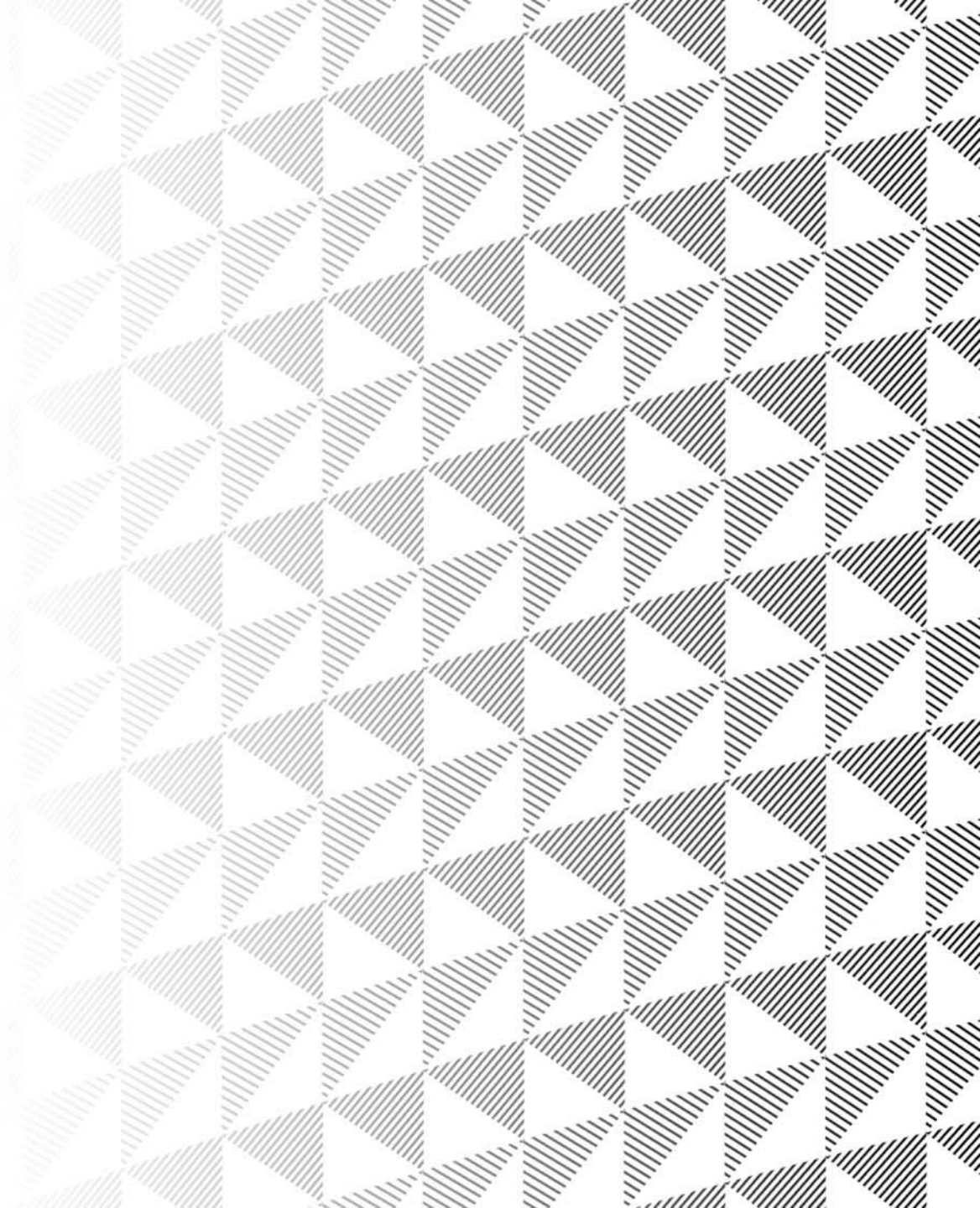




**Sport Integrity  
Commission**  
Te Kahu Raunui

# **Quarterly Performance Report**

Q3: January to March 2025



# 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.

## Contents

|                                |    |
|--------------------------------|----|
| Strategic priorities           | 3  |
| Achievements this quarter      | 6  |
| Performance indicators 2024/25 | 12 |
| Financial performance          | 16 |





# Strategic Priorities

Q2: January to March 2025



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

# 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 wefts 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  
**Mātauranga** – 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



**Sport Integrity  
Commission**  
Te Kahu Raunui

# Establishing our functions, systems, and processes

| Significant initiatives planned for 2024/25   | Achieved this quarter  |
|---|--|
| <ul style="list-style-type: none"> <li>• Fill new roles to build our organisation to carry out our functions.</li> <li>• Create a work environment that supports personal and professional development.</li> <li>• 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.</li> <li>• Appropriately vet all new employees and provide staff training</li> <li>• Ensure new and existing processes meet or exceed our values to uphold integrity</li> <li>• Further develop our organisational values</li> </ul> | <p>We recruited a Resolution Manager and two Resolution Practitioners in January and February. These are highly skilled roles that provide frontline support to participants and organisations that have an integrity-related complaint. Their role is to provide timely, accessible and independent dispute resolution services for the parties involved including triage, early facilitation and mediation. In February we transitioned to a fully in-house, end to end Resolution Service. We also commenced work to develop a culturally responsive dispute resolution model working with external experts.</p> <p>We recruited two Integrity Relationship Managers in March. The Integrity Relationship team are the first point of contact for sport and recreation organisations including organisations needing advice, support, or considering adoption of the Code of Integrity for Sport and Recreation. This additional resource increases our ability to support the sector to lift its integrity capability and prevent threats to integrity.</p> <p>In February, all field team members received child safeguarding and protection training. The field team is currently more than 70 educators, doping collection officers and chaperones that deliver anti-doping education and testing to athletes. The training included an online module and a webinar. This helps meets our obligations under the Children’s Act 2014 and ensures our field team have the knowledge and skills needed to identify and report suspected, or actual cases of child abuse or neglect as required by our child protection policy.</p> <p>In February and March 2025, SLT led an organisational review to review our functions and consider what structure would work best for the Commission in the future. The current structure, which was mostly inherited from Drug Free Sport New Zealand, is no longer fit-for-purpose and we have become increasingly aware of functional gaps and challenges. The organisational review has informed the development of a change proposal which will be consulted on in Q4.</p> |



# Strategic Priority 1: Lead a strengthened integrity system

| Significant initiatives planned for 2024/25   | Achieved this quarter   |
|---|---|
| <ul style="list-style-type: none"><li>• Issue the Code of Integrity for Sport and Recreation in 2025.</li><li>• Issue updated Sports Anti-Doping Rules for 2025.</li><li>• As part of our establishment work, we will develop our regulatory approach with a focus on being a modern and risk-based regulator.</li><li>• Advocate for positive integrity cultures and clean athletes.</li><li>• Develop relationships and participate in engagement opportunities with organisations and participants.</li><li>• Develop opportunities to collaborate with international partners on integrity matters.</li></ul> | <p>In February, the board issued the Code of Integrity for Sport and Recreation (Integrity Code) under section 19 of the Integrity Sport and Recreation Act. The Integrity Code came into force on 12 March 2025. This is New Zealand's first integrity code and sets minimum standards for organisations to prevent and respond to integrity issues. The minimum standards are:</p> <ul style="list-style-type: none"><li>• prohibit behaviours that are a threat to integrity</li><li>• proactively safeguard children, young people and adults at risk</li><li>• implement an effective and fair dispute resolution process in relation to threats to integrity</li><li>• notify the Commission of serious integrity issues</li><li>• cooperate with the Commission in relation to dispute resolution, investigations and monitoring activity</li><li>• provide information to members about the Integrity Code.</li></ul> <p>The updated Sports Anti-Doping Rules came into effect on 1 January.</p> <p>In January we hosted members of the Sport Integrity Australia (SIA) senior leadership team in Auckland. The trip was an opportunity to further build our close relationship with SIA, share lessons and ideas about our respective integrity programmes, identify opportunities to advance shared priorities and influence outcomes on issues of importance to our region.</p> <p>In March, our CEO, General Counsel and GM Athlete Services attended the annual WADA Symposium and Institute of National Anti-Doping Organisations (iNADO) workshop in Switzerland. These events brought together integrity leaders from around the world at a critical time as we work together to inform the 2027 World Anti-Doping Code. We also attended the second annual Global Network of National Sport Integrity Agency workshop, discussing key issues across competition manipulation, safeguarding, governance and collaboration with law enforcement.</p> <p>We continue to play a role on the Oceania Regional Anti-Doping Organisation (ORADO) Education Working Group developing a culturally-aligned education programme that fosters a clean sport culture in the Pacific.</p> |

# Strategic Priority 2: Work together to lift integrity capability

## Significant initiatives planned for 2024/25

- 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

## Achieved this quarter

As part of the making of the Integrity Code, we launched a suite of resources and guidance to help sport and recreation organisations understand and implement the minimum standards in the Integrity Code. These resources include:

- policy templates including for safeguarding, dispute resolution, disciplinary processes, mandatory notification and privacy
- a comprehensive guide to the adoption process
- checklists covering the practical steps organisations need to take to implement the Integrity Code.

We are continuing engagement with the sector to promote awareness of the Integrity Code, and support sector organisations in their understanding of the Integrity Code.

We refined the terms of reference for the Athletes' Commission and have extended the appointments of current members through to 30 June 2025 while we review how best to provide for effective means of seeking the views of athletes and other participants. We have also progressed creation of a Pacific Nations Engagement Group to seek the voice of Pacific peoples in the Commission's work.

# Strategic Priority 3: Trusted and participant-centric

| Significant initiatives planned for 2024/25   | Achieved this quarter   |   |
|---|---|---|
| <ul style="list-style-type: none"><li>• Ensure there is a clear and effective complaints process that protects and promotes the safety and wellbeing of participants</li><li>• Develop suitable complaints and dispute resolution processes for children and culturally responsive pathways including for Māori and Pasifika</li><li>• Build our in-house capacity and capability to ensure the dispute resolution functions are timely, efficient, consistent, and sustainable</li><li>• Continue to deliver a high-quality anti-doping programme focused on the key pillars of education, deterrence, and detection</li><li>• Deliver high-quality anti-doping education to support athletes to understand their rights and obligations under the Sports Anti-Doping Rules.</li></ul> | <p><b>Participant-centric resolution services</b><br/>In February, we completed the transition of resolution services from out-sourced supplier to a fully in-house function. This includes:</p> <ul style="list-style-type: none"><li>• appointing in-house investigators and resolution practitioners</li><li>• establishing an anonymous reporting platform.</li><li>• implementing a case management system</li></ul> <p>The Investigations team attended the Global Anti-Doping Intelligence and Investigations Network conference in the Gold Coast, focusing on fostering better collaboration in Intelligence &amp; Investigation for clean sport globally and more specifically on the Asia/Oceania/Middle East area in 2025.</p> <p>Law Enforcement and Anti-Doping staff from each respective country are invited to attend the same workshop, together. Training includes various interactive practical and theoretical exercises.</p> <p>Our Investigations &amp; Intelligence Manager attended this training as a programme facilitator, as he has been a part of the content creation and delivery since 2020 when the programme was conducted in Europe. Our two investigators also participated at the conference.</p> | <p><b>Participant-centric anti-doping services</b></p> <p>In March we transitioned to our new supplier of testing kit to LockCon, which offers a technically superior urine kit that is easier to use. This complements Sport Integrity Australia’s decision to change kit providers to LockCon in 2023 and feedback since the launch has been positive.</p> <p>We hosted a successful Athlete Educator Conference, which brought together all of our Athlete Educators who deliver Anti-Doping education to athletes and their support personnel. The conference allowed us to connect with our educators from across the motu, promote learning &amp; development opportunities, communicate key organisational information and discuss issues and experiences faced in the field.</p> <p>We also supported five international sporting events with user-pays testing services. This support helps national sport organisations manage the costs of hosting international competitions, ensures athletes meet global testing standards, and reinforces New Zealand’s commitment to clean sport.</p> |



# Strategic Priority 4: Insights-led and transparent

| Significant initiatives planned for 2024/25  | Achieved this quarter  |
|--|--|
| <ul style="list-style-type: none"><li>• Monitor to ensure our services are fit for purpose, threats to integrity are addressed, and sport and recreation is safer and fairer for all.</li><li>• Partner with AUT to gather insights through the National Sport Club Survey.</li><li>• Use anonymised data from our resolution service to help identify and build a more accurate understanding of serious issues and how often they happen.</li><li>• 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.</li></ul> | <p>We have launched an Integrity Code Pilot project to inform how we can best support organisations as they adopt the Integrity Code. Six or seven sector organisations will be part of this project, representing different parts of the sector. Insights from this project will be tested with the participating organisations and the broader sector. This project will include testing guides, checklists, and other resources that are already available or under development, to inform decisions about future development of resources and prioritisation.</p> <p>We are currently reviewing AUT's preliminary report on findings from the integrity aspects of their National Sports Clubs Survey, which is due to be completed in Q4.</p> |





# 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 96%

The actual result is from 3,066 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/inquiries responded to within three working days.

Target 90%

Actual this quarter 100% from 52 complaints

Actual YTD 100% from 192 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 361 33% of full-year target

Actual YTD 817 74% of full-year target

We have also collected 322 user-pays samples so far this year.

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

Target < 10%

Actual this quarter *not measured*

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 3,187 32% of full-year target

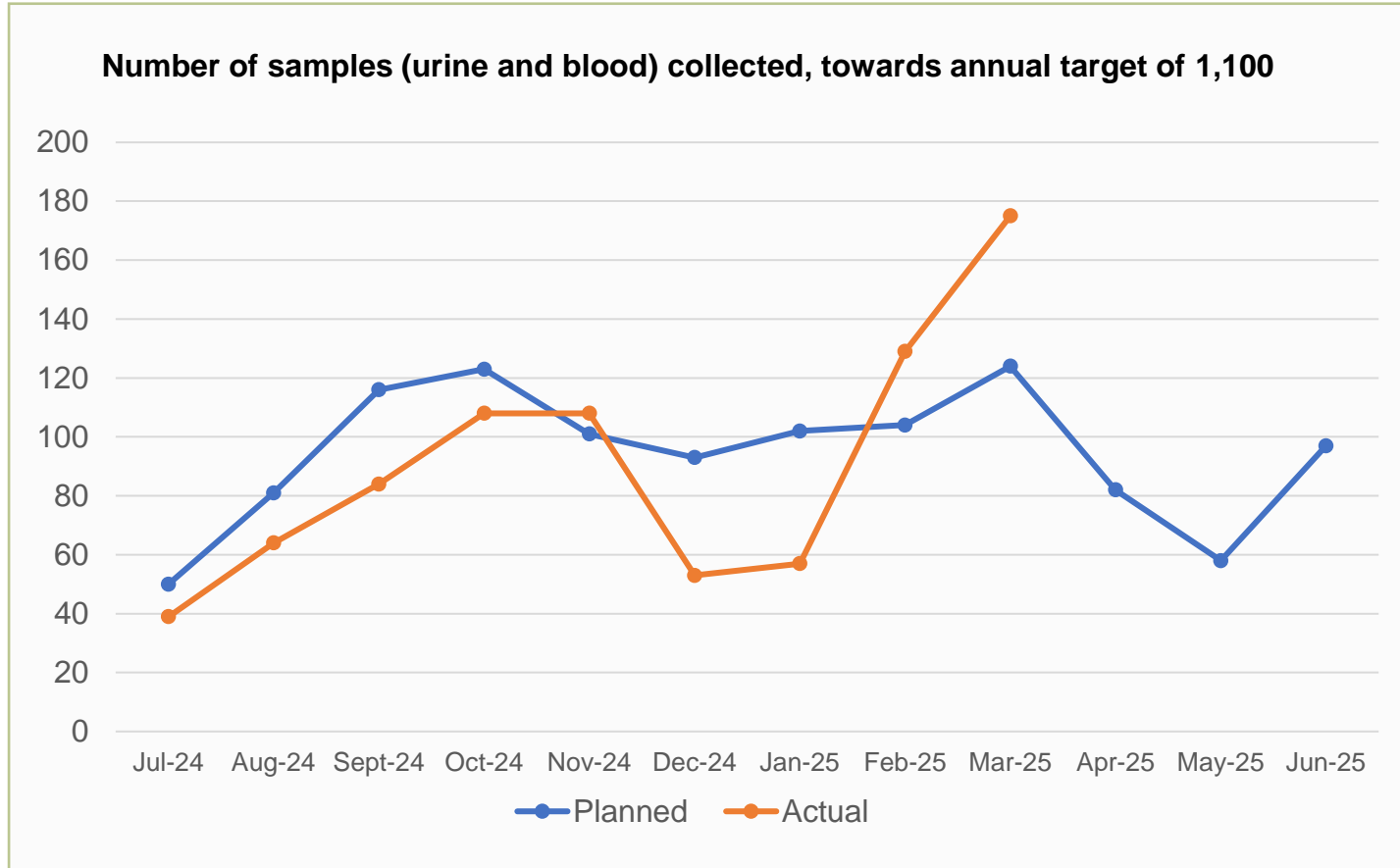
Actual YTD 6,917 69% of full-year target

We saw a significant increase in education in Q3 which was predominately due to the education of team sports with new seasons now underway. We will continue this into Q4, in addition to promoting education in schools and academies.

## Overall commentary for this quarter

We reported at Q2 that we were tracking behind year-to-date plans for the number of samples collected from athletes and the number of people receiving sports anti-doping education. Significant activity in sample-collection has resulted in being on track for the year (at 74% of the target number of samples, when we are 75% of the way through the year). We are still slightly behind plan for the number of people receiving sport anti-doping education. However, we have already seen 3,066 completions of new child protection and safeguarding modules, with very high rates of satisfaction with those.

# Activity on focus areas: Anti-doping testing



Despite delivering less testing in January than initially planned, an increase in test missions across February and March saw us collect a total of 361 samples in Q3 which exceeded our initial plans.

In total for this year to date, 817 samples have been collected and we are on track to meet our target of 1,100 samples for the year.

We also collected 160 User Pays samples in Q3, bringing us to a total of 322 samples for the year.

# Activity on focus areas: Resolution service

In Q3, we received 52 complaints or enquiries to the Resolution service, bringing the total number for this year-to-date to 192.

The most common theme across all complaints in Q3 was 'bullying, violence, abuse.'

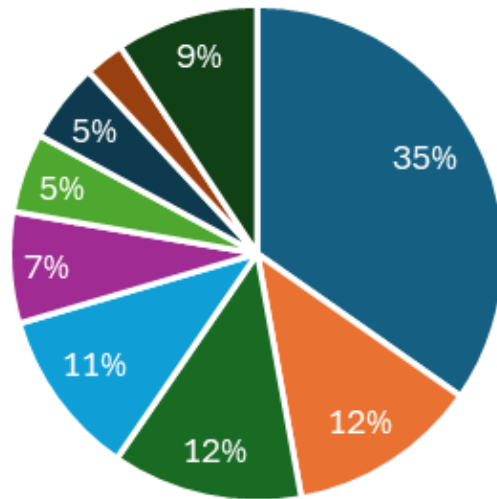
Of the 52 complaints or enquiries received in Q3:

- 17 were resolved through early facilitation
- 2 mediations were held
- 4 matters are being assessed for investigation under s32 of Integrity Sport and Recreation Act
- 16 were out of scope.

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

This chart indicates the proportionality of issues raised by theme, in the period from 1 July 2024 to 31 March 2025.

The theme raised most often in complaints and enquiries so far this year has been 'bullying, violence, abuse, sexual misconduct' at 35%.



- Bullying, violence, abuse, sexual misconduct 35%
- Corruption, fraud and deception 12%
- Other 12%
- Discrimination 11%
- Child safeguarding 7%
- Competition manipulation 5%
- Governance 5%
- Retaliation/ victimisation 3%
- Other 9% in total (9 issues at less than 3% each)

## Themes raised in the complaints/enquiries

*Each complaint may involve more than one issue.*

|  |    |
|--|----|
| Bullying, violence, abuse, sexual misconduct | 67 |
| Corruption, fraud and deception              | 24 |
| Other  | 24 |
| Discrimination                               | 21 |
| Child safeguarding                           | 14 |
| Competition manipulation                     | 10 |
| Governance                                   | 10 |
| Retaliation/ victimisation                   | 5  |
| Health and Safety                            | 4  |
| Selection                                    | 3  |
| Conflict issue history                       | 2  |
| Doping                                       | 2  |
| Intimidation or harrassment                  | 2  |
| No Response                                  | 2  |
| Organisation referral                        | 1  |
| School Sport                                 | 1  |
| Sports Tribunal                              | 1  |

July 2024 to  
March 2025



# Financial Performance

For the nine months from  
1 July 2024 to 31 March 2025

# 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 due to the transfer of 2023/24 funding from Sport NZ for the establishment of the Commission. We now estimate a surplus of around \$4.5 million due to taking longer than initially anticipated to fully implement the structure, processes, and systems for delivery of all functions. Our forecast for the next four years, including full implementation of a fit-for-purpose organization structure and inflationary pressures on core operating costs, shows that we need to achieve savings to be able to deliver appropriate levels of service across our statutory functions at current baseline funding.

Our financial result at 31 March reflects permanent savings, notably in personnel costs, resolution services due to a change in delivery model, and the delay of some project work. The resulting retained earnings will contribute to offsetting forecast operating deficits 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 2024 to 31 March 2025)

|  | Actual<br>\$000s | Budget<br>\$000s | Variance<br>\$000s | Note     |
|--|------------------|------------------|--------------------|----------|
| Crown funding                                      | 7,971            | 7,971            | -                  |          |
| Funding transferred from Sport NZ                  | 5,895            | 5,895            | -                  |          |
| User-pays revenue                                  | 166              | 296              | (130)              |          |
| Other revenue                                      | 239              | 72               | 167                |          |
| <b>Total revenue</b>                               | <b>14,271</b>    | <b>14,234</b>    | <b>37</b>          | <b>1</b> |
| Board members' remuneration                        | 129              | 273              | 144                |          |
| Depreciation and amortisation                      | 97               | 236              | 139                | 2        |
| Information and communication technology           | 662              | 854              | 192                | 3        |
| Personnel costs                                    | 3,096            | 3,720            | 624                | 4        |
| Professional and technical services                | 1,648            | 1,638            | (10)               |          |
| Premises and office costs                          | 397              | 477              | 80                 |          |
| Resolution services and investigations             | 851              | 1,496            | 645                | 5        |
| Sample collection, analysis and results management | 807              | 868              | 61                 |          |
| Other operating costs                              | 887              | 1,368            | 481                | 6        |
| <b>Total expenses</b>                              | <b>8,574</b>     | <b>10,930</b>    | <b>2,356</b>       |          |
| <b>Net surplus</b>                                 | <b>5,697</b>     | <b>3,304</b>     | <b>2,393</b>       |          |

## Notes

### Revenue slightly below budget

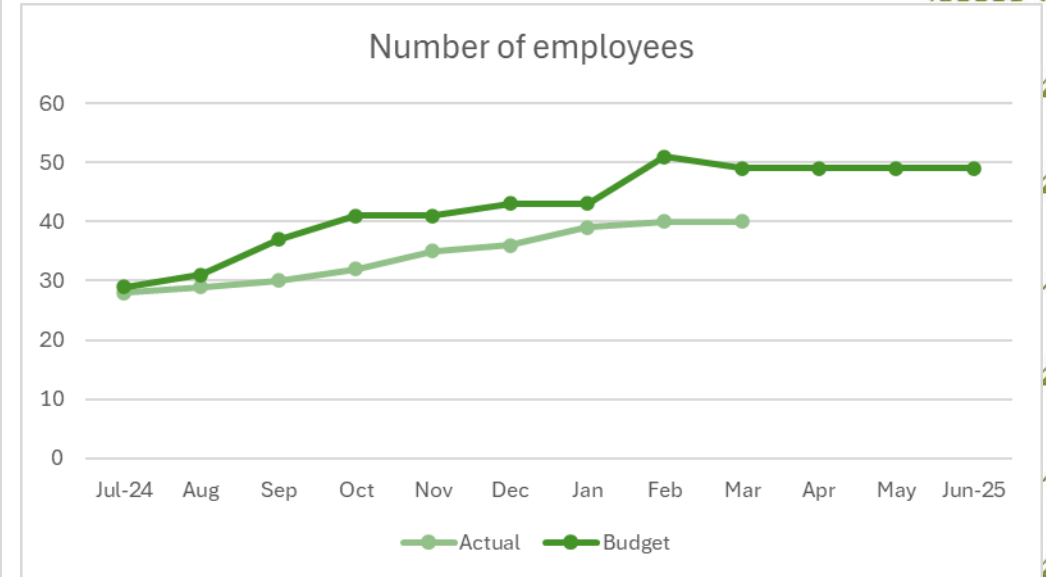
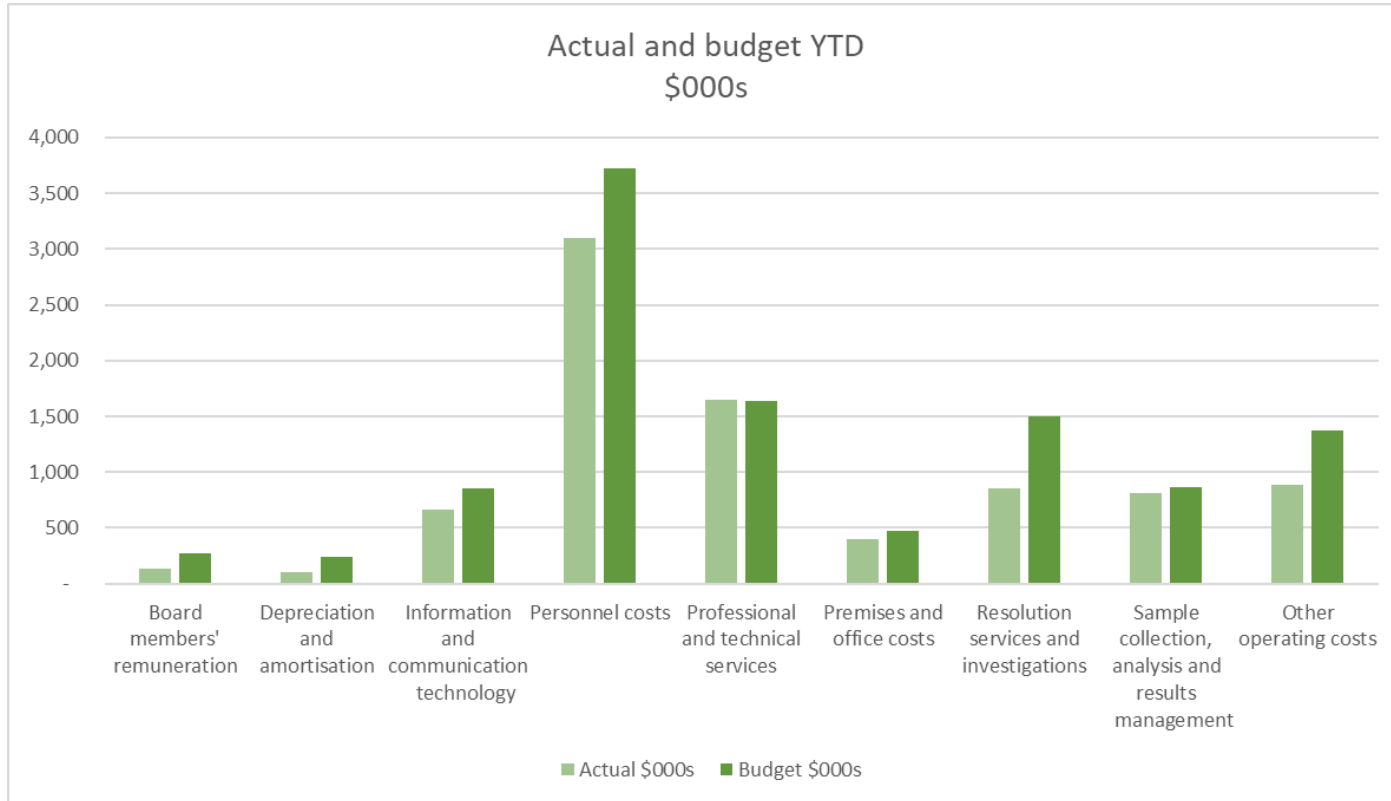
1. User-pays activity has been lower than expected. This is on-request service that is provided on a cost-recovery basis. This variance is offset by interest earned.

### Cost savings

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 this year will support that.

2. Depreciation variance is a permanent saving. We have completed a full review of the fixed assets register and depreciation rates, which shows that the budget was overstated.
3. Information systems projects have been deferred to 2025/26 when new processes and requirements will have been confirmed.
4. We now have 39.125 FTE compared to the budgeted 49. A revised structure will be implemented from 1 July 2025, that better enables delivery of the Commission's functions, balanced across all areas of integrity. Personnel costs include temporary staff, not included in the FTE count, who have been supporting establishment activities.
5. 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.
5. Other permanent savings have been achieved in travel, marketing, content creation, and event delivery. This includes savings through using in-house rather than external resources to launch the Integrity Code and supporting material. Some smaller variances (including for the user pays fund and reference groups) will be incurred in the last quarter of this year.

# Operating Expenditure YTD



The Commission commenced on 1 July 2024 with 24 employees who were transferred automatically from DFSNZ, plus four new employees to begin building up the organisation structure to be able to deliver on all obligations. Several new positions were filled November to February to support fully in-house resolution and investigation service from March.

At 31 March 2025, the Commission has 40 employees. We budgeted to have 49 permanent employees by 30 June 2025.