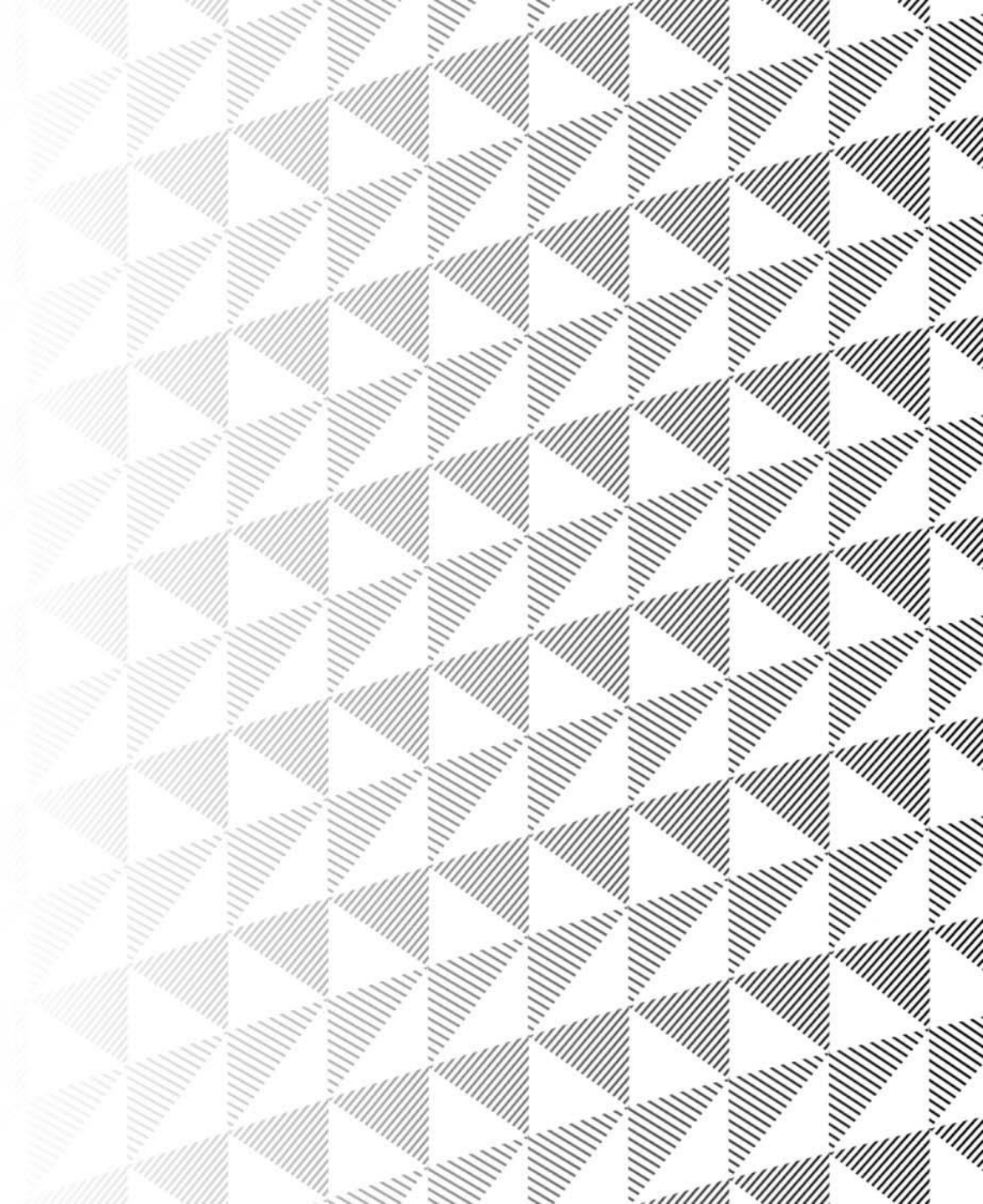




**Sport Integrity
Commission**
Te Kahu Raunui

Quarterly Performance Report

Q2: October to December 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

Q2: October to December 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 of 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 our strategic priorities for 2024 to 2028

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 programme, our Integrity Code Pilot (ICP) 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

- There has been extensive engagement across the sector. Of **over 280 interactions** to support adoption of the Integrity Code, **130 were this quarter**. These included:
 - Targeted support for National Sporting Organisations (NSOs) and National Recreation Organisations (NROs), ensuring they are equipped to embed the Code within their operations.
 - Presentations to Regional Sports Trusts (RTSs).
 - The Office of the Chief Executive maintained strategic engagement with a select group of larger organisations requiring more tailored, high-level collaboration.
- Scouts Aotearoa, who are participating in the ICP, became the first NRO to adopt the Code. Progress continues with the remaining five ICP organisations, informing our broader sector approach.
- We hosted four webinars to raise understanding of adoption requirements relating to governance and of the six minimum standards of the Code. There were 142 attendees across these meetings.
- We conducted consultation on the SADR 2026 ahead of finalisation. The Minister has tabled these rules in the House (refer BR-25-04).
- We attended the 2025 World Conference on Doping in Sport in Korea where the 2027 World Anti-Doping Code was finalised. The event hosted 1,500 representatives from sport, governments, anti-doping organisations, laboratories, service providers, and media.
- We progressed the WADA Corrective Action Report actions which remain on track for completion within expected timeframes this year.
- Our CE has been appointed to the WADA Expert Advisory Group (EAG). 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

- First tranche of invitations were sent for the Commission's inaugural National Wānanga to be held in Auckland in March 2026.
- We partnered with HPSNZ and 2024 Paris Olympic double gold medallist Alicia Hoskin to create awareness and advocate for responsible supplement use in a new educational video for athletes and their support teams.
- A draft MoU with NZ Police has been prepared and agreed with their legal team, for final sign-off. We are working with Sport NZ on an amended MoU following the shift of operational strategy to MCH
- Internationally, we have had numerous interactions of high value and seen strengthening of relationships in many regions.
 - Predominantly with our Australian counterparts, along with others around the Pacific to support capability build in the Island nations.
 - We continue to contribute to other learning and information sharing initiatives with other National Anti-Doping Organisations (NADOs).
- New learning on Competition Manipulation and Anti-Doping Whereabouts has been designed with some testing internally. External pilots are planned for next quarter.
- Targeted clean sport education has been delivered to over 500 secondary school athletes in response to identified intelligence.
- We will partner with NZ Olympic Committee and Paralympics NZ to prepare athletes ahead of the 2026 Winter and Youth Olympic Games.

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

- We have significantly progressed our implementation planning for a new testing approach. This WADA audit recommendations, to strengthen integrity and compliance across the system.
- We continue to engage all athletes we test in a questionnaire, seeking insights on their experience and feedback that can inform our continuous improvement.
- Launch of a new testing Chaperone training programme featuring blended learning i.e., structured online modules combined with practical, face-to-face coaching and competency assessments.
- Despite a 54% increase in complaints and enquiries compared to the first 6 months of last year, service delivery scaling has proven successful in that:
 - The Resolution team continues to deliver high quality, timely services.
 - Our triage and case categorisation model ensures matters are prioritised effectively, maintaining responsiveness targets.
- Implementation of professional supervision counselling for our resolution and investigation practitioners.
- Design and implementation of a mandatory reporting process for organisations that have adopted the Code.
- We drafted Disciplinary Panel rules and manual, which will be finalised in Q3. These will serve as a practical guide for users, including lawyers and participants.

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

- There is work underway to determine how the Commission will approach data and insights.
- Commenced a gap analysis across all intelligence areas to provide visibility of data collected and stored by the Commission.
- We initiated benchmarking with other public sector agencies to inform a roadmap for a new intelligence structure and a unified data model.
- Successful implementation of a new organisational structure; critical insights and intelligence positions were filled and a strengthened leadership team established. This has enhanced organisational capability and capacity to deliver on strategic priorities.
- Standardised induction modules now support all new starters, complemented by an all-staff planner and individualised three-month onboarding plans ensuring consistency.
- Commenced procurement planning for a research proposal which will provide a benchmark for the Commission to enable us to design effective interventions and programmes to support strengthening of integrity culture
- In December 2025 we undertook a staff sentiment survey.

Key insights and actions:

- Highly engaged (8/10), values-aligned workforce with strong trust and psychological safety.
- Positive recognition of the Commission's inclusive and culturally grounded culture.

Opportunities identified for continued growth and enhancement:

- Continued shaping of organisational priorities and accountabilities to support workload management.
- Evolution of coordination and communication across functional areas



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 2,172 completions
YTD **95%** from 4,361 completions

Modules:

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

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

Target **90%**
Actual this quarter **99%**
This is from 90 complaints for Q2.
YTD 98.3% from 177 complaints.

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

Target (full year) **1,100**
Actual this quarter **276**
YTD **514** samples collected **47%** of full-year target

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

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 **4,148** **41%** of full-year target
YTD **8,959** **89%** of full-year target

Online learning in Q2:

- **2,787** Safeguarding modules completed (5,201 YTD)
- **690** Anti-Doping modules completed (2,091 YTD)

671 athletes and support personnel educated via webinar or face-to-face (1,667 YTD)

Overall commentary for this quarter

This quarter reflects strong progress in advancing a strong culture of integrity in the sector, particularly given the organisational changes through the quarter. High engagement in education demonstrates growing sector awareness. We look forward to building on this through our Wānanga in March 2026.

The WADA Audit in September 2025 required significant effort in the data collection phase and in our response work. Similarly, the Audit NZ audit impacted service delivery. We remain on track to targets and our responsiveness has been constant.

Resolution service

216 complaints and enquiries received YTD.

109 complaints and enquiries received in Q2, this is a **54% increase** compared to Q2 2025.

This increase was expected as awareness of the Commission, our services and understanding of what constitutes a threat to integrity has risen. We expect to see this trajectory continue, particularly as Integrity Code adoption increases in coming months.

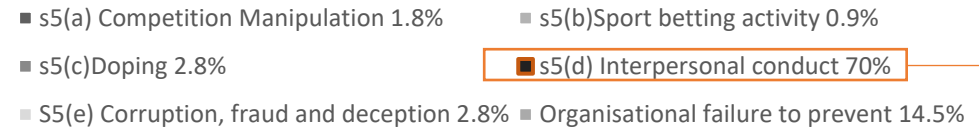
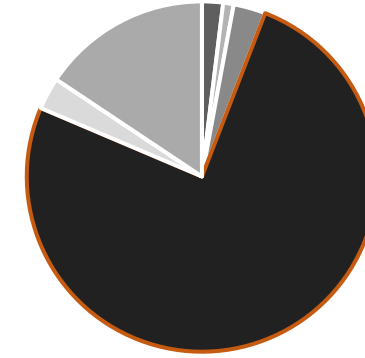
Some matters pertain to more than one complaint or enquiry. Of these, 40 have been resolved through our various pathways, i.e.:

- 18 resolved through early facilitation
- 4 resolved through mediation
- 1 referred for investigation assessment
- 17 out of scope and referred elsewhere or provided with support or information.

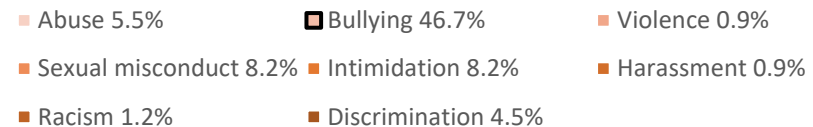
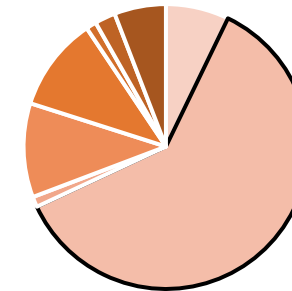
Most of our complaints and enquiries (70%) fall within Section 5(d) of our legislation and relate to bullying (46.7%), violence, abuse, sexual misconduct, intimidation, harassment, racism and discrimination. This is not unexpected as this section covers interpersonal conduct, so has significant breadth. This aligns with what our counterparts in other jurisdictions experience and provides good insights on how to best design support.

The remaining 59 matters are at various stages of triage or facilitation or are not proceeding further. Triage describes the initial assessment phase where we apply our criteria and case categorisation to determine next steps, while facilitation involves the bringing together of parties to a common ground when feasible, to achieve a resolution. For those not proceeding further, they may be out of scope or withdrawn.

Proportion of complaints* by Threats to Integrity 1 October – 31 December



Section 5(d) breakdown - 70%





Financial Performance

Q2: October to December 2025



Sport Integrity
Commission
Te Kahu Raunui

Financial Position

Current assets

- Cash and term deposits at 31 December totalled \$4.4 million.
- Trade and other receivables comprise \$39k interest income accrued on term deposits, aged receivables of \$45k for user-pays income invoiced in December but not yet paid, and \$88k of GST refund due from Inland Revenue.
- We maintain an inventory of sample collection kits.
- Prepayments are predominantly for annual software licenses

Non-current assets

Our position at 31 December reflects a small increase (\$25k) in the cost of leasehold improvements, being the final payment for fitout of the office premises

Liabilities

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

Equity

We have equity of \$5.4m, compared to \$5m at 30 June 2025. We forecast that the operating deficit for this year will be smaller than the budgeted deficit of \$1.2 million, preserving some retained earnings to cover deficits in outyears. We forecast operating deficits each year at current service levels.

The next 2 years (approximately) of deficits will be funded from the operating surplus generated in 2024/25. We anticipate depletion of reserves by 2027/28.

Financial position

	Dec 2025 \$000
Current assets	
Cash and investments	4,355
Trade and other receivables	173
Inventory	111
Prepayments	97
Total Current assets	4,735
Non-current Assets	
Property, plant and equipment	1,442
Total Non-current Assets	1,442
Total Assets	6,177
Liabilities	
Trade and other payables	270
Employee entitlements	462
Lease inducement - current	4
Revenue received in advance	
Non-current Liabilities	29
Total Liabilities	766
Net Assets	5,411
Represented by public equity	
Equity	5,411
Total Represented by public equity	5,411

Financial Performance

Our financial result at 31 December 2025 is a surplus of \$0.44 million, compared to a budgeted deficit of \$0.55m. We undertook a full review of expenditure in December, and forecast that our year-end position will be a deficit of around \$0.7m compared to full year budgeted deficit of \$1.2m. This is due to savings in the first half of the year, as a result of taking longer than planned to fill roles in the new organisation structure. In addition to permanent savings in personnel costs, that delay has also meant deferral of costs of some projects to next year.

	December 2025 YTD			
	Actual \$000	Budget \$000	Var \$000	
Revenue				
Crown Funding	5,642	5,642	0	
User-Pays revenue	143	200	(57)	
Interest revenue	76	50	26	
Total Revenue	5,860	5,891	(31)	
Operating expenses				
Accounting and audit	113	109	4	
Board member's remuneration	74	108	(35)	
Depreciation and amortisation	96	64	31	
Information and communication technology	629	734	(105)	1
Personnel costs	3,139	3,326	(187)	2
Premises and office costs	225	245	(20)	
Professional and technical services	142	282	(141)	3
Resolution services and investigations	6	131	(125)	4
Sample collection, analysis and results management	555	645	(90)	
Other operating costs	440	799	(359)	5
Total Operating expenses	5,418	6,444	(1,026)	
Total comprehensive revenue and expenses	443	(553)	995	

Operating expenses are almost 16% below budget due to delayed projects

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

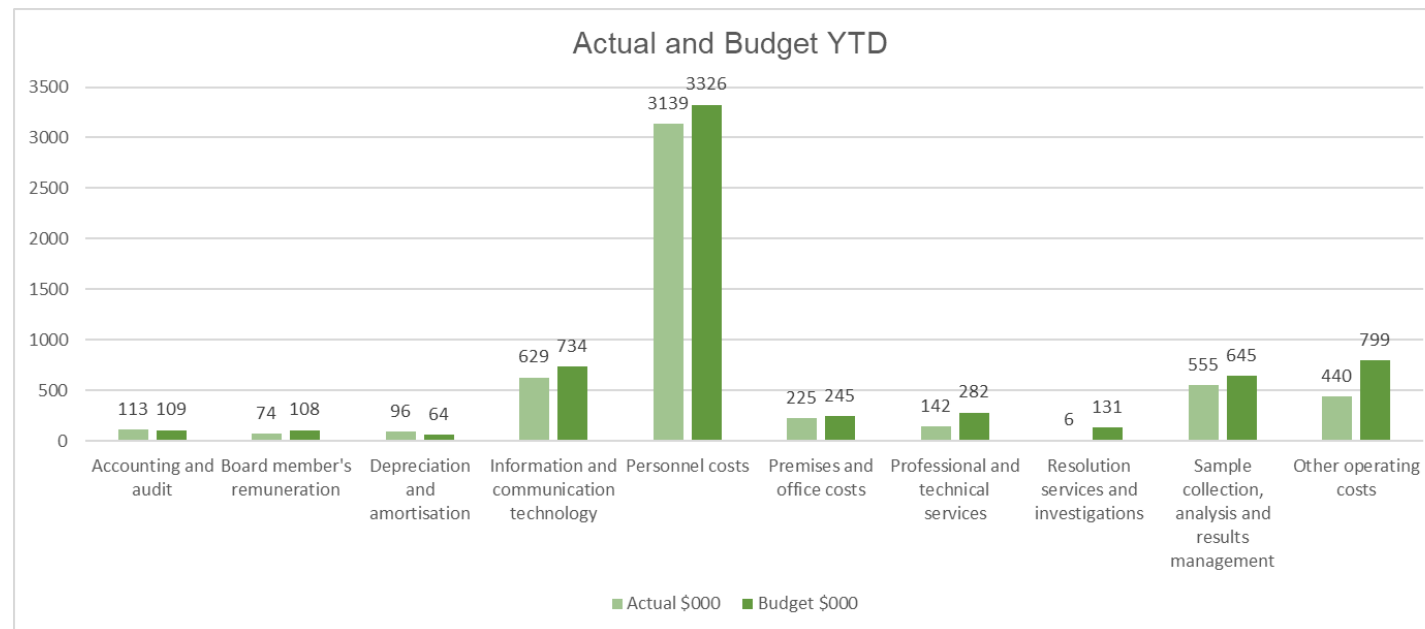
1. \$105k underspend in information and communication technology is largely timing differences due to deferring the start of several projects.
2. Underspend in personnel costs of \$187k comprises permanent savings in salaries for roles that were not filled until Q2, and timing differences for costs (professional development, wellbeing) that are expected to be incurred later in the year. We have 43.5 FTE at 31 December.
3. The underspend of \$141k in professional and technical services is a timing difference due to deferred projects. We expect to fully consume this in the second half of the year.
4. Underspend in resolution services is attributable to not yet needing external mediator/ investigator services or the Disciplinary Panel (which has been appointed and will incur costs from Q3) and a lower than budgeted uptake of counselling services.
5. Four areas make up most of the YTD under-spend in other operating costs - \$156k in campaigns and promotions as none have been undertaken so far; \$35k in programme development which has been deferred to next year, \$38k in the Integrity Code Pilot project, and \$75k timing differences in travel.

Operating Expenditure YTD

Total operating expenditure for the six months to 31 December 2025 was \$5.4m compared to budget of \$6.4m.

Personnel costs at \$3.139m (including \$0.3m for temporary staff providing cover and additional support while the organisation structure was implemented) account for almost 58% of total expenditure for this six months.

Information communication technology (12%) and sample collection, analysis and results management (10%) are the next biggest components of total actual operating expenditure.



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

At 31 December 2025, the Commission has 44 employees. We budgeted to have 47 throughout the year.

