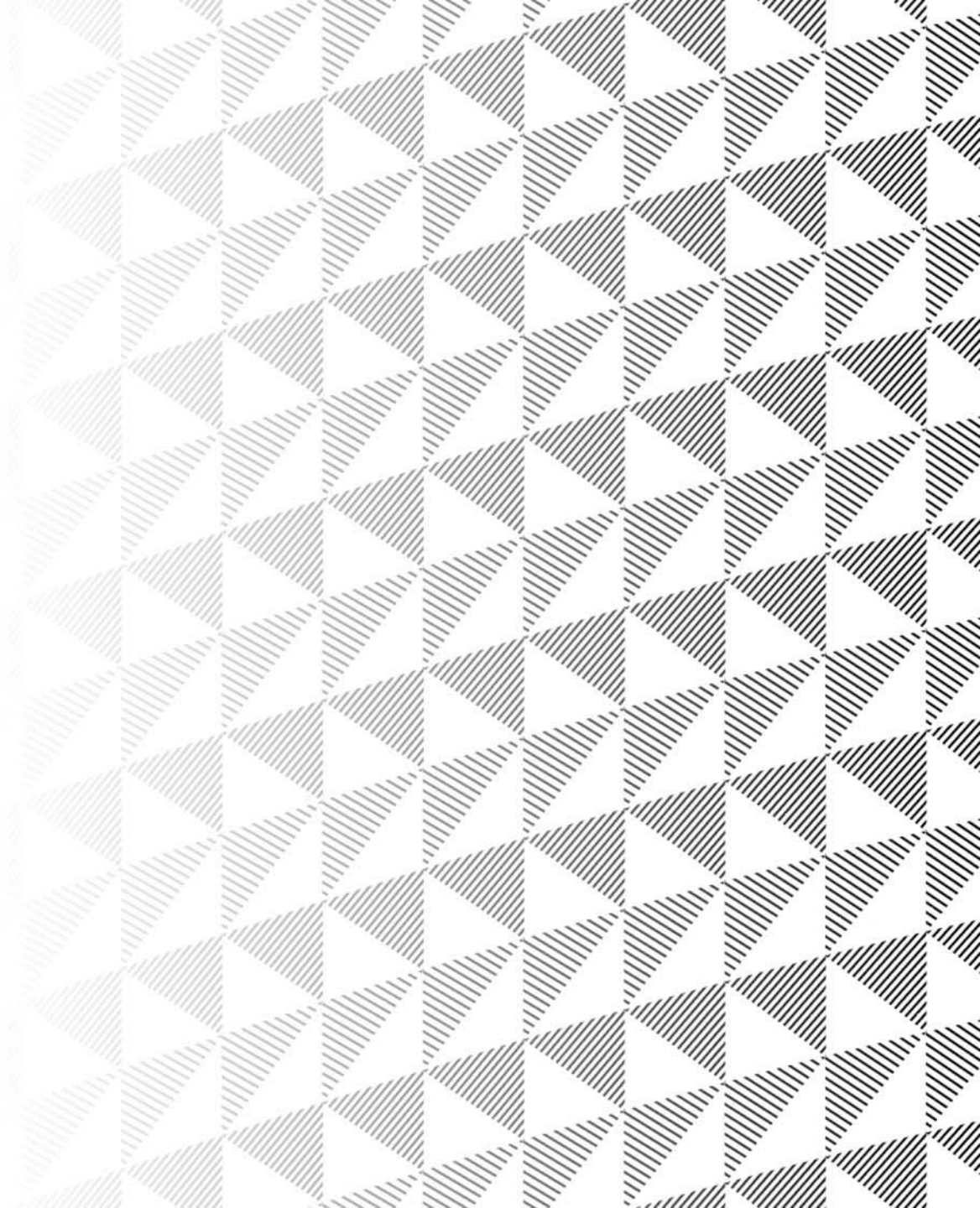




**Sport Integrity  
Commission**  
Te Kahu Raunui

# **Quarterly Performance Report**

Q3: January to March 2026



# 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 2025/26	11
Financial performance	14
Focus area	18





# Strategic Priorities

Q3: January to March 2026

# Delivering our strategy in 2025/26

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 2025/26.

Strategic priorities	1. Lead a strengthened integrity system	2. Work together to lift integrity capability	3. Deliver trusted and participant-centered services	4. Insights-led and transparent
<p><b>What we will do</b></p>	<p>Promote adoption and alignment with integrity standards.</p> <p>Advocate for clean sport and implement the World Anti-Doping Code in New Zealand.</p>	<p>Grow and strengthen relationships across the sport recreation sector.</p> <p>Implement our new learning strategy to lift integrity capability.</p>	<p>Continue to deliver our high-quality anti-doping services.</p> <p>Scale our resolution, investigation and disciplinary panel services.</p>	<p>Develop a Commission-wide data, intelligence and insights approach.</p> <p>Complete our establishment activities, moving to our long-term structure, services and ways of working.</p>



# 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

# Strategic Priority 1: Lead a strengthened integrity system

## What we said we will do

### Promote adoption and alignment with integrity standards

- Engage with national-level sport and recreation organisations to promote adoption of the Integrity Code
- Work with a small group of organisations through an adoption pilot programme to test, evaluate and improve the adoption process
- Identify other opportunities to embed the minimum standards in the sector including promoting alignment at least to minimum standards and use of the Commission's resources and policy templates

### Advocate for clean sport and implement the World Anti-Doping Code in New Zealand

- Update and make the 2026 Sports Anti-Doping Rules (SADR) after Public Consultation.
- Continue to input into the review of the World Anti-Doping Code and International Standards
- Participate in the audit of our anti-doping functions by the World Anti-Doping Agency (WADA) and respond to any outcomes or findings from the audit
- Start work to review and amend the Sports Anti-Doping Rules and our anti-doping functions to comply with the 2027 World Anti-Doping Code

## Progress this quarter

- Five more National Sport (NSO) and Recreation (NRO) Organisations formally adopted the Integrity Code, Weightlifting NZ, Ice Hockey NZ, WORD Youth Mountain Biking, Ultimate Frisbee, and Skate NZ.
- Two more have progressed to the stage of notification of intention to adopt the Code.
- Engaged with NSOs and NROs, logging 137 interactions this quarter, and 492 in the year to date.
- Completed a national Integrity Code roadshow across all Regional Sports Trusts.
- Specifically engaged with organisations that have notified their intention to adopt the Code.
- Held a workshop for the Integrity Code Pilot (ICP) participating organisations to address complaints management and resolutions at an organisational level. Expected output will be the development of resources for the sector to increase resolutions capability. ng sector resources relating to resolutions.
- Tested compliance with minimum standards of the Integrity Code with the two organisations that adopted the Code in Q1.

- Continue to prepare for the new World Anti-Doping Code 2027 to ensure we are technically and operationally ready for implementation on 1 January 2027.
- Continue to progress the WADA Corrective Action Report actions which remain on track for completion within expected timeframes this year; two of three have been completed. The third has also been completed and remains under a period of progress monitoring by WADA.
- Our CE attended the WADA Expert Advisory Group in Montreal, Canada. This group ensures New Zealand along with our Oceania colleagues, including Australia, have a voice in anti-doping decisions by WADA.

# Strategic Priority 2: Work together to lift integrity capability

## What we said we will do

### Grow and strengthen relationships across the sport recreation sector

- Implement our engagement strategy
- Share insights, lessons and success stories that support the sector to lift its integrity
- Develop and implement memoranda of understanding with key government partners
- Deliver a national sport and recreation integrity symposium in 2026
- Continue to collaborate with national and international partners on integrity matters

### Implement our new learning strategy to lift integrity capability

- Implement our new learning strategy and develop an updated learning curriculum for all integrity areas
- Develop new learning content and guidance as identified through our learning strategy and informed by sector feedback and learner needs
- Continue to deliver high-quality anti-doping education for athletes
- Agree memoranda of understanding with sport and recreation organisations to deliver our learning through their own systems
- Implement a learning evaluation model to demonstrate the efficacy of our learning

## Progress this quarter

- Our Director Capability attended the Sport Integrity Australia (SIA) NSO Chief Executive's Forum and National Integrity Manager Conference in February.
- The 2026 Sport and Recreation Integrity Wānanga was held in March with 225 delegates attending and broad sector representation including priority populations.
  - Keynote speakers shared valuable lived experiences and lessons; Jelena Dokic (previous world number 4 Tennis player - safeguarding), Cassie Fien (retired international runner - unintentional doping) and Lou Vincent (former NZ Cricketer - match fixing)
  - Panel discussions shared challenges and success stories relating to threats to integrity, and formal adoption of the Integrity Code.
  - International delegates from Sport Integrity Australia and several Pacific nations were in attendance.
- Established monthly engagement forum with the SIA safeguarding team to share knowledge.
- Our learning strategy was approved by the Board.
- Put agreements in place with Snowsports NZ and Basketball NZ to deliver our learning content through their learning management systems.
- Finalised a face-to-face competition manipulation learning module to be delivered by our field team of athlete educators.
- Designed a new online anti-doping whereabouts learning module to support athletes and commenced design of a 2026 Commonwealth Games module.

# Strategic Priority 3: Deliver trusted and participant-centered services

## What we said we will do

### Continue to deliver our high-quality anti-doping services

- Implement our refreshed testing approach for 2025/26
- Deliver high-quality anti-doping education as part of our new learning strategy
- Redevelop the training and accreditation programme for testing chaperones
- Seek feedback from athletes about their testing experience to support continuous improvement

### Scale our dispute resolution and disciplinary services

- Scale our dispute resolution service to handle an expected increase in complaints and enquiry volumes due to adoption and implementation of the Integrity Code
- Establish an independent disciplinary panel under section 41 of the Act including recruiting and appointing panel members and setting the panel's policies and procedures
- Continually improve key processes and activities as part of our establishment

## Progress this quarter

- Implemented a revised risk assessment methodology to better target testing across sports and athletes, resulting in a strengthened intelligence-led and detection-based testing approach.
- Introduced a new athlete Whereabouts filing approach aligned with World Anti-Doping Agency requirements and supported by an athlete-centred delivery model.
  - This has resulted in more timely and complete Whereabouts submissions, improved clarity on requirements for athletes, and reduced the need for follow-up and administrative chasing.
  - The approach includes introductory webinars delivered to athletes, support personnel and NSOs, earlier and more targeted reminders to support athlete compliance and an education model to improve understanding and ongoing compliance.
- Hosted the induction of inaugural members of our Disciplinary Panel in March.
- We received 78 complaints in Q3, representing an increase of approximately 42% compared to the same period last year.
  - Encouragingly, this has not resulted in a negative impact on timeliness, which continues to track consistently.
  - We are mindful this trajectory highlights the importance of continuing to scale our service effectively, ensuring delivery is supported by high quality, timely responses as demand grows.
  - Strengthening our ability to manage increased volumes while maintaining service standards remains a key priority.

# Strategic Priority 4: Insights-led and transparent

## What we said we will do

### Develop a Commission-wide data, intelligence and insights approach

- Complete a new technology and information management strategy, with detailed plans for the next two years
- Use feedback and insights from a range of sources to improve our services, support and resources
- Increase intelligence-led testing as part of our refreshed testing strategy
- Develop a Commission-wide data, intelligence and insights approach

### Our people and capability

- Implement our new structure and ways of working to ensure we can deliver on our role and long-term priorities
- Implement a refreshed induction and internal learning curriculum for staff as part of our refreshed learning strategy
- Develop a fit-for-purpose technology and systems strategy and align resources accordingly

## Progress this quarter

- Continued development of the five-year insights approach.
  - Procurement was approved to engage a research provider for our first significant insights project and have issued the brief.
    - This research will explore how best to facilitate building a strong integrity culture throughout the sport and recreation sector.
    - The procurement seeks appropriate methodologies to be responsive to te Tiriti throughout the life of our work, and the role of mātauranga and tikanga Māori in the engagement process.
  - Deployed activations and interactions at our National Sport and Recreation Integrity Wānanga to capture attendee insights around the aspects of integrity which are an immediate focus for them, to help us support them in this.
  - Launched surveys for those who attended the Wānanga to understand impact and experience of the two days but also the information provided in the interactions we had.
- 
- Streamlined our IT function with a view to ensuring the appropriate size and level of expertise and support required.
  - Implemented a professional development framework, Pā Harakeke. This is built on our organisational values and supports kaimahi growth through goal setting and creating development pathways with a tiered structure catering to all career stages.



# Performance Indicators 2025/26



Sport Integrity  
Commission  
Te Kahu Raunui



# Performance Indicators 2025/26

## 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 this quarter **96%** from **2,041** completions  
YTD **96%** from **7,242** completions

Modules:

- Child protection
- Child safeguarding
- Travelling with children and young people
- Creating safer experiences for children and young people

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

Target **< 10%**  
Actual this quarter *not measured*

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

Target **90%**  
Actual this quarter **100%**  
This is from **78** complaints for **Q3**.  
YTD **98%** from **254** complaints.

## 5. Total number of people receiving education through workshops and/or online learning at all ages.

Target (full year) **10,000**  
Actual this quarter **3,687** **37%** of full-year target  
YTD **12,646** **127%** of full-year target

### Online learning in Q3:

- **2,041** Safeguarding modules completed (7,242 YTD)
- **1,316** Anti-Doping modules completed (3,407 YTD)
- **330** athletes and support personnel educated via webinar or face-to-face (1,997 YTD)

## 3. Number of samples (urine and blood) collected from athletes.

Target (full year) **1,100**  
Actual this quarter **257**  
YTD **770** samples collected **70%** of full-year target

**145** user-pays samples collected this quarter; this type of sample is not included in KPI.

## Overall commentary for this quarter

Performance remains strong as the organisation enters Q4, with most measures meeting or exceeding targets despite WADA-driven testing adjustments.

Learning outcomes continue to perform exceptionally well at 96% satisfaction, education delivery has surpassed the full-year participation target.

Complaint responses remain timely with 100% this quarter being responded to within three working days.

# Resolution Service

312 complaints and enquiries received YTD.

78 complaints and 20 enquiries received in Q3, this is a 42% increase compared to Q3 2025.

This reflects continued engagement with the Commission and ongoing awareness of integrity-related concerns across the sector. Of those matters received in Q3, 45 have been resolved through our various pathways, including:

- 2 resolved through early facilitation
- 2 resolved through Letters of Obligation
- 3 referred for investigation assessment
- 17 out of scope and referred elsewhere or provided with support or information.
- 18 no response received or the complaint has been withdrawn

The remaining 52 matters are at various stages of triage or facilitation or are not proceeding further.

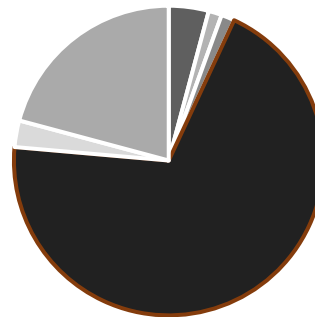
In Q3, there was an increase in the proportion of complaints withdrawn or where no response was received, rising to 19% compared with 12% in Q2. A further 19 matters were assessed as out of scope. In these cases, matters progressed through the triage process, with kaimahi engaging with complainants to discuss the issue and, wherever possible, provide advice and guidance on the most appropriate organisation or resolution pathway to access assistance.

Governance considerations were identified as a key theme, arising in approximately 25% of all matters. Interpersonal conduct, section 5(d), continues to represent the most significant threat to integrity category, with 50 of the 98 Q3 matters falling within this section\*. Of these, 11 matters were recorded under two or more section 5(d) classifications, reflecting the complex and interrelated nature of many interpersonal conduct concerns.



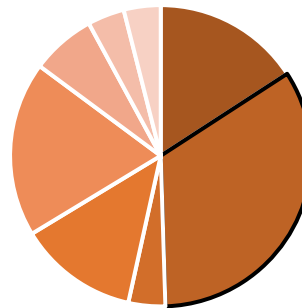
\* A complaint may involve more than one threat to integrity

## Proportion of complaints\* by Threats to Integrity 1 January – 31 March



- s5(a) Competition manipulation 3
- s5(b) Sports betting activity 1
- s5(c) Doping 1
- s5(d) Interpersonal conduct 50
- s5(e) Corruption, fraud and deception 2
- s5(f) Organisational failure to prevent 15

## Section 5 (d) breakdown – 51%



- Abuse 16%
- Bullying 34%
- Violence 4%
- Sexual misconduct 13%
- Intimidation 19%
- Harassment 7%
- Racism 4%
- Discrimination 4%



# Financial Performance

For the three months

1 January 2026 to 31 March 2026

# Financial Position

## Current assets

- Cash and term deposits at 31 December totalled \$4.9 million. Our average performance for this year to date is that 73% of the month-end balances have been on term deposit earning interest at rates between 3.3% and 3.8% per annum.
- Trade and other receivables include \$.052 million of interest income accrued on term deposits and \$0.135 million in receivables related to user-pays activity.
- We maintain an inventory of sample collection kits.
- The prepayments balance relates to software licences paid in advance for 12 months of use.

## Non-current assets

- The book value of leasehold improvements at our office premises (\$0.979 million) accounts for 68% of property, plant and equipment, with the remainder being electronic equipment (computers and related hardware) and office furniture.

## Liabilities

- Employee entitlements include accrued salaries, annual leave, and PAYE due to be paid to Inland Revenue in April. Annual leave balances for all employees are managed within our policy, and none are significant.

## Equity

- The equity balance of \$5.8m, compared to \$5m at 30 June 2025, reflects the year-to-date operating surplus which we expect to reduce by the end of this financial year. We forecast a small operating surplus for this year, preserving retained earnings to cover deficits in outyears. We forecast operating deficits each year from 2026/27 and depletion of reserves by 2028.

## Financial position

<b>Statement of Financial Position</b>	<b>Mar 2026 \$000</b>
<b>Current assets</b>	
Cash and investments	4,944
Trade and other receivables	176
GST receivable	60
Inventory	93
Prepayments	75
<b>Total Current assets</b>	<b>5,348</b>
<b>Non-current Assets</b>	
Property, plant and equipment	1,434
<b>Total Non-current Assets</b>	<b>1,434</b>
<b>Total Assets</b>	<b>6,782</b>
<b>Liabilities</b>	
Trade and other payables	505
Employee entitlements	489
Lease inducement - current	4
Non-current Liabilities	22
<b>Total Liabilities</b>	<b>1,019</b>
<b>Net Assets</b>	<b>5,763</b>
<b>Represented by public equity</b>	
Equity	5,763
<b>Total Represented by public equity</b>	<b>5,763</b>

# Financial Performance

Our financial result for the nine months to 31 March 2026 is a surplus of almost \$0.8 million compared to a budgeted deficit of \$0.8 million. The variance is due to expenditure being \$1.56 million less than allowed for in the budget, and revenue (interest, user pays, and sponsorship of a component of the Sport and Recreation Integrity Wānanga) being \$0.07 million more than budgeted. We now anticipate that our year end position will be a surplus of around \$0.4m.

	March 2026 YTD			
	YTD Actual	YTD Budget	YTD Var \$000	
<b>Revenue</b>				
Crown Funding	8,462	8,462	0	
User-Pays revenue	316	300	16	
Interest revenue	117	75	42	
Other income	11	0	11	
<b>Total Revenue</b>	<b>8,906</b>	<b>8,837</b>	<b>68</b>	
<b>Operating expenses</b>				
Accounting and audit	189	161	28	
Board member's remuneration	110	185	(75)	
Depreciation and amortisation	144	96	48	
Information and communication technology	807	1,004	(197)	1
Personnel costs	4,638	4,876	(238)	2
Premises and office costs	340	381	(41)	
Professional and technical services	215	528	(313)	3
Resolution services and investigations	20	205	(185)	4
Sample collection, analysis and results management	861	958	(97)	
Other operating costs	784	1,266	(482)	5
<b>Total Operating expenses</b>	<b>8,108</b>	<b>9,659</b>	<b>(1,551)</b>	
<b>Total comprehensive revenue and expenses</b>	<b>798</b>	<b>(822)</b>	<b>1,620</b>	

**Total operating expenses are around 16% less than we had allowed in the budget for the year to date.**

We began implementing a new organisational structure at the end of 2024/25, and the full leadership team has been in place only since the end of Q1. Our work programme has been revised to reflect this, with several large pieces of work involving IT and professional service costs being deferred to start later in the year or early next year.

## Notes

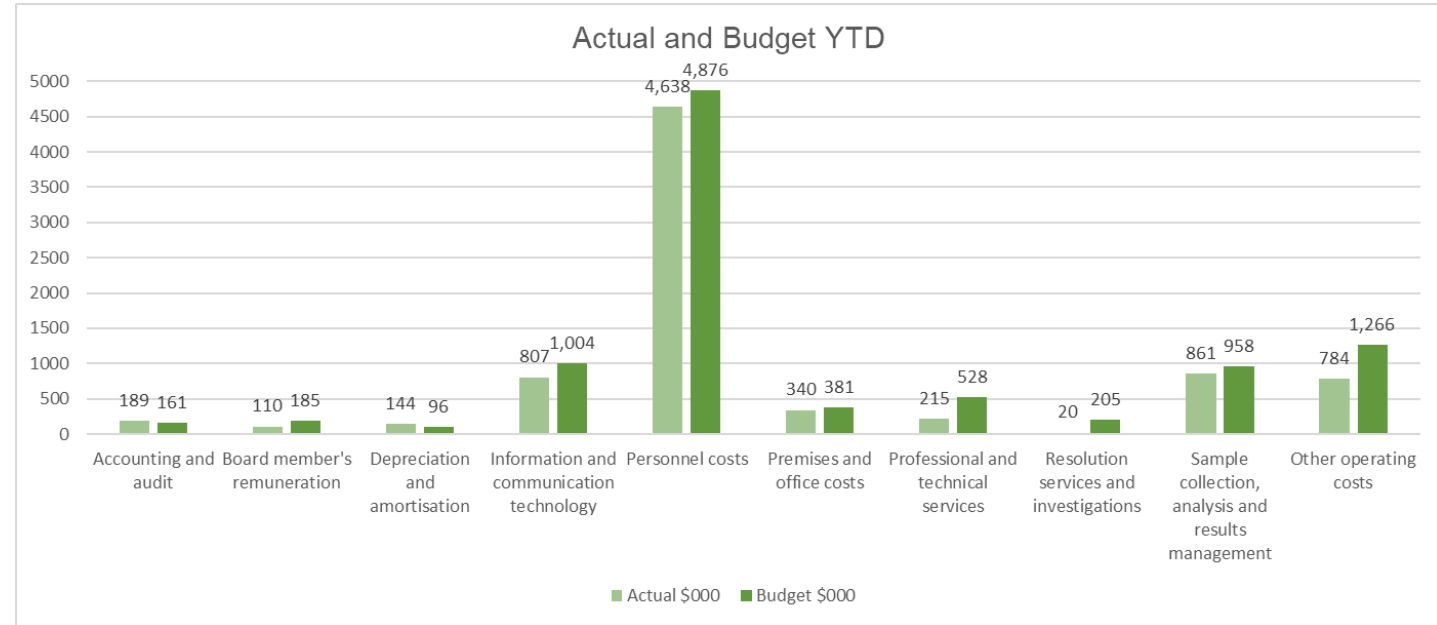
- \$0.197 million underspend in information and communication technology is largely timing differences due to deferring the start of several projects.
- The personnel budget was based on a full organisation chart from 1 July 2025. The new structure didn't take effect until 1 September 2025 and there are still several vacant positions against those budgeted. This has resulted in lower salaries and an underspend in personnel costs of \$0.238 million.
- The time required to fully implement the new organisation structure contributed to deferral of activity in other areas, including a deferral of some projects where the budget had allowed for engagement of external consultants. The spend on professional and technical services is \$0.313 million below YTD budget. Of that variance, \$0.1m is from setting aside budget in the event of appeals which would incur material legal fees. The balance of the variance relates to projects which have been re-phased (with some costs being deferred to later this year and into 2026/27).
- Underspend in resolution services is attributable to allowing for Disciplinary Panel costs in the budget earlier than they will actually be incurred, a lower than budgeted uptake of counselling services, and having higher level of internal expertise such that we didn't need to engage external mediators.
- Four areas make up most of the YTD under-spend in other operating costs - \$0.310m in campaigns and promotions as none have been undertaken so far; \$0.077m in delivering external events, \$0.098m in the Integrity Code Pilot project due to using internal capability rather than contracted resources for project management, and \$0.070m in travel costs.

# Operating Expenditure YTD

Total operating expenditure for the year to date (July to March 2026) is \$8.1m against a budgeted \$9.7m.

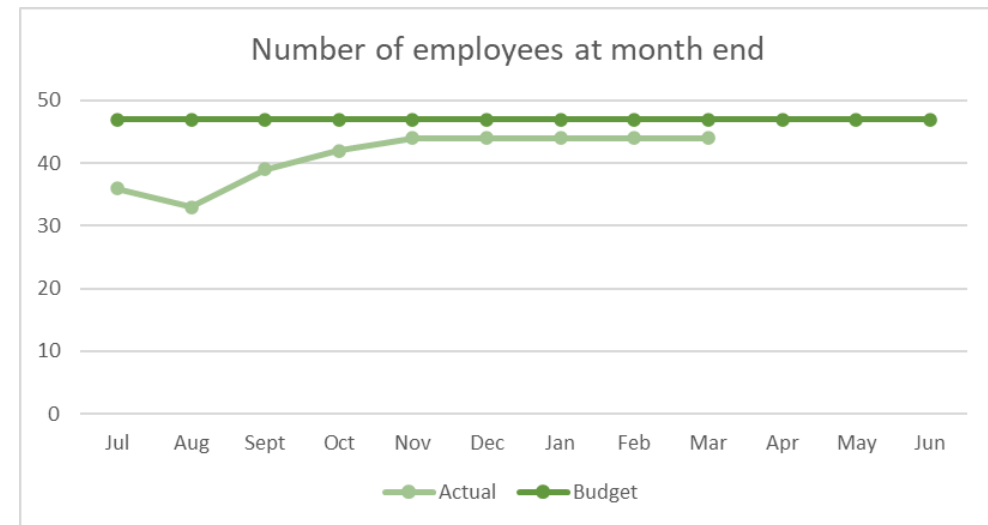
Personnel costs at \$4.638m account for almost 57% of total expenditure for this six months. Sample collection costs (11% of total expenditure), and information and communication technology (10%) are the next biggest components of total actual operating expenditure.

Together, these three categories of expenditure account for 78% of all operating costs



The Commission started the financial year with 39 employees.

As at the end of March, we have 44 employees (43.5 FTE). This does not include one employee on parental leave until December but does include 2.5 FTE fixed term employees. We plan to have 46 employees by 30 June.





# Focus area

1 January 2026 to 31 March 2026

# Focus area: information management

The following responses provide assurance to the monitoring agency relating to how we manage information.

## Governance

### 1. Who holds responsibility for privacy within your organisation (e.g. privacy officer), what is their role title, and how does senior leadership provide oversight of privacy risks?

- The Privacy Officer's substantive role is General Counsel, which is part of the senior leadership team.

### 2. Do you have a Privacy Policy, Privacy Management Plan or equivalent framework that outlines how personal information is managed, and when was it last updated?

- One internal Privacy Policy which governs how personal information is managed.
- [Two external Privacy Policies](#), general and anti-doping, inform members of the public how their information will be dealt with when engaging with us.
- These policies were updated in July 2025.
- A Privacy Handbook also outlines in more detail how personal information is managed, this was last updated in September 2025.

## Information collection and use

### 3. How do you ensure that personal information collected is necessary, and that individuals are informed about why it is collected and how it will be used?

- Personal information is collected from a number of sources; our website sportintegrity.nz contains the two privacy policies noted in response 2 and this information is provided to athletes at the time they provide their information to us.
- The website contains our [Transparency Statement](#) which sets out in detail how we collect, use, store and share information.
- When information is collected in relation to integrity matters, we provide those we engage with to our Terms of Participation which reference the Privacy Policy and Transparency Statement with an assurance around how the information will be collected, used, stored and shared.

### 4. What processes are in place to ensure personal information is only used or shared for purposes that comply with the Privacy Act 2020 and your stated collection purposes?

- Privacy Impact Assessments are undertaken annually for processes that capture personal information from people.
- These assessments are undertaken by the process owner and reviewed by the Privacy Officer.



# Focus area: information management

## Storage, security, and retention

### 5. How do you ensure that personal information is stored securely and protected from unauthorised access, misuse, or loss?

- We use a number of technical, policy and behavioural approaches to make sure that personal information is stored and protected appropriately. These include staff training, review of policies and procedures, penetration tests and security reviews of systems.

### 6. Do you have clear retention and disposal processes, and how do you ensure personal information is deleted or anonymised when no longer needed?

- A new Disposal and Retention Authority is being created, it's a refreshed version of the previous Drug Free Sport NZ retention policy and reflects the Commission's expanded remit.
- Both physical and digital information is stored; there is a combination of manual and automated process to destroy, delete, and/or anonymise information as disposal dates are met.

## Working with third parties and data transfers

### 7. If you share personal information with third parties (including cloud or overseas providers), how do you ensure they meet NZ privacy requirements?

- The Privacy Officer is responsible for ensuring appropriate security measures are in place prior to the engaging with third parties, this includes compliance with the requirements of relevant legislation and the ISPPPI.
- Our contracts with third parties require compliance with Privacy Act obligations.
- The Commission also has an Anti-Doping Information Sharing and Gathering policy.

## Risk management

### 8. How do you undertake Privacy Impact Assessments for new projects, systems, or suppliers that involve personal information?

- A Certification and Assurance process involves a technical review of systems and processes and a Privacy Impact Assessment.
- This document is compiled by the Privacy Officer, an appropriate subject matter expert and signed off by the Chief Executive.



# Focus area: information management

## Responding to individuals

**9. What processes do you have to respond to access or correction requests within the required 20 working days, and are these processes regularly reviewed? What processes are in place to notify individuals if a breach occurs?**

- The Privacy Handbook outlines the process the Commission undertakes to respond to access or correction requests within 20 working days.
- The Privacy Officer maintains a register of all Privacy Act requests and responses.
- The Privacy Handbook also sets out the process that is to be followed in the event of a privacy breach, this includes completing a privacy breach notification form which allows any impacted individual to be appropriately notified.
- This handbook and associated processes were last reviewed in September 2025

## Breach readiness

**10. Do you have a documented and tested privacy breach response plan, including a process to assess notifiable breaches and report to the OPC within required timeframes? If so, when was it last updated or tested?**

- The Privacy Handbook outlines the process the Commission undertakes to respond to a privacy breach and report to the OPC if appropriate.
- This handbook and associated processes were last reviewed in September 2025.