

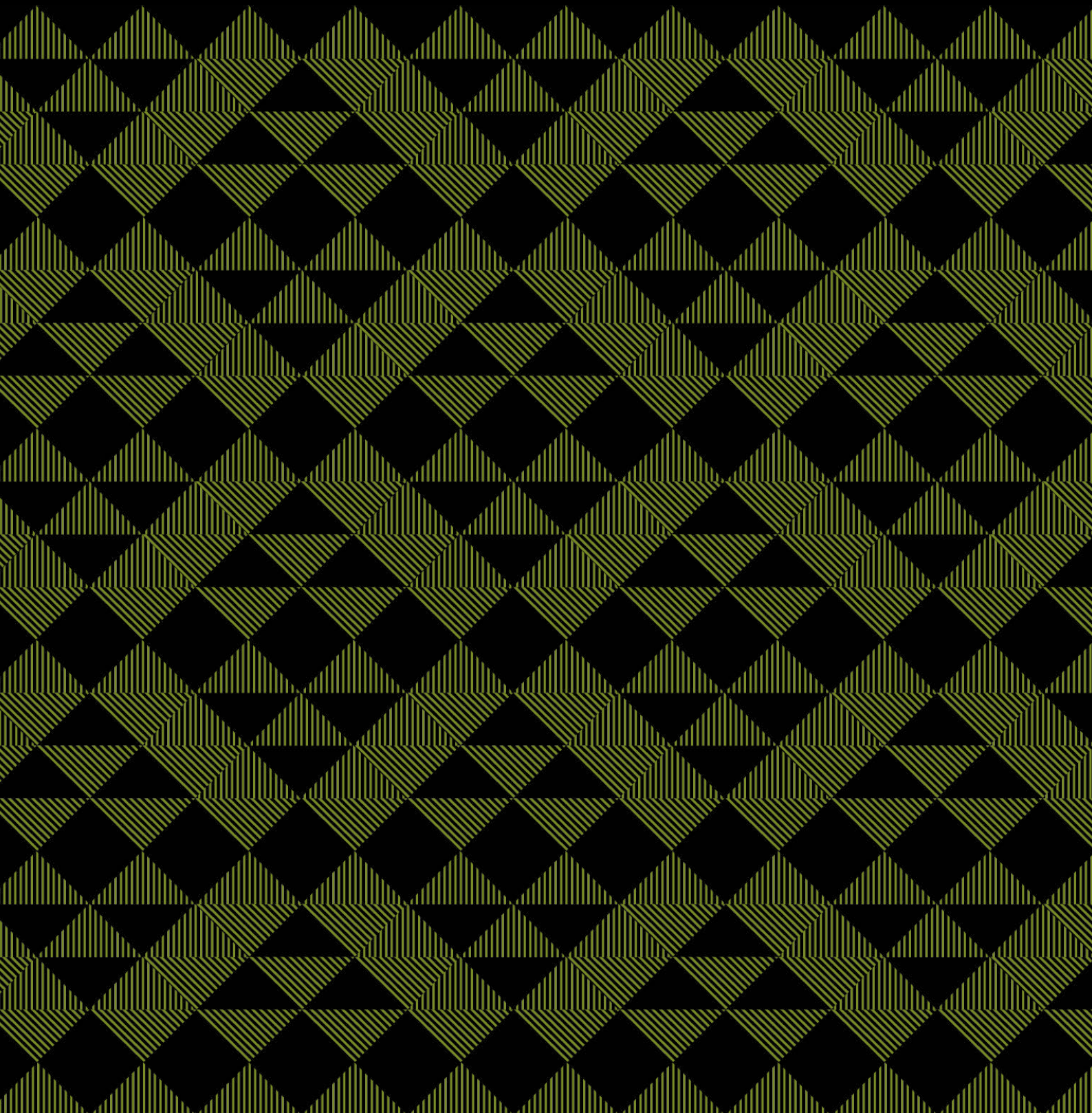


**Sport Integrity
Commission**
Te Kahu Raunui

E.35

Statement of Intent
Tauākī Whakamaunga Atu

2024–2028



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Sport Integrity Commission Te Kahu Raunui
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Statement from the Board

Te tauākī mai i te poari

This Statement of Intent (SOI) sets out what the Sport Integrity Commission Te Kahu Raunui intends to achieve and contribute to for the four years from 1 July 2024 to 30 June 2028. This includes how we will manage our functions, operations, and resources to meet our priorities.

This SOI is produced in accordance with sections 138 to 149 of the Crown Entities Act 2004. Its purpose is to promote public accountability.

Don Mackinnon
Chair
6 November 2024

Adine Wilson
Board member
6 November 2024



Who we are and what we do

Ko wai mātou, he aha ā mātou mahi

Our role is to help make sport and recreation experiences in Aotearoa New Zealand safer and fairer.

Our statutory purpose is to:

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

We are New Zealand's national anti-doping organisation. We are a signatory to the World Anti-Doping Code which provides a common set of rules, requirements and sanctions that all anti-doping organisations must apply.

Ensuring that all participants are protected and children are safeguarded is at the heart of our work.

We focus on preventing and responding to behaviours that undermine integrity in sport and recreation. We call these threats to integrity. These are:

- manipulation or attempted manipulation of the result or course of a sporting competition or activity
- sports betting activity connected with competition manipulation, or the misuse of inside information connected with competition manipulation or sports betting
- doping in sport
- racism, discrimination, bullying, violence, abuse, sexual misconduct, intimidation or harassment
- corruption, fraud, and other forms of deception or breach of trust
- an organisation in the sport and recreation sector failing to take measures to prevent these threats or to safeguard children.

As an independent Crown entity, we operate at arm's length from the Government. This means the Government cannot direct our work and we are independent of Government policy, though may have regard to it.

Our legislative context

We are an independent Crown entity established under the Integrity Sport and Recreation Act 2023 to deliver functions related to integrity in sport and recreation. Our functions are broad and include setting integrity standards, resolving and investigating serious integrity issues, providing integrity guidance and education, and delivering New Zealand's anti-doping programme.

In performing our functions, the Commission must:

- be appropriate and fair
- reflect the needs of participants and protect their human rights
- promote the best interests of children and young people
- comply with the anti-doping rules and integrity codes.

We must also maintain the capability and capacity to carry out our functions in a manner that is responsive to tikanga Māori, the rights and interests of Māori, and te Tiriti o Waitangi / the Treaty of Waitangi. We also need to have effective means of seeking the views of participants, Māori and other relevant stakeholders, such as Pacific peoples and disabled people.

Section 13 of the Act sets out the functions of the Commission, as below.

Our functions

Promoting, advising, and leading on integrity in sport and recreation

- To provide advice, support, education, and guidance relating to integrity in sport and organised physical recreation.
- To advocate and promote respect for, and enhance understanding and appreciation of, integrity in sport and organised physical recreation.
- To engage with the sport and physical recreation sector to monitor developments relating to integrity.
- To be a leader on integrity issues in sport and organised physical recreation within Government and to coordinate with relevant international bodies.

Integrity codes, investigations, discipline, and dispute resolution

- To develop and issue integrity codes under Part 3 of the Act.
- To provide mechanisms for complaints and disclosures relating to integrity in the sport and recreation sector.
- To provide accessible, age appropriate, and culturally responsive mechanisms for resolution of disputes relating to integrity between persons or organisations involved in sport and organised physical recreation.

- To investigate matters relating to integrity in the sport and physical recreation sector in accordance with Part 4 of the Act.
- To provide a disciplinary process for breaches of integrity codes.

Sports anti-doping

- To make anti-doping rules in accordance with sections 23 to 26 of the Act.
- To do all things necessary to comply with and implement the anti-doping rules.
- To do all things necessary to comply with and implement any Article of the World Anti-Doping Code that:
 - ▶ is not required to be reflected in the anti-doping rules; but
 - ▶ requires the Commission to do something.
- To facilitate compliance by New Zealand with all international agreements and arrangements concerning doping in sport to which New Zealand is a party.
- To test athletes who are not citizens or residents of New Zealand, and notify the test results, in accordance with bilateral or multilateral agreements entered into with foreign Governments, foreign anti-doping organisations, or other signatories to the World Anti-Doping Code, and enter into reciprocal testing agreements in relation to athletes who are citizens or residents of New Zealand.
- To consult, advise, and assist:
 - government departments, local authorities, Sport and Recreation New Zealand, the New Zealand Olympic Committee Incorporated, Paralympics New Zealand, national sporting organisations, athletes, and other bodies or persons on any matters concerned with doping in sport, and related matters
 - government and non-government organisations and other persons overseas, for the purpose of promoting the adoption of uniform international testing procedures for doping in sport.

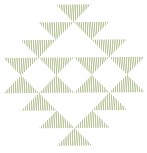
General

- To advise the Minister from time to time on any matters related to integrity in sport and organised physical recreation.
- To generally take all steps necessary or desirable to achieve the purposes in section 3(a) and (b).
- To perform any other functions that:
 - ▶ are conferred on the Commission by this or any other enactment
 - ▶ the Minister may direct in accordance with section 112 of the Crown Entities Act 2004.



Te Kahu Raunui

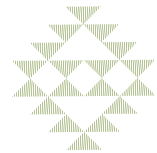
Our strategic framework and our name is inspired by the whakataukī:



Kotahi te kōhao o te ngira e kuhuna ai te miro mā, te miro pango, te miro whero.

There is but one eye of the needle, through which white, black and red threads must pass.

– Pōtatau Te Wherowhero



The Commission and our mahi manifest as a kākahu (cloak). The kākahu weaves people and organisations together to create safe, fair, and positive environments so that everyone can enjoy the benefits of sport and recreation.

The kākahu is a symbol of collective unity and integrity. Beyond its literal function to provide warmth and protection, it is also a powerful emblem of the collective strength and shared values of a community. We see this in action when kākahu are bestowed on our elite sports people and flagbearers. We also see it when people, clubs, and communities work together to keep people in sport and recreation safe from harm and to protect sport from cheating and corruption.

Our kākahu is held firmly by two turuturu (weaving pegs) representing Tūmatauenga and Rongomātāne, the Māori gods of war and peace respectively. The turuturu personify the tension and balance between the competitiveness and intensity of sport and physical recreation with the need for harmony, inclusion, and unity. Part of our role is to help the sport and recreation sector balance this tension.

Our kākahu sits within te taiao (the environment) and the community. This reflects the places and spaces in which sport and recreation takes place and knowledge and skills are shared.

Te Kahu Raunui – our strategic framework

Our strategic framework shows how our work, our values, and our relationships all weave together to create and protect safe, fair, and clean sport. Participants at all levels help strengthen the kākahu and find support within it.

Te Kahu Raunui – our name

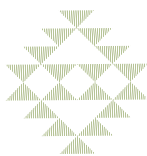
Te Kahu Raunui is also the ingoa Māori (Māori name) of the Commission.

- **Te Kahu** refers to the kākahu, or cloak, that symbolises the interconnectedness of the sport and recreation community and its shared value.
- **Raunui** refers to the broad responsibilities of the Commission and its commitment to fulfilling these with openness and honesty.

Our name and strategic framework were developed through wānanga by Te Ope Tāmīro (the Commission’s Māori partnership rōpū) with the support of the Integrity in Sport and Recreation Establishment Board, a Ministerial Advisory Committee.

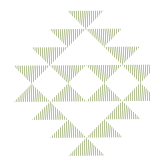
What we want to achieve

Our Matariki:



Doing the right thing, together

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



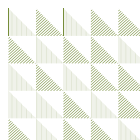
This statement helps guides our work and our relationships with participants, the sector and the wider public. It explains how we will partner and collaborate closely with the sport and recreation sector to help everyone do the right thing to help sport and recreation environments be safer, fairer, and more inclusive. We will do this with truth, honesty, and compassion.

Our outcomes

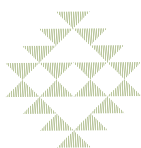
We have identified four long-term outcomes for the Commission. They are:



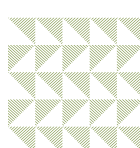
Participants are safer, treated equitably, and their rights are respected



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

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



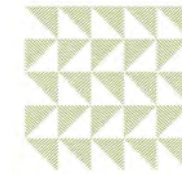
Participants are safer, treated equitably and their rights are respected



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

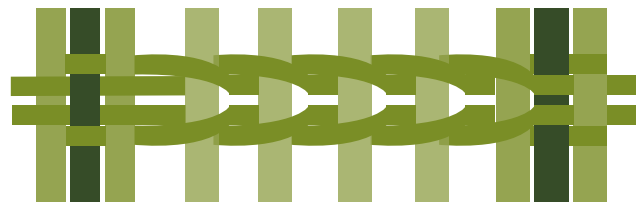
Work together to lift integrity capability

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:

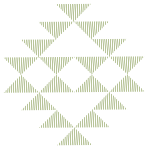
Tikanga – the right way of doing things
Tāngata – people
Pūkenga – skills and capability
Mātauranga – knowledge systems, science, research and evidence

Te Tiriti o Waitangi

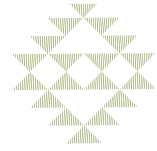


Our strategic priorities

Ā mātou whakaarotau



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



To achieve this goal, we will focus on our four strategic priorities.

Strategic Priority 1: Lead a strengthened integrity system

We will set integrity standards through the Sports Anti-Doping Rules and integrity codes. We will issue the first integrity code, the Code of Integrity for Sport and Recreation, in 2025. We also expect to make significant amendments to the Sports Anti-Doping Rules during this four-year period due to the review of the World Anti-Doping Code.

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 Aotearoa 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 and gaining valuable insights from our international counterparts.

Strategic Priority 2: Work together to lift integrity capability

We will encourage the sector to foster positive integrity cultures and lift its integrity capability. We will promote adoption and implementation of integrity codes and the Sports Anti-Doping Rules.

We will actively engage and build enduring relationships with sport and recreation organisations. Through this engagement, participants and organisations will better understand their responsibilities and grow their integrity maturity and capability.

To support this, we will develop an integrity capability model to help organisations move past minimum standards and create the safest possible environments for their members. We will provide effective and evidence-based education, guidance, and tools to help participants and organisations understand their rights and obligations, and how to prevent and respond to threats to integrity.

Strategic Priority 3: Deliver trusted and participant-centred services

A significant way we can build the trust and confidence of participants and the sector is to deliver effective and fit-for-purpose services.

We will provide a timely, fair, and accessible complaints process that accommodates participants' needs, including being culturally responsive and age-appropriate. It is important that our complaints and investigations functions are, and are seen to be, fair and independent.

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.

The needs and wellbeing of participants is central to the design and delivery of our services. We will ensure our services respond to the needs of participants including but not limited to needs based on their age, disability, ethnicity, and culture. This includes, for example, complaints processes that can be adapted to meet the needs of the parties.

Strategic Priority 4: Insights-led and transparent

We will use a range of insights, data, evidence, and intelligence to inform our strategic and operational decision-making.

An insights-led approach will help to ensure that our services are fit for purpose, and that we are taking a risk-based approach to preventing and responding to threats to integrity.

We will build on the risk-based approach already used for anti-doping testing and education planning, and expand this out to develop a deeper understanding of the other integrity threats.

An insights-led and evidence-based approach will also help target our resources in the most effective and efficient way possible. We were established in a period of fiscal constraint and it is important that we use our funding efficiently and deliver value for money. Insights, evidence, and data will inform our decision-making so that we can direct our resources to where they are most needed and can have the greatest impact. This approach will also help us to prioritise, find efficiencies, and manage demand on our services as it grows.

Additionally, we will gather user and participant insights through engagement, feedback, and monitoring. This will support continuous improvement of our services (eg, education, guidance, and tools) and make sure that our services are accessible and appropriate for everyone in sport and recreation, as well as being efficient and effective.

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.



Our performance framework

Our purpose is to enhance integrity within sport and physical recreation to protect and promote the safety and wellbeing of participants and the fairness of competition.

Our four long-term outcomes will demonstrate that we are achieving our purpose.

- 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.

We know we are on track to achieving our long-term outcomes when we see more of these

- Participants recognise threats to integrity.
- Participants can easily access education and resources that meet their needs and support their understanding of integrity.
- Sport participants can easily access education and resources that support their understanding of the Sports Anti-Doping Rules.
- Participants are confident to raise integrity issues with the relevant sport or recreation organisation or the Commission.
- Participants are confident that threats to integrity are dealt with consistently and fairly across sport and recreation.
- Sport and recreation organisations have processes in place to identify and address issues, and are using them confidently.
- Sport and recreation organisations have a clear understanding of their own performance in preventing and addressing integrity issues, know what to do to improve, and are implementing those improvements.
- Doping in sport is detected and deterred.

How we will achieve our four strategic priorities for 2024 to 2028

Strategic Priority 1: Lead a strengthened integrity system

To achieve strategic priority 1, we will:

- issue and review integrity codes including the Code of Integrity for Sport and Recreation (the Integrity Code)
- issue and review the Sports Anti-Doping Rules (SADR), and develop and deliver a testing programme to apply the World Anti-Doping Code effectively in New Zealand
- investigate suspected integrity issues where it is in the public interest to do so
- share knowledge and collaborate globally, making effective contributions to international developments to address threats to integrity
- advocate internationally for clean sport and protection of participants.

Strategic Priority 2: Work together to lift integrity capability

To achieve strategic priority 2, we will:

- develop and provide education and resources on threats to integrity and how to identify and respond to them
- develop and provide resources and support for organisations to build and enhance their integrity capability
- actively engage with and build enduring relationships with sport and recreation organisations.

Strategic Priority 3: Deliver trusted and participant-centred services

To achieve strategic priority 3, we will:

- continually improve our resources and services to be accessible, culturally responsive, and developed for different ages and abilities
- provide independent resolution services that are timely, ensuring that more issues can be dealt with, avoiding unnecessary escalation, and supporting better outcomes for all involved
- make our dispute resolution services easy for people to find and use, regardless of their capabilities and resources
- manage our investigations to achieve timely resolution and appropriate outcomes, protecting participants from further harm and abuse
- ensure our process for managing doping results complies with the World Anti-Doping Code and standards
- design our anti-doping programme to be sufficiently broad, coordinated, and responsive to risk, so it is effective at detecting and deterring doping.

Strategic Priority 4: Insights led and transparent

To achieve strategic priority 4, we will:

- use insights, evidence and data to inform our strategic and operational decision-making
- measure the effectiveness and efficiency of our services to help ensure they deliver value for money
- gather insights and user feedback to inform the design and delivery of our resources and services
- take a continuous improvement approach to ensure our resources and services are fit for purpose and meet user needs
- share actionable insights with the sport and recreation sector to help prevent and address threats to integrity
- publish information about our processes and functions to support transparency and trust in the Commission.

Our strategy will evolve

This is our inaugural Statement of Intent (SOI). As a new organisation we are still embedding our strategy and developing our values and culture. We are fortunate to do this drawing on the positive legacy of Drug Free Sport New Zealand, its people, and its values.

We expect that our strategy will continue to evolve over the next four years. This includes further developing our performance framework and implementing robust performance measures to ensure we deliver on our strategic priorities.

How the Statement of Performance Expectations and Statement of Intent work together

Our SOI sets out our strategy for the four years to June 2028. It explains our long-term strategic direction, desired outcomes, and priorities. The Statement of Performance Expectations (SPE) sets out what we will do in 2024/25 against the strategy, and how we will measure progress against these annual targets. Our SOI for 2024–2028 and SPE should be read together.



Our strategic context

Tō mātou horopaki rautaki

Current environment

Sport and recreation sector

The sport and recreation sector in New Zealand is large and varied. Our role spans all levels of the sector, from community and grassroots activities through to elite, high-performance sport.

Organisations in the sector differ greatly in their integrity maturity and capability. Some already have positive integrity cultures or are well on the way, while other organisations have no or limited understanding of their integrity risks and blind spots. Organisations also vary greatly in terms of their size, capacity, and resources.

We need to provide responsive and appropriate integrity support and guidance that caters for this broad range of capabilities.

Changing social context

The demographic makeup of Aotearoa is increasingly diverse. Sport and recreation environments are, and should be, spaces in which people of all ages, backgrounds and abilities can express themselves.

We need to be able to respond to this growing diversity. We also need to monitor and respond to evolving views on what is considered acceptable and unacceptable behaviour in sport and recreation.

Challenges in our environment

The threat environment in relation to doping continues to grow in New Zealand. The factors that contribute to this risk include:

- pressure to succeed – there is overwhelming pressure on athletes to perform. This pressure is starting earlier with high-performance youth programmes and continues longer with the growth in Masters-level events
- supplement use is normalised – the use of supplements is widespread among the general population and with weak regulatory and labelling requirements

- athletes can easily access prohibited substances
- doping risk is not limited to high performance athletes and is increasing in community and recreational sport.

We are working to develop a deeper understanding of the threat environment in relation to other areas of integrity such as safeguarding and competition manipulation. We know that:

- myths, misperceptions, and attitudes that enable or normalise abuse of children and young people persist in sport and recreation environments and in society generally
- poor organisational cultures, inadequate policies, and power imbalances can make participants vulnerable to abuse and harm
- the threat of competition manipulation is not widely understood – the risks are constantly evolving and New Zealand is not immune.

Our operating environment

We are being established in a restrained fiscal environment. In delivering our new functions and services, we need to ensure that they are effective, efficient and deliver value for money.

We anticipate that there will be growing demand for our services over time, including because of adoption of the Integrity Code which will likely increase the demand on our complaint, investigation, and disciplinary services.

As well as ensuring our services are cost-effective, a core part of our strategy is to lift the integrity capability of sport and recreation organisations through guidance, learning and policies. This will help clubs and organisations resolve issues themselves and in a timely and appropriate way. This will help to manage demand on our services and ensure that our resources are applied to complex and serious integrity issues that most need our intervention.

Our people and capability

The key shift we are making is to transition from an anti-doping agency to a sport integrity agency with responsibility for all integrity threats. We will focus on strengthening our internal capability and expertise across all areas of integrity such as competition manipulation and participant protection.

We are creating a working environment that supports personal and professional development, with the aim of attracting and retaining a highly capable team committed to making sport and recreation safer and fairer for all New Zealanders.

We are also working towards developing greater cultural capability for our people to meet our commitment to tikanga Māori and te Tiriti o Waitangi.

As a new organisation with new functions, we have limited ability to forecast the demand on our services over time. We will need to ensure we have the capacity and flexibility to respond to fluctuations in demand on our core services so that we can respond in a timely manner to, for example, a sentinel event or major investigation. We will also have a focus on supporting the wellbeing and productivity of our team, particularly for those dealing with sensitive subject matter such as abuse or harm to children and young people.

How we will respond to this environment

We will:

- establish our functions and services ensuring that they are fit for purpose, evidence-based, and effective
- develop a risk-based regulatory approach underpinned by a deep understanding of the integrity threat environment and evidence-based interventions to prevent and respond to harm
- actively engage with participants to ensure their needs inform the design, delivery and continuous improvement of our services including to ensure they are culturally responsive, age-appropriate and trauma-informed
- set standards for integrity through integrity codes and the Sports Anti-Doping Rules and monitor the implementation and effectiveness of these standards
- deliver a high-quality and risk-based anti-doping programme focused on the key pillars of education, deterrence, and detection
- support organisations to lift their integrity capability and develop positive and inclusive integrity cultures through education, support and guidance
- promote adoption and implementation of the minimum standards in the Integrity Code
- deliver a fair, timely, and effective complaints process that promotes the safety and wellbeing of participants
- investigate threats to integrity and hold organisations and people accountable for breaches
- actively engage in the international sport integrity community to ensure New Zealand's views are represented and collaborate with international colleagues on areas of shared interest
- provide thought leadership on sport integrity in New Zealand and monitor changes in social expectations of sport integrity.

