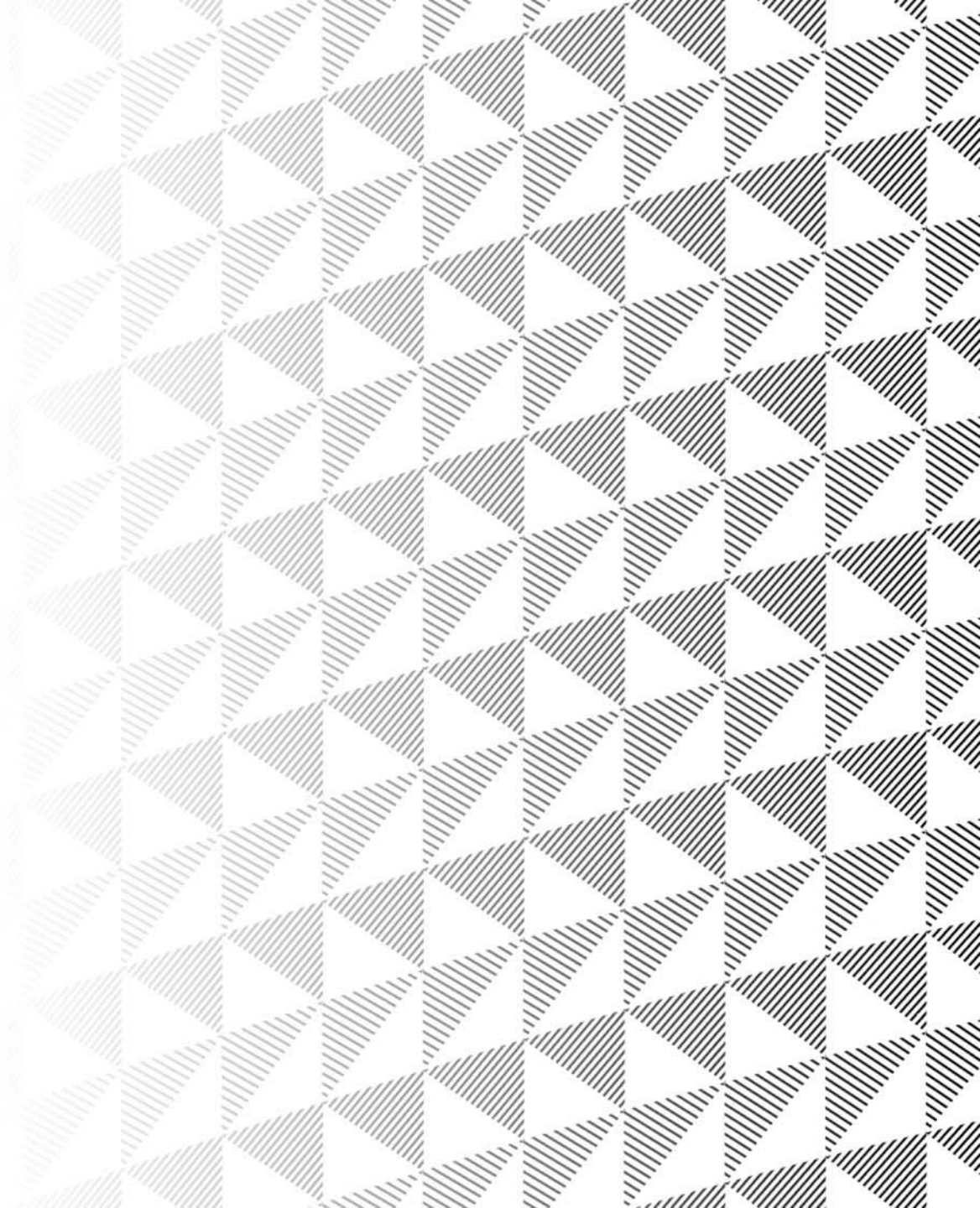




**Sport Integrity
Commission**
Te Kahu Raunui

Quarterly Performance Report

Q1: July to September 2025



Introduction

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

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

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Strategic Priorities

Q1: July to September 2025



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>What we will do</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 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

- Our National Integrity team has logged more than 150 interactions with sector organisations to promote the Integrity Code and support NSOs and NROs on their adoption journey. This included presentations to all RSTs, so they can promote and support alignment with the Integrity Code and use of the Commission's resources within their communities. The OCE are working through some initial engagement with a selection of larger organisations and others with some characteristics requiring a more strategic interaction.
 - NZ Esports Federation was the first organisation to adopt the Integrity Code (on 28 August). Several organisations have notified the Commission of planned adoption dates, or are in the process of amending their constitutions to enable an adoption date within the next 12 months.
 - The Commission continues to support six national organisations (NSOs and NROs) that are participating in the Integrity Code Pilot (ICP) and progressing on their individual adoption pathways. The ICP recently delivered two separate Communities of Practice, which have focused on Communications and Safeguarding. In addition to supporting the ICP through their adoption process, learnings are used to inform the Commission's approach with the broader sector.
-
- The 2026 SADR are intended to take effect from 1 January 2026. We have prepared for public consultation (which is open from 2 to 30 October) on the proposed changes. The SADR include, by reference, the WADA Prohibited List. We advise the sector on changes to the Prohibited List well in advance of the effective date. WADA undertook their in-person audit of our anti-doping functions in Auckland from 24 - 26 September. The audit went well, with WADA provisionally identifying 14 corrective actions. (For context, they identified a similar number in their audit of Sport Integrity Australia.) We expect to receive their final report in November 2025.
 - Following extensive feedback across all three stakeholder consultation phases, the Commission has continued to collaborate with Sport NZ and Sport Integrity Australia on the final proposed amendments of the 2027 World Anti-Doping Code and International Standard. These will be finalised at the World Doping Conference in December. This work has informed future planning, and following publication, the Commission will begin to formalise how each functional area aligns with the changes by 1 January 2027.

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

- Following some constructive discussions with Police, we have provided them with a draft MoU for consideration. This covers matters such as referrals, matters of shared interest, opportunities for joint training etc. Once agreed, we will use this as a basis for similar agreements with other agencies.
 - We will deliver a National Sport and Recreation Wānanga (or symposium) in Q3 as a material activity to share insights, lessons and success stories that support the sector to lift its integrity. Preparations are well advanced. We have confirmed keynote speakers and sent 'save the dates'. Official invitations will be sent in Q2, and we are planning for 300 delegates.
 - We continue to work closely with Sport Integrity Australia, and attended the UNESCO and SIA Pacific Capacity building programme in Brisbane, supporting Anti-Doping programme capability uplift in the region.
-
- Our focus in this quarter was on recruiting experienced personnel to establish a new learning team, and a new Insights Lead who will help ensure alignment with our broader evidence and insights approach. The learning team responsible for implementing the learning strategy and curriculum, and developing processes for prioritisation, quality assurance and evaluation.

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

- The Commission is implementing key preparatory measure in readiness for the introduction of the new Testing approach in 2026, which will incorporate stronger alignment with WADA's International Testing Standards and a stronger detection focus in addition to the existing deterrence model.
 - We refreshed the re-accreditation assessment for Chaperones in this quarter
 - We continue to seek feedback from athletes after each Anti-Doping test, where they have the opportunity to feedback in our post-test experience survey.
-
- We have already seen an increase in demand for our resolution services. The number of complaints and enquiries in this quarter represents around 38% of the total for all of 2024/25. We have managed to maintain good response times through scalability of the service and resourcing capacity.
 - We are establishing the independent disciplinary panel this year. We received more than 100 applications and undertook a robust process, with independent expertise on the selection panel. Appointments were confirmed by email to the 12 successful candidates on 12 September. Members chosen for the panel reflect the diversity of the sport and recreation sector and have the skills and experience necessary to meet their obligations under the Act..
 - All resolution and investigation staff have undertaken de-escalation and trauma-informed training this quarter.

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

- The Commission appointed an Intelligence Analyst and an Insights Lead during this quarter. Their initial focus, beginning in Q2, will be on reviewing the Commission's existing use of both intelligence and insights prior to developing a Commission wide intelligence and insights approach.
- The Commission refreshed its risk assessment model, which informs the Testing Delivery Plan (TDP) by identifying priority sports for risk based anti-doping testing.

The Commission formally transitioned to its new organisational structure on 1 September 2025. Three Directors were appointed with respective responsibility for:

- Operations – resolutions, investigations, anti-doping, science and intelligence
- Capability – learning, relationship management, insights, and safeguarding
- Enablement – IT, people and culture, communications and engagement, and business services.

We are very pleased to have attracted a high level of interest and quality in new roles and to have appointed experienced managers and practitioners.

We implemented a new induction process incorporating online modules and role-specific content. While intended for new staff, all staff completed the modules over a period of several weeks to help ensure consistency across the organisation. The modules were well-received.



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 95% from 2,419 completions

Completions are across four modules: Child protection, Child safeguarding, Travelling with children and young people, and Creating safer experiences for children and young people .

We are pleased with the result and continue to receive helpful feedback that will inform refinement of our learning content.

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

Target 90%
Actual this quarter 100%

This is from 107 complaints and enquiries

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

Target (full year) 1,100
Actual this quarter 266 24% of full-year target

The first quarter of the year has tended to be a slower period for sample collection so we are pleased to have achieved almost a quarter of our 2025/26 target already.

We have also collected 64 user-pays samples in this quarter, which are not included in this performance indicator

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

Target < 10%
Actual this quarter *not measured*

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

Target (full year) 10,000
Actual this quarter 4,722 49% of full-year target

We have had a strong quarter with 2,439 online Safeguarding module completions, alongside 1,401 online Anti-Doping modules and 882 athletes and athlete support personnel educated by our Athlete Educators via webinar or face-to-face.

Overall commentary for this quarter

We are pleased with achievement this quarter, which was also busy with recruitment and preparation for the WADA audit.

As new people complete work on strategies/plans we expect our insights-led approach to provide us with greater understanding of these results and how to maintain them.

Activity on focus areas: Resolution service

In Q1, we received 107 complaints and enquiries to the Resolution service, bringing the total number for this year-to-date to 107.

The most common theme across all complaints in Q1 was 'bullying, violence, abuse.'

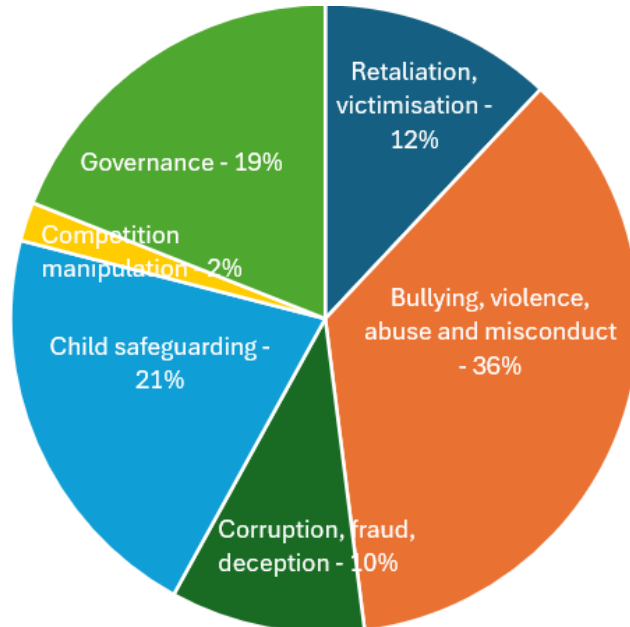
Of the 107 complaints and enquiries received in Q1:

- 6 were resolved through early facilitation
- 4 mediations were held, (3 for matters created in FY24/25)
- 4 matters are being assessed for investigation under s32 of Integrity Sport and Recreation Act
- 15 were out of scope so referred elsewhere or provided with support or information.

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

This chart indicates the proportion of issues raised by theme, in the period from 1 July 2025 to 30 September 2025.

The theme raised most often in complaints and enquiries so far this year has been 'bullying, violence, abuse, sexual misconduct' at 36%.



Themes raised in the complaints/enquiries

Each complaint may involve more than one issue

| | |
|--|----|
| Bullying, violence, abuse, sexual misconduct | 52 |
| Child safeguarding | 31 |
| Competition manipulation | 3 |
| Conflict issue history | 24 |
| Corruption, fraud and deception | 14 |
| Discrimination | 7 |
| Doping | 3 |
| Governance | 28 |
| Health and safety | 12 |
| No response | 12 |
| Organisation referral | 16 |
| Other | - |
| Retaliation/victimisation | 17 |
| School sport | 1 |
| Selection | 22 |
| Sports Tribunal | - |

**Jul-Sept
2025**



Financial Performance

For the three months

1 July 2025 to 30 September 2025

Financial Performance

Overall commentary

The Commission will receive Crown Revenue of \$11.283 million for 2025/26.

We have budgeted an operating deficit for this year of \$1.2 million, which will be funded from the operating surplus generated in 2024/25. The equity balance at 1 July 2025 was \$5 million, and we are forecasting to have depleted cash reserves by 2027, with operating deficits each year at current service levels.

Our financial result at 30 September 2025 is a surplus of \$0.2 million. This reflects around \$0.1 million of savings in personnel costs due to having fewer FTE than budgeted for.

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

Financial position

| | Sept 2025 \$000 |
|---|--------------------|
| Current assets | |
| Cash and cash equivalents | 4,630 |
| Trade and other receivables | 93 |
| Inventory | 89 |
| Prepayments | 58 |
| Total Current assets | 4,870 |
| Non-current Assets | |
| Property, plant and equipment | 1,488 |
| Total Non-current Assets | 1,488 |
| Total Assets | 6,359 |
| Liabilities | |
| Trade and other payables | 686 |
| Employee entitlements | 397 |
| Lease inducement - current | 4 |
| Non-current Liabilities | 36 |
| Total Liabilities | 1,123 |
| Net Assets | 5,236 |
| Total Represented by public equity | 5,236 |



Financial Summary

| | Actual \$000 | Budget \$000 | Variance \$000 | Note |
|--|-----------------|-----------------|-------------------|----------|
| Revenue | | | | |
| Crown Funding | 2,821 | 2,821 | 0 | |
| User-Pays revenue | 67 | 100 | (33) | |
| Interest revenue | 34 | 25 | 9 | |
| Total Revenue | 2,922 | 2,946 | (24) | 1 |
| Operating expenses | | | | |
| Accounting and audit | 57 | 57 | 0 | |
| Board member's remuneration | 32 | 43 | (11) | |
| Depreciation and amortisation | 43 | 32 | 11 | |
| Information and communication technology | 354 | 566 | (212) | 2 |
| Personnel costs | 1,540 | 1,713 | (173) | 3 |
| Premises and office costs | 116 | 122 | (6) | |
| Professional and technical services | 69 | 129 | (60) | |
| Resolution services and investigations | 2 | 56 | (54) | |
| Sample collection, analysis and results management | 251 | 313 | (62) | |
| Other operating costs | 224 | 358 | (134) | 4 |
| Total Operating expenses | 2,688 | 3,389 | (701) | |
| Total comprehensive revenue and expenses | 234 | (443) | 677 | |

Notes

Revenue 1% below budget

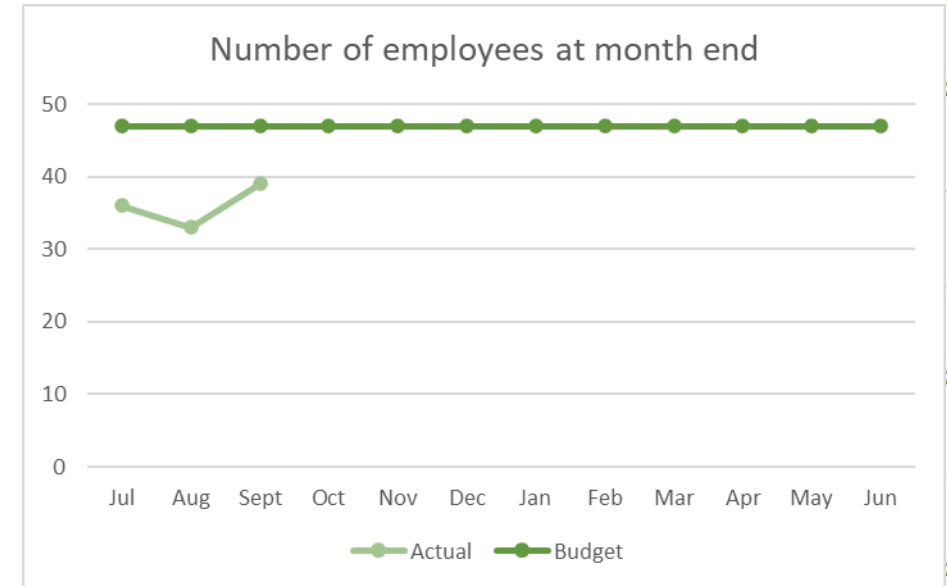
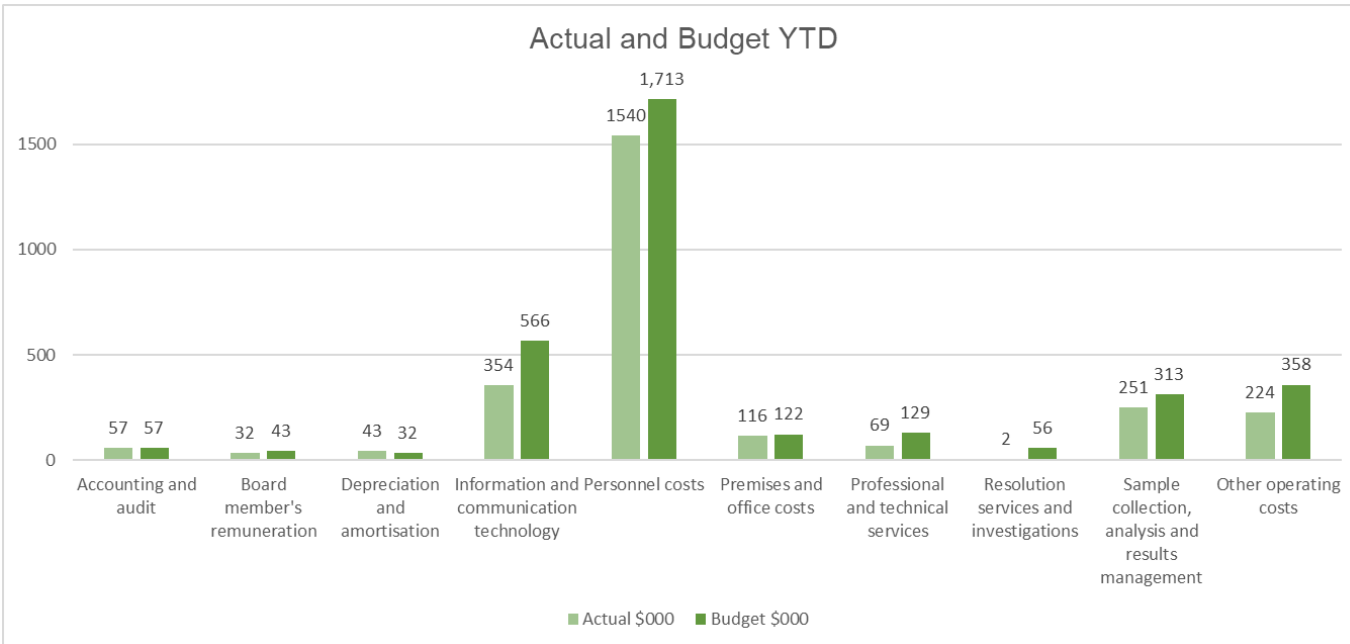
1. User-pays activity has been lower than expected. This is an on-request service, provided on a cost-recovery basis. This variance is partially offset by interest earned which is more than expected for the quarter.

Operating expenses 21% below budget due to delayed projects

We began implementing a new organisational structure at the end of 2024/25. We still had 8 vacancies (17% of all roles) at the end of the quarter, 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.

2. \$212k underspend in information and communication technology is largely timing differences due to deferred start of several projects. We will realign the budget with the work programme during Q2 and may find that some of this work needs to be deferred to the next financial year.
3. Underspend in personnel costs of \$173k is due to having an average of 11 vacancies in this quarter. The salary portion of this is a permanent saving, but other costs (professional development, wellbeing) are expected to be incurred later in the year. We have 38.9 FTE at 30 September.
4. Underspend in other operating costs include \$49k in campaigns and promotions as none have been undertaken so far; \$40k savings in the Integrity Code Pilot project; and \$33k underspend in travel which will be spent later in the year.

Operating Expenditure YTD



The Commission commenced the year with on 1 July 2024 with 39 employees. The drop to 33 was due to 9 staff members leaving in July and August – five for personal reasons and four as a result of the change in organisation structure.

At 30 September 2025, the Commission has 39 employees and 8 vacancies. We budgeted to have 47 throughout the year. Recruitment continues in Q2.