

HIGH PERFORMANCE  
INVESTMENT PROGRAMME 2025-2028

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***GUIDANCE FOR***  
***PARTNER***  
***ORGANISATIONS***

For the Investment Period 1 January 2025 to 31 December 2028

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## 1 INTRODUCTION

1.1 The purpose of this guidance document (**Guidance**) is to outline for partner organisations the strategy, criteria and process for **HPSNZ's High Performance (HP) Investment Programme 2025-2028**.

Supporting documents include:

- a) *HPSNZ's Strategic Plan 2025-2028*; and
- b) *HPSNZ's HP Glossary of Terms*.

1.2 **WHAT IS HP INVESTMENT?** HP investment supports and enables sports and their athletes to achieve medal-winning performances on the world stage. The HP investment programme seeks to achieve this primarily through:

- a) core investment into NSO campaigns and programmes;
- b) preparation and Games-time investment into peak bodies; and
- c) other HP investment and/or people resource.

1.3 This Guidance details the HP Investment Programme's strategy, criteria, considerations, and process, and is intended to assist partner organisations with the development of their HP plans for consideration of HP investment. Specific guidance for podium, aspirational and team sports is supplied separately in: HPSNZ's HP Planning and Investment 2025- 2028 guidance documents.

1.4 This Guidance, and specifically the Targeted Investment Framework, takes effect from 1 January 2025 and is applicable to all HP investment for the investment period from 1 January 2025 to 31 December 2028. This Guidance supersedes all previous versions of HP investment guidelines issued by HPSNZ. HPSNZ reserves the right, after consultation with partner organisations as appropriate, to revise this Guidance including the Targeted Investment Framework at any time.

## 2 HP INVESTMENT PRINCIPLES

2.1 HPSNZ has three overarching investment principles:

- a) **Our HP investment is aligned to strategy.**
  - i. We will align our investment to HPSNZ's 2025-2028 strategic priorities, and investment objectives.
  - ii. We will invest in a way that supports our commitments to Te Tiriti o Waitangi, diversity and inclusion, and wellbeing for all individuals who operate directly in the New Zealand high performance sport system.
- b) **Our HP Investment is robust and transparent.**
  - i. We will be accountable for our investment and transparent about our understanding of how outcomes are being achieved.
  - ii. We will ensure partner organisations are accountable for the agreed outcomes aligned to our investment.

- c) **Our HP investment is underpinned by partnering with selected organisations.**
  - i. We will operate constructively and transparently with partner organisations, making it clear that our aim is to improve outcomes.

## 3 HP INVESTMENT STRATEGY

3.1 **HPSNZ STRATEGY 2025-2028:** HP investment will be aligned to HPSNZ's 2025-2028 Strategy, which marks phase two of the three-phase delivery of the 2032 HP System Strategy. The three strategic shifts will continue to focus on:

- a) pathways for athletes and coaches that enable them to develop and succeed now and in the future;
- b) HP sport environments that empower individuals to thrive; and
- c) an efficient, integrated and collaborative HP sport system enabling sustainable success.

3.2 **HP INVESTMENT OBJECTIVES:** HPSNZ has the following overarching investment objectives for the 2025-2028 investment cycle. In addition to these overarching objectives, HPSNZ will agree outcomes to be achieved with each partner organisation who is awarded HP investment, in the form of performance and/or programme Key Performance Indicators (KPIs).

Pinnacle Event	Target Objectives
2028 Summer Olympic Games	12-16 medals
2028 Summer Paralympic Games	12-16 medals
2026 Winter Olympic Games	2+ medals
2026 Winter Paralympic Games	2+ medals
2025-2028 Agreed Pinnacle Events for non-Olympic/Paralympic Invested Sports	Performance to be agreed with applicable NSOs
2026 Commonwealth Games	38+ medals

## 4 HP INVESTMENT CRITERIA

4.1 **TARGETED INVESTMENT FRAMEWORK:** This section summarises the Targeted Investment Framework (**see Appendix 1**) – which is made up of the investment categorisation of sports, and the investment decision-making considerations.

4.2 **INVESTMENT CATEGORISATION:** HPSNZ will consider specific factors and evidence in order to categorise partner organisations seeking HP Investment as one of the following:

- a) **Podium Sports** – sports achieving multiple podium success at agreed pinnacle events across multiple cycles. Podium sports will have a recent history of consistent multiple medal success at Olympic/Paralympic Games and world championships, coupled with strong evidence of

tracking towards multiple medals across multiple athletes/campaigns at the next two Olympic/Paralympic Games (i.e. Summer Games 2028 and 2032, or Winter Games 2026 and 2030).

- b) **Team Sports** – team sports achieving podium success at the agreed pinnacle event in this cycle, and/or across multiple cycles, and/or contributing to HPSNZ’s broader investment objectives. Team Sports are sports with teams of athletes where team members can be substituted during a specific game – e.g. Hockey, Netball, Rugby Sevens. Individual sports with multi-athlete events will be treated as an individual sport – e.g. Cycling, Rowing.
- c) **Aspirational Sports** – are sports achieving podium success at agreed pinnacle events in this cycle and/or pinnacle events in the next cycle. There are three sub-categories of aspirational sports:
  - i. **NSO Targeted HP Programme** – NSOs with one or more campaigns likely to achieve podium success at the pinnacle event in this cycle and at the pinnacle event in the next cycle.
  - ii. **Individual Focused Campaigns** – NSOs with ‘stand- alone’ individual campaigns likely to achieve podium success at the pinnacle event in this cycle.
  - iii. **High Performance Potential** – NSOs with campaigns that have demonstrated performance progression showing potential of a Top 8 placing at the pinnacle event in this cycle and/or potential to medal at the pinnacle event in the next cycle and/or contribute to HPSNZ’s broader investment objectives.
- d) **Peak Bodies** – are the New Zealand Olympic Committee and Paralympics New Zealand.

#### 4.3 INVESTMENT DECISION-MAKING

**CONSIDERATIONS:** HPSNZ will consider specific factors and demonstrated evidence in its assessment of HP investment submissions, to make HP Investment decisions:

- a) **Overarching consideration** – ability to impact HPSNZ’s stated strategic outcomes.
- b) **Additional considerations** – past performance, future potential, quality of the HP pathway, programme and/or campaign(s), and individual sport context.

- 4.4 Where NSOs have both Olympic and Paralympic programmes/campaigns, the assessment will be made separately for each. For team sport NSOs with women’s and men’s senior national teams, the assessment will be made separately for each team.

## 5 HP INVESTMENT AREAS

- 5.1 The investment areas in which HP investment may be awarded to partner organisations on a sport-by-sport basis are:
- a) **Core Investment – campaign and programme investment (into NSOs)**
    - i. Targeted investment in priority campaigns focused on performance outcomes in this cycle.
    - ii. Targeted investment in HP programmes for HP and/ or pre-HP athletes and coaches along the end-to-end performance pathway that supports progress for future performance outcomes.
    - iii. Investment in HP programme management will be considered by HPSNZ where NSOs demonstrate that they have multiple priority campaigns.
  - b) **Preparation and Games-time investment (into peak bodies)** – Investment in planning, preparation and delivery that enables peak bodies to provide support for New Zealand teams at Olympic, Paralympic and Commonwealth Games.
  - c) **Tailored Athlete Pathway Support (TAPS)** – *subject to applicable criteria, as per separate TAPS guidelines.*
  - d) **Access to apply for Prime Minister’s Scholarships** – *subject to applicable criteria.*
    - i. Education scholarships for athletes, gold-level education scholarships for retired athletes and athlete internships.
    - ii. Professional development scholarships for coaches, officials, and support staff.
  - e) **Other direct and indirect partnership and programme investment (for NSOs)** – *subject to applicable criteria:*
    - i. Specific support for wellbeing initiatives.
    - ii. Support via coaching initiatives, leadership initiatives, research, innovation and intelligence initiatives.
    - iii. Access to HPSNZ expertise, advice, and other HP capability support.

## 6 HP INVESTMENT PROCESS

- 6.1 NSOs who wish to be considered for HP investment during 2025-2028 cycle should note the key dates outlined in **Appendix 2**.
- 6.2 The process for HP investment has three key phases, as outlined in **Appendix 3**.

## 7 TRANSITION BETWEEN CYCLES

- 7.1 The cycle transition period will run from 1 January 2025 to 31 March 2025, as outlined in **Appendix 4**.

## APPENDIX 1 – TARGETED INVESTMENT FRAMEWORK 2025-2028

### a) Investment Categorisation of Sport

Podium Sports			
Category	Sub-Category	Descriptor	Evidence Required (Seeking some or all of this evidence alongside the investment decision-making considerations)
Podium sport	NSO targeted HP programme	NSO highly likely to achieve multiple podium success at pinnacle events across multiple cycles	<ul style="list-style-type: none"> <li>Strong evidence of tracking towards multiple medals across multiple athletes/campaigns at the next two Olympic/Paralympic Games (i.e. summer Games 2028 and 2032, or winter Games 2026 and 2030)</li> <li>Recent history of consistent multiple medal success at Olympic/Paralympic Games and world championships</li> <li>Olympic pathway athlete depth demonstrated in the sport's performance pathway across multiple medal winning campaigns and performances of development athletes who are five to eight years away from the podium</li> <li>Paralympic pathway athlete depth within the sport's performance pathway is of sufficient quality and quantity to deliver future podium performances considering event specific details and athlete classifications</li> </ul>

Team Sports			
Category	Sub-Category	Descriptor	Evidence Required (Seeking some or all of this evidence alongside the investment decision-making considerations)
Team sport	NSO focused campaigns	Team sport NSO likely to achieve podium success at the pinnacle event in this cycle, and/ or across multiple cycles, and/ or contribute to HPSNZ's broader investment objectives	<p><b>IN PRIORITY ORDER:</b></p> <ul style="list-style-type: none"> <li>Strong evidence of the senior national team tracking towards a medal at the agreed pinnacle event/s in this cycle (Olympic/Paralympic Games or world championship/world cup)</li> <li>A Top 4 placing at the pinnacle event in the last cycle (Olympic/ Paralympic Games or world championship/world cup) and strong evidence of tracking towards Top 4 placing at the pinnacle event in this cycle (Olympic/Paralympic Games or world championship/world cup)</li> <li>In sports with significant global competition environments, strong evidence of ability to qualify for the pinnacle event in this cycle (Olympic/Paralympic Games and/or world championship/world cup)</li> <li>A Top 4 placing at the Commonwealth Games in the last cycle and strong evidence of tracking towards a medal at the Commonwealth Games in this cycle</li> <li>Athlete depth within the pathway is of sufficient quality and quantity to deliver future podium performance</li> </ul>

## Aspirational Sports

Category	Sub-Category	Descriptor	Evidence Required (Seeking some or all of this evidence alongside the investment decision-making considerations)
Aspirational sport	NSO targeted HP programme	NSO with one or more campaigns likely to achieve podium success at the pinnacle event in this cycle and at the pinnacle event in the next cycle	<p><b>EITHER:</b></p> <ul style="list-style-type: none"> <li>Strong evidence of tracking towards one or more medals at the pinnacle event in this cycle (Olympic/Paralympic Games) with some evidence of tracking towards one or more medals at the pinnacle event in the next cycle (Olympic/Paralympic Games) – i.e. summer Games 2028 and 2032, or winter Games 2026 and 2030</li> </ul> <p><b>AND:</b></p> <ul style="list-style-type: none"> <li>Sport has a history of medal success at pinnacle events (Olympic Games, Paralympic Games, world championships) in the past four to eight years, together with consistent top 8 finishes at those events</li> <li>Athlete depth demonstrated by the performances of development athletes who are five to eight years away from the podium</li> <li>Sport has demonstrated culturally distinctive pathways</li> <li>Sport has demonstrated public engagement within New Zealand</li> </ul>
			<p><b>OR:</b></p> <ul style="list-style-type: none"> <li>Strong evidence of tracking towards one or more medals at the pinnacle event in this cycle (world championships or Commonwealth Games)</li> </ul> <p><b>AND:</b></p> <ul style="list-style-type: none"> <li>Sport has a history of medal success at pinnacle events (world championships or Commonwealth Games) in the past four to eight years, together with consistent Top 8 finishes at those events</li> <li>Athlete depth demonstrated by the performances of development athletes who are five to eight years away from the podium</li> <li>Sport has demonstrated culturally distinctive pathways</li> <li>Sport has demonstrated public engagement within New Zealand</li> </ul>
	Individual focused campaigns	NSO with 'stand- alone' individual campaigns likely to achieve podium success at the pinnacle event in this cycle	<p><b>EITHER:</b></p> <ul style="list-style-type: none"> <li>Strong evidence of tracking towards one medal at the pinnacle event in this cycle (Olympic/Paralympic Games or world championships or Commonwealth Games)</li> </ul> <p><b>AND:</b></p> <ul style="list-style-type: none"> <li>Sport has a history of medal success at pinnacle events (Olympic/ Paralympic Games or world championships or Commonwealth Games) in the last cycle, together with consistent Top 8 finishes at those events</li> </ul>
	High performance potential	NSO with campaigns that have demonstrated performance progression showing potential of a Top 8 placing at the pinnacle event in this cycle and/or potential to medal at the pinnacle event in the next cycle and/or contribute to HPSNZ's broader investment objectives	<ul style="list-style-type: none"> <li>Strong evidence of campaign performance progression against sport Picture of Performance (POP) towards a Top 8 placing at the pinnacle event in this cycle (Olympic/Paralympic Games)</li> <li>New events/sports added to the Olympic/Paralympic Games programme with evidence of high-potential athletes capable of fast tracking to a Top 8 placing in this cycle</li> <li>Athlete depth is still developing in pathway with evidence of future potential</li> <li>Sport has demonstrated culturally distinctive pathways</li> <li>Sport has potential to generate engagement, inspire within their own sporting community and/or the wider New Zealand community</li> </ul>

**b) Investment Decision-Making Considerations:**

Factors relevant to the determination of HP investment across all sport categorisations include:

Investment Decision – Making Considerations		
Consideration	Component	Evidence Required (Seeking some or all of this evidence)
Overarching Consideration	Ability to impact HPSNZ's stated strategic outcomes	<ul style="list-style-type: none"> <li>• Demonstrated ability to contribute to the achievement of HPSNZ's Strategy, in particular HPSNZ's investment objectives and alignment to HPSNZ's investment principles</li> <li>• The NSO's ability to demonstrate that its high performance environments are conducive to the individual wellbeing of athletes, coaches, and support staff</li> </ul>
Additional Considerations	Past performance	<ul style="list-style-type: none"> <li>• The NSO's level of achievement against the agreed performance KPIs in the investment schedules for the previous investment period</li> <li>• If there was no investment schedule for the previous investment period, then recent performances of athletes/teams at pinnacle events</li> </ul>
	Future potential	<ul style="list-style-type: none"> <li>• Clarity of definition and delivery of the NSO's performance pathway</li> <li>• The quantity and quality of athletes in the NSO's performance pathway as assessed against the sport's Picture/s of Performance (POP)</li> <li>• The progression and trajectory of the NSO's priority athletes towards the applicable outcomes for campaign/s, evidenced by progression and competition results</li> </ul>
	Quality of HP pathway, programme, and/or campaign(s)	<ul style="list-style-type: none"> <li>• The progress of the NSO against its HP plan over the previous investment period</li> <li>• The content of the NSO's HP plan and campaign plan/s for the next investment period, which must be clear and measurable</li> <li>• The NSO's capability and capacity to deliver quality HP processes including plans, leadership, coaching, systems, and culture that will enable achievement of its goals and the agreed KPIs</li> </ul>
	Individual sport context	<p>Specific factors applicable to the NSO including, but not limited to:</p> <ul style="list-style-type: none"> <li>• The nature of the sport including depth of international field in the pinnacle event, the qualification process, the number of events and disciplines and format of the competition programme</li> <li>• The designated future pinnacle event(s)</li> <li>• The level of sport participation across the entire end-to-end athlete pathway</li> <li>• Opportunities for increasing the variety of culturally distinctive HP pathways, and/or enhancing diversity and inclusion in HP sport</li> <li>• Demonstrated public engagement which could include sport membership, social and digital media following, and other engagement surveys</li> <li>• The estimated HP pathway and/or programme and/or campaign costs and other designated investment requests</li> <li>• The independent financial position and/or other sources of revenue an NSO has or can source to support its HP outcomes</li> <li>• The likely genuine impact of HPSNZ HP investment</li> <li>• Previous HPSNZ HP investment and support history and impact of this HP investment</li> </ul>

**APPENDIX 2 – HP INVESTMENT PROCESS 2025-2028 – KEY DATES**

18-Oct-24	HP plans due for submission
Oct & Nov 2024	HP planning and investment meetings
16-Dec-24	Offers of Investment
01-Jan-25 to 31-Mar-25	Transition period
15 May 2026	HP plans due for submissions for sports in the winter Olympic/Paralympic Games cycle

## APPENDIX 3 - HP INVESTMENT PROCESS

### PHASE 1 – SUBMISSION, ASSESSMENT AND APPROVAL

#### 1) Submission:

- a) NSOs who wish to be considered for HP Investment during the 2025-2028 investment cycle should submit their HP planning documentation by email to [hpinvestment@hpsnz.org.nz](mailto:hpinvestment@hpsnz.org.nz) (and by copy to their assigned PTL) **by 12pm, Friday 18 October 2024**.
- b) HP Planning Guidance for Podium, Team and Aspirational Sports seeking to prepare HP plans for submission is supplied separately in HPSNZ's HP Planning and Investment 2025-2028 guidance documents. In addition, currently non-invested sports who wish to be considered for HP Investment will have additional opportunities to make a submission by 12pm on the third Friday of October in each of 2025, 2026 and 2027.

#### 2) Assessment:

- a) Each NSO will be invited to an HP planning and investment meeting in **October or November 2024** where the NSO's submission will be discussed. This meeting provides the NSO with the opportunity to present further context on their HP plan submission and HPSNZ may seek further clarification on aspects of the plan.
- b) Following the HP planning and investment meeting, HPSNZ will make a final assessment of what HP investment, if any, is to be awarded to each NSO. The assessment will be considered on a contestable basis between NSOs seeking investment.

#### 3) Approval:

- a) Following the assessment outlined above, HPSNZ will generate recommendations on whether to offer HP investment and support to each NSO, including:
  - i) The amount, components, and period of the investment;
  - ii) The agreed performance outcomes (campaign and/or programme KPIs); and
  - iii) The terms and conditions, including reporting expectations, that HPSNZ deems appropriate, including for example, if any or all of the HP investment is tagged/ ring-fenced for specific purposes specified by HPSNZ.
- b) Recommendations for awarding HP investment will be made to the HPSNZ Board, who will make the HP investment decisions for subsequent final approval from the Sport NZ Board.

### PHASE 2 – OFFER, CONTRACTING AND PAYMENT

#### 4) Offer:

- a) Following final approval of the HP investment decisions, HPSNZ will make an offer to award HP investment and/or support to each selected NSO, **by Monday 16 December 2024**. A letter of offer of investment will be emailed to the NSO. Prior to HPSNZ providing an NSO with a letter of offer, a signed relationship agreement (or equivalent) with the Sport NZ Group, which outlines partnership expectations, must be in place.
- b) Any appeals regarding the offer of investment must be made in writing within one month of receiving the offer outlining any additional information aligned to HPSNZ investment criteria that may materially change the investment decision, quantum, or terms.

#### 5) Contracting:

- a) HPSNZ will prepare an investment schedule for reviewing and signing, which will outline:
  - i) The investment categorisation and the investment period;
  - ii) A summary of the amount and components of the HP investment, and whether there are any proposed restrictions on what the HP investment can be used for;
  - iii) A draft schedule of HP investment payments to be made by HPSNZ to the NSO for the investment period;
  - iv) A detailed breakdown of the HP investment by investment area including performance outcomes and KPIs (campaign and/or programme KPIs) to be met by the NSO; and
  - v) The terms and conditions of the investment, including progress/operational and financial reporting requirements.

#### 6) Payment:

- a) HPSNZ will make payments and provide support to the NSO in accordance with the signed investment schedule. Ordinarily, payments of core investment will be made quarterly in advance, on the first Thursday of the month (unless the first Thursday is the 1st of the month, in which case payment will be made on the second Thursday of the month) in January, April, July and October, while some aspirational sport NSOs will receive one annual payment.
- b) HPSNZ may withhold one or more payments during the investment period if the NSO is in breach of the relationship agreement (or equivalent agreement) including any terms and conditions of the signed investment schedule.
- c) At the end of an investment period, if an NSO has not used all of its HP investment, it must return the unexpended amount to HPSNZ unless it obtains the prior written approval of HPSNZ to carry that investment into another investment period. Any such approval must be recorded with a signed agreement.



## PHASE 3 – IMPLEMENTATION, MONITORING AND REPORTING

### 7) Implementation:

- a) Throughout the investment period, the NSO is responsible for the implementation of the campaigns, programmes and initiatives which HPSNZ is investing into via the HP investment, (including the achievement of agreed performance outcomes including campaign and/ or programme KPIs).
- b) The NSO may only act in variance to the investment schedule if it is not a material variation (refer to HP's Glossary of Terms). If the NSO wishes to make a material variation, HPSNZ and the NSO must first agree and sign a revised investment schedule.

### 8) Monitoring and Reporting:

- a) HPSNZ will periodically monitor the implementation of HP investment and achievement of outcomes throughout the investment period, including but not limited to formal performance conversations between the NSO and HPSNZ, and regular informal conversations between HPSNZ's assigned PTL and the NSO's designated High Performance Leader.
- b) Each NSO that is awarded HP investment must comply with its relationship agreement (or equivalent agreement) and any terms and conditions specified in the investment schedule including but not limited to progress/ operational reporting, completion of the Health Check process, and financial reporting.
- c) Monitoring and reporting processes may differ between podium, aspirational and team sports as stipulated in the respective investment schedule.

## APPENDIX 4 - TRANSITION PERIOD BETWEEN INVESTMENT CYCLES

- 9) During the transition period, HPSNZ will work with partner organisations to formalise HP investment decisions via the signing of letters of offer of investment and investment schedules. As part of this, HPSNZ will ensure that:
  - a) All feedback from partner organisations is appropriately considered;
  - b) HP investment, performance outcomes and KPIs are aligned with campaign and programme Plans; and
  - c) Tailored Athlete Pathway Support (including Athlete Performance Support and athlete financial support) is awarded where relevant, in accordance with HPSNZ's *Tailored Athlete Pathway Support 2025-2028* guidance document.
- 10) During the Transition Period, HPSNZ will support invested sports with HP investment as follows:
  - a) In order to support cashflow in current invested sports to continue HP operations while the transition period is in process, Q1 2025 HP investment payments (to be made in January 2025) will be at the same level as the last quarterly payments for 2024, irrespective of whether the NSO's new HP investment is an increase, decrease or remains the same as current investment.
  - b) For those aspirational sports who are currently paid annually, they will receive a quarterly payment only in January 2025 rather than an annual payment.
  - c) New invested sports will receive one quarter of their agreed annual HP investment for 2025.
  - d) For all invested sports quarterly payments for Q2-Q4 2025 will be adjusted in line with new investment levels at the end of the transition period.



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