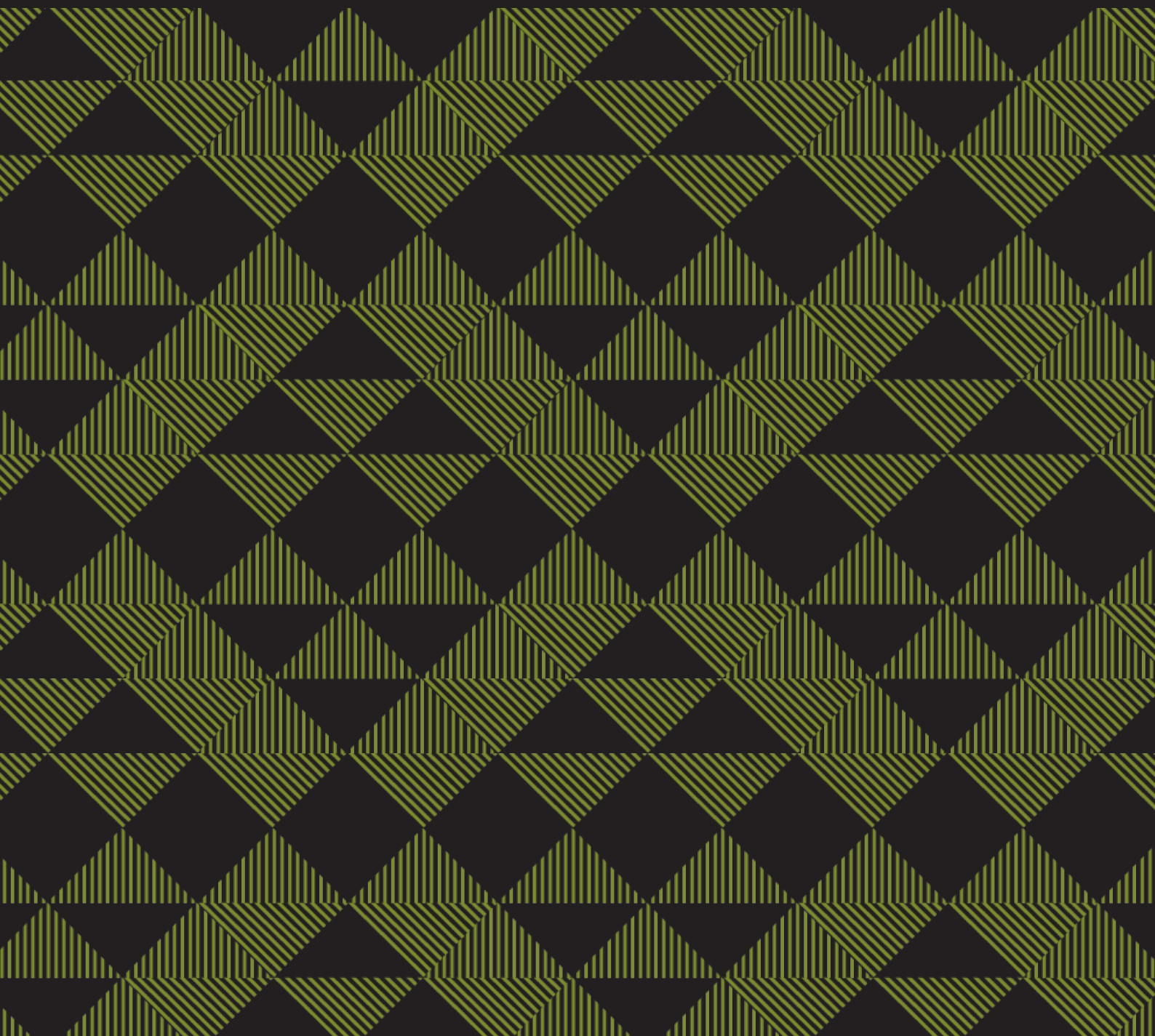


Statement of Intent

Tauākī Whakamaunga Atu

2026–2030



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Sport Integrity Commission Te Kahu Raunui
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Statement from the Board

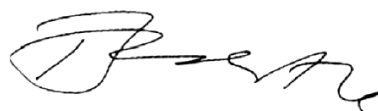
Te tauākī mai i te poari

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 2026 to 30 June 2030. 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.



Traci Houpapa
Interim Chair (temporary Deputy Chair)
15 June 2026



Tim Castle
Board member
15 June 2026

Who we are and what we do

Ko wai mātou, he aha ā mātou mahi

Our role is to work with the sport and physical recreation sector, including participants, to collectively strengthen integrity so all New Zealanders can have safer and fairer sport and recreation experiences.

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.

We focus on preventing and responding to behaviours that undermine integrity in sport and recreation. 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.

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

A kākahu (cloak) represents us and our work. It 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 take place and the knowledge and skills that are shared.



Our organisational health and capability

The key shift we are making over the next four years is to develop and mature our capability as a sport and recreation integrity agency. We have and continue to strengthen 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 building on a strong platform supporting greater cultural capability for our people to meet our commitment to tikanga Māori and te Tiriti o Waitangi.

Alongside this, we will continue the significant effort into establishing and maintaining New Zealand's strong reputation in the international anti-doping community.

As a relatively new organisation, demand for our services is expected to evolve over time. We will actively monitor demand patterns to ensure our workforce, systems and operating model is responsive. We will also focus on supporting the wellbeing and productivity of our team, particularly for those dealing with sensitive subjects such as abuse or harm to children and young people.

Our organisation's health and capability support us to work effectively toward our strategic priorities and long-term outcomes.

Our governance and advisory groups

Board

We are governed by a diverse Board that upholds integrity, transparency and accountability. It sets our strategic direction and brings collective expertise in law, participant wellbeing, sport and recreation, human rights, te Tiriti o Waitangi, te ao Māori and tikanga Māori. Together, we are further supported by various advisory groups.

Te Ope Tāmiro

Te Ope Tāmiro works with the Board to ensure our ongoing work is informed by tikanga Māori, mātauranga Māori and Māori aspirations. Members of Te Ope bring a range of expertise and experience including from the sport and recreation sector, helping to ensure that Māori aspirations are central to our strategic approach and operation.

Pacific Strategic Advisory Group

The Pacific Strategic Advisory Group is an independent advisory group that represents and amplifies the voices of Pacific peoples from across New Zealand. The group ensures the diverse values, practices and lived experiences of Pacific communities are woven throughout integrity in sport and recreation. It works actively with us to help build a culture of integrity that supports safe, and fair environments for Pacific peoples participating in sport and recreation. The group primarily advises us at an operational level as opposed to with the Board on governance.

Athlete Advisory Group

This group provides an avenue for athletes to influence policies, programmes and decisions that keep sport safe and fair. Comprising a diverse group of high-performance athletes, it represents a strong mix of experience across para, team and individual sport. This diversity ensures a broad and representative perspective in integrity in sport. By contributing insights from their experiences, the group helps to shape integrity initiatives in sport. The group primarily advises us at an operational level as opposed to with the Board on governance.

Our legislative context

We are an independent Crown entity established under the Integrity Sport and Recreation Act 2023 (the Act) 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
- ▼ delivering New Zealand's anti-doping programme.

In performing our functions, we 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 be responsive to tikanga Māori, the rights and interests of Māori, and te Tiriti o Waitangi. We also need to have effective means of seeking the views of participants, including Māori, Pacific peoples, disabled people, children and young people, women and girls and rainbow people.

Our functions

Section 13 of the Act sets out 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 recreation.
- ▼ To advocate and promote respect for, and enhance understanding and appreciation of, integrity in sport and recreation.
- ▼ To engage with the sport and recreation sector to monitor developments relating to integrity.
- ▼ To be a leader on integrity issues in sport and recreation within Government and to coordinate and collaborate 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 integrity complaints and disclosures in sport and recreation.
- ▼ To provide accessible, age appropriate and culturally responsive mechanisms for resolution of integrity disputes.
- ▼ To investigate integrity matters 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
 - requires the Commission to do something.
- ▼ To facilitate compliance with all international agreements and arrangements concerning doping in sport to which New Zealand is a party.
- ▼ To notify results, when we have tested athletes who are not citizens or residents of New Zealand, 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.
- ▼ To enter into reciprocal testing agreements with foreign governments, foreign anti-doping organisations, or other signatories to the World Anti-Doping Code, for athletes who are citizens or residents of New Zealand but tested in other countries.
- ▼ 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 people on matters related to doping in sport
 - government and non-governmental organisations and other people overseas to promote 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 recreation.
- ▼ To generally take all steps necessary or desirable to achieve the purposes in section 3(a) and (b) of the Act.
- ▼ 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.

Investigations

Under the Act, we have the power to investigate complaints about threats to integrity in sport and recreation. Before we contemplate an investigation, we assess and triage the complaint in advance. There are two types of investigations.

Section 32

Investigations under section 32 of the Act are for matters we are satisfied that are in the public interest to investigate. Section 32 investigations are a response to threats to integrity that are more systemic in nature and typically take longer to resolve than complaints suitable for early resolution. The outcome of a section 32 investigation is limited to publishing a report, which may contain recommendations.

Section 31

For organisations that have adopted the Integrity Code, breaches can be addressed through investigations under section 31 of the Act. These investigations benefit from the additional information gathering powers, including that we may issue a direction to any organisation or person to fully cooperate with an investigation, including providing information, attending an interview or disciplinary hearing. Our independent Disciplinary Panel can decide and publish sanctions if it determines individuals have breached the Code.

Te Kahu Raunui

Our name and strategic framework are inspired by the tongikura:

**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

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

Our name

Te Kahu refers to the kākahu, or cloak, which symbolises the interconnectedness of the sport and recreation community and its shared values.

Raunui refers to our broad responsibilities and commitment to fulfilling these with openness and honesty.

Our name is a taonga, grounded in mātauranga Māori.

Our strategic framework

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

What we want to achieve

Te Aho Paerangi

Doing what's right, together Mā te tika, mā te pono, me te aroha With truth, honesty and compassion.

Te Aho Paerangi is described as 'the sacred thread in the distant horizon'; the distant thread we are seeking for our kākahu. It is where we are headed toward, our compass and our guidance. It keeps us weaving together as a collective, toward our shared goals and aspirations.

This statement helps guide our work and 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 and fairer.

Strategic priorities

Strategic Priority 1

Lead a strengthened integrity system

Strategic Priority 2

Work together to lift integrity capability

Strategic Priority 3

Deliver trusted and participant-centred services

Strategic Priority 4

Insights-led and transparent

Our long-term outcomes

- ▼ Participants are safer, treated equitably, and their rights are respected.
- ▼ Sport and recreation organisations have strong integrity cultures.
- ▼ Competitions and activities are clean and fair.
- ▼ We are a trusted source of integrity leadership and support.

Strategic framework



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

Encouraging widespread adoption of the Integrity Code is a priority. We will increase uptake of the Integrity Code through a targeted programme of influence, including:

- ▼ concluding and assessing the Integrity Code pilot programme
- ▼ developing and implementing a plan to identify, prioritise and engage with segments of national sport and recreation organisations
- ▼ strategic communications
- ▼ strong and ongoing engagement with sport and recreation senior leadership.

We will complete a review of the Integrity Code by 2028 to ensure it remains fit for purpose and meets the needs of participants and the sector. Any integrity code must be reviewed at least every three years after coming into force. This work will involve significant consultation. We will also work with organisations that have adopted the Integrity Code to evaluate and support them to meet their obligations as Code adopters.

We will be a leader on integrity, both in New Zealand and internationally, including advocating for a positive integrity culture and clean athletes. We will actively contribute to the international integrity community, providing a unique New Zealand and Pacific view and gaining valuable insights from our international counterparts. Our elected position on the World Anti-Doping Agency National Anti-Doping Organisation Expert Advisory Group enables us to influence outcomes on behalf of the Oceania region.

We will deliver a high-quality, evidence-based testing programme to detect and deter doping. We will support clean athletes by equipping them with knowledge of their rights and responsibilities. We will make significant amendments to the Sports Anti-Doping Rules in the early part of this four-year period to meet the requirements of the new 2027 World Anti-Doping Code.

We will build on our risk-based approach to anti-doping testing and education planning and expand this approach to develop a deeper understanding and response to other integrity threats.

Strategic Priority 2: Work together to lift integrity capability

We will work collaboratively with the sport and recreation sector to lift integrity capability and build positive integrity cultures. This will be done in partnership, recognising that lasting integrity cultures are achieved collectively.

We will encourage and support adoption and effective implementation of the Integrity Code and Sports Anti-Doping Rules. We will actively engage and build enduring relationships with participants and sport and recreation organisations. 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 Integrity Code minimum standards and create safer 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.

We will work with the sport and recreation sector to strengthen safeguarding practices and harness the power of sport and recreation as a vehicle for positive social change, fostering connection, confidence, identity and a sense of belonging for participants. At the same time, we will address the risk of harmful and abusive beliefs and practices and reduce opportunities for sport and recreation environments to be exploited. We will do this by setting standards, building capability and increasing the effectiveness of safeguarding alongside the sector.

We will strengthen our capability and deepen our engagement with Māori to uphold our te Tiriti o Waitangi obligations in a meaningful and enduring way. Our mahi will be designed and delivered in ways that reflect tikanga Māori and is responsive to the needs of Māori across the sport and recreation sector.

Collaboration will be important in responding to competition manipulation. While key levers for detection and enforcement sit outside the Commission, we will work alongside relevant agencies.

Strategic Priority 3: Deliver trusted and participant-centred services

Our role as a regulator relies largely on a consent based and consultative approach. While we have accountability in carrying out our functions, our starting point will be to offer support and guidance where integrity expectations are not met. While we do have some information gathering powers under the Act, in most cases we must first obtain material with the cooperation of the party who holds it. The Integrity Code is consistent with the legislation in that organisations must agree to voluntarily cooperate with the Commission as part of the adoption process.

We will build a clear and trusted identity as a modern, risk-based regulator, grounded in transparency, fairness, and participant wellbeing. Our regulatory framework will be principles-based and reflect our values and role as a relatively new regulator. It will set out how we act to prevent harm, promote good practice and respond proportionately when integrity issues arise in the sector. Support, guidance and education will be prioritised. This will include a description of how the framework is applied in practice and what you can expect from us.

A consistent, fair, and fit-for-purpose complaints and resolution service that is easy to understand, accessible, and responsive to participant needs will build trust and confidence. We will be:

- ▼ clear about what participants and the sector can expect from us
- ▼ how decisions are made
- ▼ how we exercise our regulatory responsibilities proportionately.

Timely and effective resolution will be prioritised, recognising its importance to public trust and confidence. Matters will be progressed as efficiently as possible, without compromising fairness or quality. We will improve visibility and accessibility of our investigations through clear information, guidance material, case summaries and publication of investigation reports where appropriate. This will support confidence in our role, strengthen understanding of investigations and help organisations respond to issues earlier.

We will apply a proportionate, risk-based approach to investigations and dispute resolution, focusing effort where there is the greatest potential for harm. Processes will be aligned to the legislation and our regulatory approach and applied consistently and transparently.

We will continue to strengthen this work by:

- ▼ improving how complaints are managed and disputes are resolved
- ▼ reviewing how investigations are carried out including refining processes, building capability, and using data and feedback to improve outcomes for participants and the sector.

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 our services are fit for purpose, and we are taking a risk-based approach to preventing and responding to threats to integrity.

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

We will ensure our processes are transparent. This includes reporting regularly on our core functions and sharing actionable integrity insights with the sector.

It is important we use our funding efficiently and deliver value for money. Insights, evidence and data will inform our decision-making so we can direct our resources to where they are most needed and have the greatest impact. This will also help us to prioritise, find efficiencies and manage demand on our services.

Our performance framework

Te mahere whakatutuki

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

Our four long-term outcomes will demonstrate 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 and fair.
- ▼ We are a trusted source of integrity leadership and support.

The performance framework sets out how progress against each strategic priority will be measured and monitored over the medium term, providing clear line of sight between our activities, investments and the outcomes we aim to achieve.

Our strategy has evolved

At the time of our inaugural Statement of Intent we were a new organisation embedding our strategy and developing our values and culture. We were fortunate to do this by drawing on the positive legacy of Drug Free Sport New Zealand, its people and its values. As expected, this refreshed strategy further develops our performance framework and newly implemented performance measures to ensure we deliver on our strategic priorities.

Strengthening our performance framework in 2026

We have reviewed and strengthened our performance framework to ensure it reflects our statutory role, our developing organisational maturity and early transition from establishment to system leadership. Changes we have introduced improve clarity, transparency and provide assurance.

Our refreshed performance framework places greater emphasis on outcomes, service quality and system impact. Where appropriate, legacy and establishment phase measures have been removed or replaced to reflect how we operate now.

Changes to performance indicators include:

- ▼ refining education delivery measures that focus on:
 - completion of workshops and online modules
 - participation across all age groups
 - higher targets to align with expanded education content and wider sector relationships
- ▼ simplified learner satisfaction measures to better assess achievement of learning outcomes
- ▼ two new measures that assess timeliness of assessment and resolution services.

Legacy measures from the establishment phase and from Drug Free Sport New Zealand have been removed where they no longer reflect current statutory responsibilities or provide meaningful assurance.

Annual expectations will continue to build on this framework, allowing measures and targets to evolve as system maturity increases.

As a relatively new organisation, the impacts of our work will take time to fully materialise and will initially be reflected through changes in awareness, capability, confidence and behaviour. We will know we are on track when participants increasingly recognise threats to integrity and can easily access education and resources that meet their needs, including education on the Sports Anti-Doping Rules. Participants will have growing confidence to raise integrity concerns and greater trust that issues are addressed consistently and fairly; for example, an increase in complaints may indicate higher levels of awareness and confidence. Over time, sport and recreation organisations will have the processes and capability in place to prevent, identify and address integrity issues. These shifts will contribute to the detection and deterrence of integrity issues and to a more trusted and resilient integrity system. Our accountability reporting supports regular monitoring of progress throughout the year and on an annual basis.

Our work will contribute to a sport and recreation sector where integrity standards are embedded in organisational culture and practice, promoting safer participation and increased trust and confidence among participants and the public. We will maintain a strong and trusted national anti-doping programme that protects clean athletes, meets international obligations, and upholds confidence in the integrity of sport in Aotearoa New Zealand.

Long-term outcomes

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

- ▼ Participants recognise threats to integrity.
- ▼ Participants access education and resources that meet their needs and support their understanding of integrity.
- ▼ Sport participants 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.

As we mature and become more insights-led, we will be able to see progress from benchmarking and develop how we measure impact.

Strategic Priority 1: Lead a strengthened integrity system

Our work to promote minimum integrity standards in the sport and recreation sector continues to be a core part of our mahi.

A consolidated description of our responsibilities around clean sport better reflects our overall role in leading this part of the sector in New Zealand. We are committed to continuing to deliver high-quality anti-doping education to support athletes to understand and meet their rights and obligations under the Sports Anti-Doping Rules.

To achieve strategic priority 1, we will:

- ▼ encourage adoption of the Code of Integrity for Sport and Recreation (Integrity Code)
- ▼ issue and review Sports Anti-Doping Rules consistent with World Anti-Doping Agency requirements but tailored to New Zealand
- ▼ develop and deliver a testing programme to apply the World Anti-Doping Code effectively in New Zealand
- ▼ ensure our process for managing doping results complies with the World Anti-Doping Code and international standards
- ▼ design our anti-doping programme to be sufficiently broad, coordinated, and responsive to risk, so it is effective at detecting and deterring doping
- ▼ advocate internationally for clean sport and protection of participants.

Strategic Priority 2: Work together to lift integrity capability

We recognise the shared responsibility for lifting integrity capability across the sport and recreation system, including meeting our obligations under te Tiriti o Waitangi.

To achieve strategic priority 2, we will:

- ▼ deliver learning that builds integrity capability and promotes positive behaviours across the sport and recreation sector
- ▼ develop and provide resources and tools that help participants and organisations identify, prevent and respond to threats to integrity
- ▼ support organisations to build and enhance their integrity capability and strengthen positive integrity cultures
- ▼ actively engage with and build enduring relationships with sport and recreation organisations
- ▼ share knowledge and collaborate globally, making effective contributions to international developments to address threats to integrity.

Strategic Priority 3: Deliver trusted and participant-centred services

We have refreshed focus areas to support our regulatory approach and demonstrate maturity in complaints and resolutions.

To achieve strategic priority 3, we will:

- ▼ develop and implement a clear, principles-based framework that describes how we prevent harm, promote good practice and respond proportionately
- ▼ 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, so that more issues can be dealt with and avoid unnecessary escalation, and support better outcomes for all involved
- ▼ provide dispute resolution services that are easy for people to find and use, regardless of their experience
- ▼ manage our investigations to achieve timely resolution and appropriate outcomes, protecting participants from further harm and abuse
- ▼ work with organisations and, where appropriate, other agencies, during investigations to support actions that prioritise participant safety
- ▼ investigate suspected threats to integrity where it is in the public interest to do so or where there has been a breach of the Integrity Code
- ▼ set clear expectations with all parties about our complaints, resolution and investigation processes, including likely timeframes and progress.

Strategic Priority 4: Insights-led and transparent

Our approach to being insights led and transparent has been strengthened through improved expectations around structured research, analysis and reporting.

To achieve strategic priority 4, we will:

- ▼ build our internal insights capability, governance, tools and systems
- ▼ use insights, evidence and data to inform our strategic and operational decision-making
- ▼ gather insights and participant feedback to inform the design and delivery of our resources and services
- ▼ monitor and evaluate the effectiveness and efficiency of the services we deliver, and continue to look for opportunities to improve value for money
- ▼ 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.

Investigations

We will deliver clear, proportionate and risk-based investigations that apply the appropriate statutory pathways for integrity concerns, directing regulatory action where it has the greatest impact.

We will strengthen visibility and accessibility through clear guidance, published case information and reports where appropriate. Where misconduct is substantiated, we will refer matters to our Disciplinary Panel. Insights from investigations will inform prevention, education and our regulatory response.

As a result, we expect to see increased confidence in investigations and sector capability; our planned research will provide these insights.

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

Our SOI for 2026–2030 and Statement of Performance Expectations (SPE) should be read together. Our SOI sets out our strategy for the four years to June 2030, and it explains our long-term strategic direction, desired outcomes, and priorities. The SPE sets out what we will do in 2026/27 against the strategy, and how we will measure progress against these annual targets.

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 therefore 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 New Zealand 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 and widespread among the general population, 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 in society generally also persist in sport and recreation environments
- ▼ 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 continue to deliver value for money in a restrained fiscal environment. We anticipate that there will be growing demand for our services over time, including because of Integrity Code adoption which will likely increase the demand on our complaints, investigations and disciplinary services.

There will also be a need to work closely with other key organisations in both the public and private sector to ensure that information and resources are being shared appropriately and effectively.

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 approach will mitigate demand on our services and ensure that our resources are applied to complex and serious integrity issues that most need our intervention.

How we will respond to this environment

We will:

- ▼ shape our functions and services to ensure that they are fit for purpose, evidence-based, and effective
- ▼ implement 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
- ▼ continually 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 appropriate standards for integrity through integrity codes and the Sports Anti-Doping Rules and monitor the implementation and effectiveness of these standards
- ▼ form strong and mutually beneficial relationships with other key organisations operating in the sector
- ▼ 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 integrity cultures through education, support and guidance
- ▼ promote adoption and implementation of the Integrity Code's minimum standards
- ▼ deliver a fair, timely, and effective complaints process that promotes the safety and wellbeing of participants
- ▼ investigate threats to integrity in a timely and efficient manner, 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
- ▼ monitor changes to social expectations of sport integrity and provide thought leadership on sport integrity in New Zealand.

