currently gathering anonymised data and information that will eventually be used to generate integrity insights for the sector. It is too early to draw meaningful insights from the data collected to date. However, we are putting in place the systems and processes to enable this.</p> <p>To support the transparency of our processes, we published our public interest test policy that applies when determining whether we will investigate under section 32 of the Integrity Sport and Recreation Act 2023. The Act sets out factors that the Commission must consider when determining the public interest element of opening an investigation and provides that we can consider any other matters the Commission thinks fit.</p> <p>Our policy sets out a non-exhaustive list of additional factors that we may take into account including:</p> <ul style="list-style-type: none">• the cost of proceeding with an investigation• the availability of resources to conduct an investigation• the need to clarify an important point of law or policy, and• whether a decision not to commence an investigation is likely to undermine public confidence in the integrity of sport and recreation in New Zealand.





Performance Indicators 2024/25



Performance Indicators 2024/25

1. Percentage of people who agree or strongly agree that the learning outcomes have been achieved on education modules they have completed.
(This measure excludes anti-doping education.)

Target	80%
Actual YTD	95%

The actual result is from 1,061 completions across four modules: Child protection, Child safeguarding, Travelling with children and young people, and Creating safer experiences for children and young people

2. Percentage of complaints responded to within three working days.

Target	90%	
Actual this quarter	100%	from 75 complaints
Actual YTD	100%	from 140 complaints

3. Number of samples (urine and blood) collected from athletes.
(The Commission also undertakes user-pays testing – these numbers are not included in this performance indicator.)

Target (full year)	1,100	
Actual this quarter	272	25% of full-year target
Actual YTD	452	41% of full-year target

Overall, we are tracking behind our initial target for 31 December, but we're confident of achieving the target by end of year- we continually update our Test Distribution Plan as and when testing plans need to change.

4. Elite athletes believe their sporting contests in NZ are influenced by doping.

Target	< 10%
Actual this quarter	<i>not measured</i>

DFSNZ measured this annually through a survey. We have discussed other ways of gathering data throughout the year and intend to have them in place for reporting in 2025/26. This will be measured once in 2024/25, towards the end of the year.

5. Total number of people receiving sports anti-doping education through workshops and/or online learning at all ages.

Target (full year)	10,000	
Actual this quarter	672	6.7%
Actual YTD	3,598	36% of full-year target

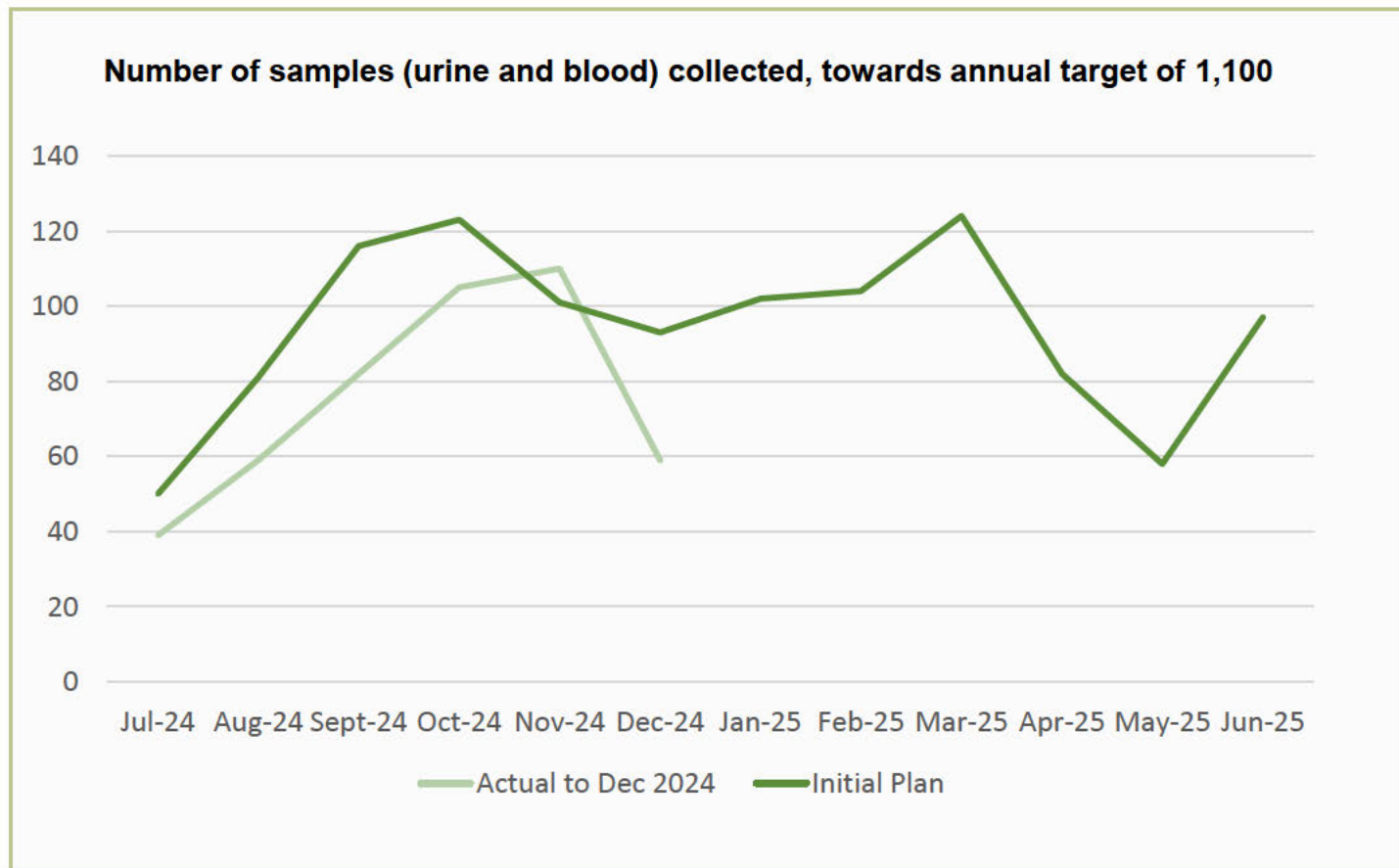
We are tracking behind our target however expect this to even out over the next quarter has Education Plans have now been formalised.

Overall commentary for this quarter

We are happy with the uptake of education modules related to keeping children and young people safe, and will begin promoting these to the sector from Q3. The high level of satisfaction with them is pleasing, but we are also regularly reviewing the comments received to identify any areas for potential improvement.

We are tracking behind year-to-date plans for the number of samples collected from athletes and the number of people receiving sports anti-doping education. This was traditionally also the case for DFSNZ, in part due to the large numbers of participants in team sports with seasons that begin in the second half of the year.

Activity on focus areas: Anti-doping testing

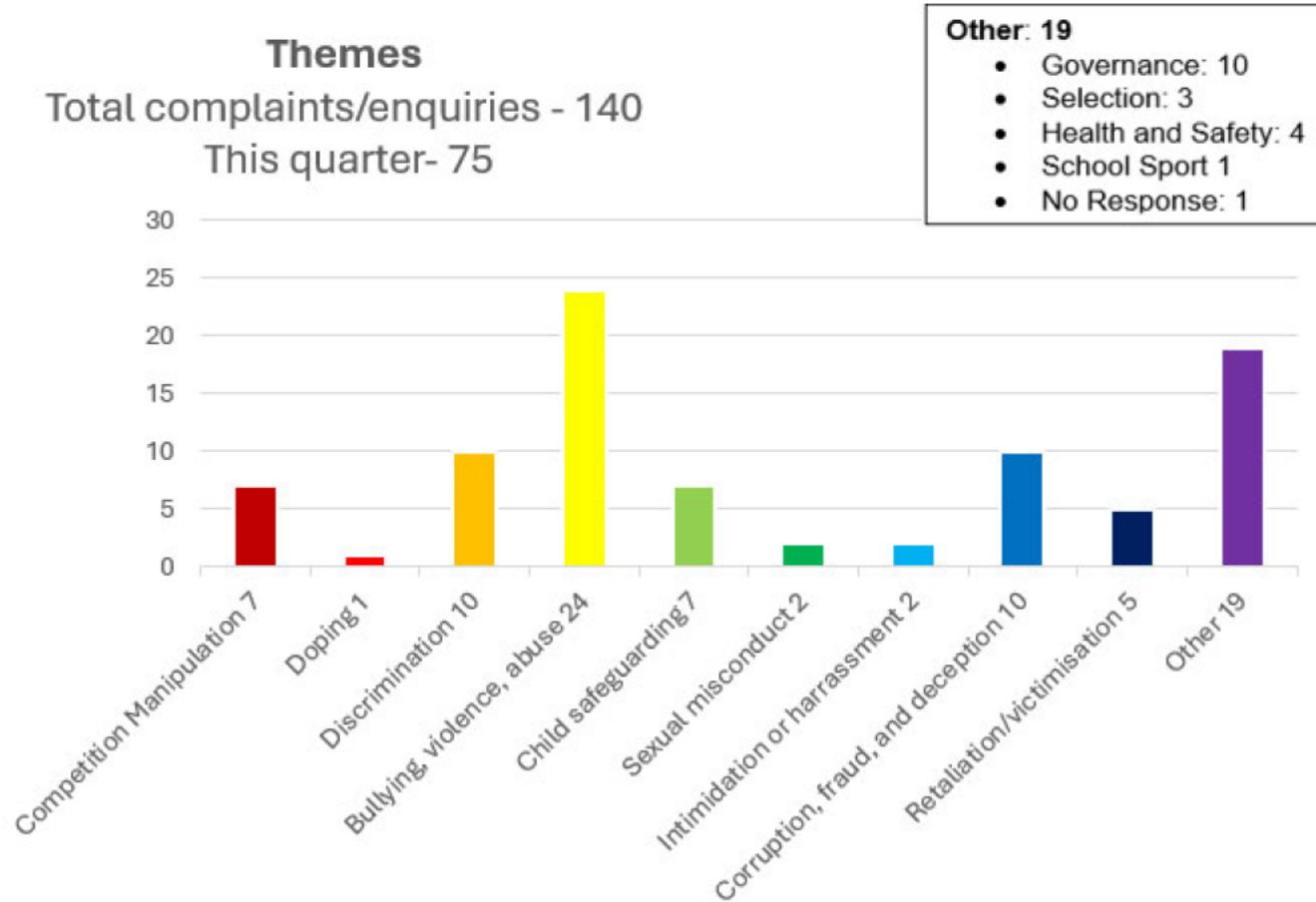


In Q2 we collected 272 samples which is 45 fewer than planned. This was due to a number of December testing missions being reallocated to Q3 and Q4.

In total for this year to date, 452 samples have been collected. Our amended plan for January to June 2025 will see us collect 648 samples in Q3 and Q4.

We also collected 121 User Pays samples in Q2, which exceeded the 70 User Pays samples we had expected. This was primarily due to a large request from World Triathlon in December. These are not part of our target of 1,100 for the year.

Activity on focus areas: Resolution service



In Q2, we received 75 complaints or enquiries to the Resolution service, bringing the total number for this year-to-date to 140.

The most common theme across all complaints in Q2 was 'bullying, violence, abuse.'

Of the 75 complaints or enquiries received in Q2:

- 3 reminder of obligations letters were sent resulting in early closure of low-level matters
- 11 were resolved through early facilitation
- 2 mediations were held
- 5 matters are being assessed for investigation under section 32
- **Section 9(2)(ba)**
- 11 were out of scope.

The remaining matters are at various stages of triage or facilitation or are not proceeding further.



Financial Performance

For the six months from
1 July to 31 December 2024

Financial Performance

Overall commentary

The Commission will receive Crown Revenue of \$10.628 million for 2024/25.

We budgeted an operating surplus of \$3.02 million for 2024/25. This operating surplus is due to the transfer of 2023/24 funding from Sport NZ for the establishment of the Commission. That transferred funding is required for the acquisition of capital assets which will support our operations for the next decade and more. We budgeted a modest cash balance at year-end, after operating and capital expenditure.

Our forecast for the next years shows the impact of inflationary pressures on core operating costs, and it is apparent that we need to achieve savings to be able to deliver appropriate levels of service across our statutory functions.

Our financial result at 31 December shows budget variances comprising some permanent savings, notably in personnel costs where the time taken to recruit and appoint the right people is taking longer than initially expected, and in resolution services due to an earlier than planned change in the delivery model which achieves cost efficiencies. These savings will contribute to offsetting some inflationary pressures in the next few years.

'Value for money' focus area

Value for money is a key consideration as we develop new services and functions, and the processes necessary to support them.



Financial Summary

	Year to date (1 July to 31 December 2024)				
	Actual	Budget	Variance	Variance	Note
	\$000s	\$000s	\$000s	%	
Crown funding	5,314	5,314	0	0%	
Funding transferred from Sport NZ	5,895	5,895	0	0%	
User-pays revenue	114	198	(84)	-42%	
Other revenue	90	54	36	67%	
Total revenue	11,413	11,461	(48)	0%	1
Board members' remuneration	94	164	70	43%	
Depreciation and amortisation	51	103	52	50%	2
Personnel costs	1,917	2,296	379	17%	3
Professional and technical services	1,092	1,006	(86)	-9%	
Premises and office costs	273	335	62	19%	
Resolution services and investigations	697	1,036	339	33%	4
Sample collection, analysis and results management	469	580	111	19%	5
Other operating costs	1,295	1,928	633	33%	6
Total expenses	5,888	7,448	1,560	21%	
Net surplus/(deficit)	5,525	4,013	1,608		

Notes

Revenue slightly below budget

1. User-pays activity in this six months has been lower than expected. This is on-request service that is provided on a cost-recovery basis. This variance is offset by other revenue, primarily interest income.

Permanent saving in this YTD

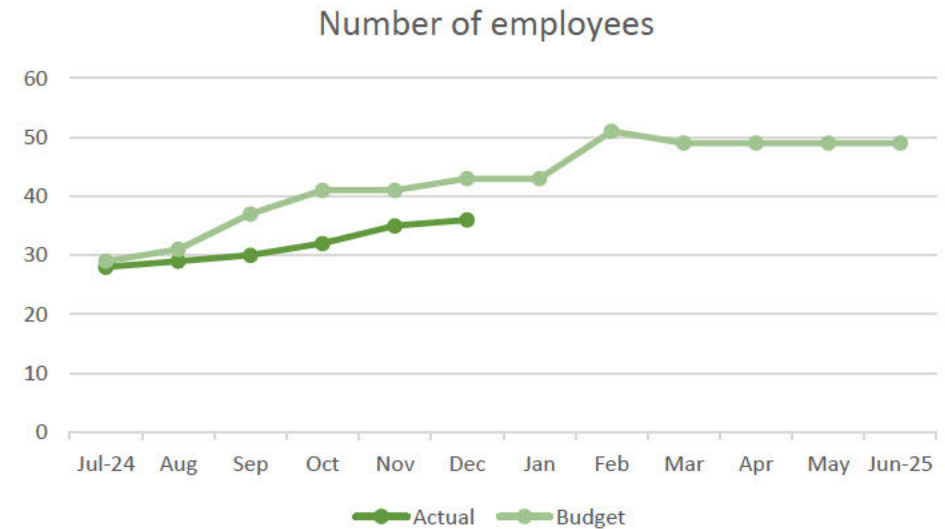
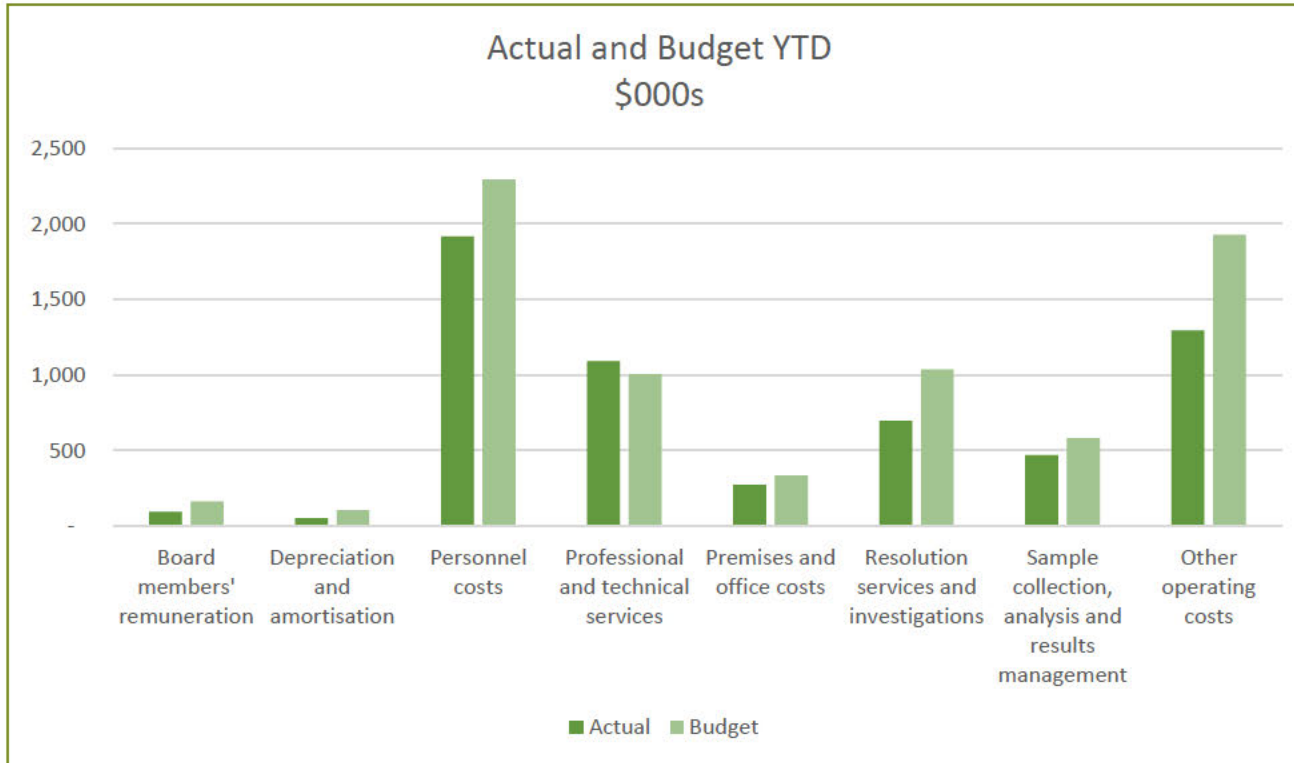
We have identified through forecasting for outyears, that cost savings will need to be achieved to enable us to respond to expected increases in demand for our services as our profile in the sector increases. Permanent savings YTD will contribute to that.

2. Depreciation variance is a permanent saving due to later than budgeted completion of capital projects.
3. Personnel variance due to staff being appointed to new roles later than planned. We had budgeted to be at 43 people by 31 December and had 36 FTE at that time. 21 roles were filled from a later date than we had budgeted for. Savings from actual start dates being difference from planned start dates are \$0.06 million, and savings due to seven positions that are vacant at 31 December are \$0.275 million.
4. We have achieved savings on outsourced services through bringing investigations in-house, needing fewer externally-resourced mediations, and implementation of case categorization and triage model.

Timing differences due to delayed activity

5. Sample collections for anti-doping are behind planned activity levels YTD, but will be made up by year end, which will consume this temporary saving.
6. Several projects budgeted for the first six months have been deferred to begin later in the year. This includes IT projects, work related to the launch of the Integrity Code and supporting adoption of that, and development of strategies and tools for new functions.

Operating Expenditure YTD



The Commission has 36 employees at 31 December 2024. We have budgeted to have 49 permanent employees by 30 June 2025.



**Sport Integrity
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