



2026 PNZ BOARD WORK PLAN *December 2025*

Vision:

An inclusive Aotearoa New Zealand through para sport

Values:

Whanaungatanga – Belonging

Mana Tangata – Leadership through Action

Kairangatanga – Excellence

Maia – Strength, Courage

Purpose:

PNZ exists to:

1. Lead successful NZ Paralympic Teams to the Paralympic Games;
2. Advance the Paralympic Movement in Aotearoa New Zealand by showcasing sporting excellence and promoting disability inclusion through Para sport.

Strategic Outcomes

Lead and deliver:

- More successful NZ Paralympic Team performances at Winter and Summer Games
- Through the impacts of the Paralympic Movement, outcomes (including attitudes towards disability) have been positively changed

Advocate and influence for:

- More Para athletes, in more Para sport pathways

Documents to align to support the delivery of this:

- Statement of Strategic Direction
- 4 Year Plan and Outcomes
- Annual Plan/Road Map
- Annual Budget
- Long Term Forecasts
- CEO and Team KPI's
- Annual Board Work Plan
- Agendas and Board Reporting

Board Strategic Priorities for 2026

- *Provide the required oversight in regard to the Milano Cortina 2026 Paralympic Winter Games campaign, specifically in relation to health, safety and wellbeing of the NZ Paralympic Team, environment and culture, risks, and resources to support these and performances.*
- *Confirm Board's role in Pillar 1 of SSD re advocacy/stakeholder engagement by the Board*
- *Embed SSD and reporting framework*
- *Develop Te Tiriti/Te Ao Māori journey for the organisation and team.*

Summary of Board and Committee Meetings 2026

Board Meetings:

19 February	Virtual	0730-1300 hrs
14 May	In person	0900-1700 hrs
21 July	Virtual	1800-2000 hrs
17 September	Virtual	0800-1500 hrs
15 October	Virtual	1600-1800 hrs
19 November	In person	0900-1700 hrs

Governance Committee Meetings:

13 January	1730 hrs
30 April	1600 hrs
2 July	1600 hrs
3 September	1600 hrs
1 October	1600 hrs
29 October	1600 hrs

Audit and Risk Committee Meetings:

28 April	0800 hrs
30 June	0800 hrs
1 September	0800 hrs
29 September	0800 hrs
27 October	0800 hrs

People and Performance Committee Meetings:

5 February	1630 hrs
7 May	1500 hrs
8 October	1500 hrs
5 November	1630 hrs

Cyril Smith Legacy Fund Committee Meetings:

6 March	1000 hrs
2 July	1000 hrs
5 November	1000 hrs

Awards and Honours Committee Meetings:

TBC July	TBC
TBC October	TBC

JANUARY

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
13/1	1730hrs	Governance Committee		- Annual Report and AGM - Discuss revised minutes and board paper format (incl supplementary papers) - Review/update Conflict of Interests Policy - Prepare a Media Policy - Integrity Policy Development - Consider names/process for BAP appointment	

FEBRUARY

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
5/2	1630	P&P Committee	Teams	- Remuneration Approach Recommendations - Prep for 6 monthly CEO reviews - Approach to engagement surveys for 2026 - CEO update on People/Health, Safety and Wellbeing - Salary review framework and consideration of role sizing against pay bands	
19/2	0700-1300hrs	PNZ Board Meeting	Virtual	- Culture – Annual Staff Engagement Review - Q4 Reporting - Annual Report/AGM Format agreed 2026 Stakeholder Engagement Plan including Board - MC 2026 - Adam Hall Athletes Council Vote Support - Confirm BAP - Board Work Plan Review - Approval of following items (from GC) - Revised minutes, board paper format - Conflicts of interest policy - Media policy - Names/process for BAP appointment	Adam Hall - Athletes Council Vote Support
TBC		Athletes' Council Meeting	Auckland		
TBC		CEO Regular mid-term review	Auckland	Chair and PPC Chair	

MARCH

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
6/3-15/3					Milano Cortina Winter Paralympic Games
6/3	1000hrs	Cyril Smith Legacy Fund Committee	Zoom	Applications close 28/2	
				•	
					IPC Engagement

APRIL

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
		Other Governance Activity			- Q2 activity – Chair and Gov Committee conduct PNZ Board Roles and Remuneration Review - Schedule Annual Stakeholder Engagement Discussions: SNZ/HPSNZ, NZOC, Halberg/ Special Olympics, CEO/Chairs – Dates TBC - Schedule All Board Stakeholder Engagement Activity. - Schedule Annual Minister and Patron Meeting
28/4	0800hrs	Audit and Risk Committee	Zoom	- Audit and Annual Report - Strategic Risk Management processes - Review Audit Recommendations - Investment Annual Review – Forsyth Barr - Annual Risk Register and Framework Review - Risk Management Policy Review	
30/4	1600hrs	Governance Committee		- International and domestic governance representation - Board Committee Review Process (composition and terms of reference) - Governance Responsibility and Remuneration Review	

MAY

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
		Other Governance Activity			6 monthly Board/Chair one-on-ones to be scheduled for June/July - ONOC GA April/May TBC
7/5	1500hrs	P&P Committee	Teams	- Culture – Bi annual deep dive culture, health safety and wellbeing - Actions from Annual Engagement Surveys - P&P Related Risk Reviews. - Annual Policy Reviews (Anti bullying, DEI, H&S, Protected Disclosures, Safeguarding) - CEO Update on People Health, Safety and Wellbeing - Salary review	
14/5 TBC		AGM - Prior to Board Meeting.		- Annual Report - PNZ Strategic Plan 2032 Update - Milano 2026 - BAP: Member Appointment	
14/5	Full meeting	Board Meeting and ½ Day Annual Strategy Review.	In person	- Must Include ½ Day Annual Strategy Review including Strategic Risk - Q1 Reporting - Milano Cortina Review - IPC Candidacy and PNZ role/support (GC recommendation) - Governance Responsibility and Remuneration Review - Board Work Plan Review	
TBC		Athletes' Council			

JUNE

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
30/6	0800hrs	Audit and Risk Committee	Zoom	Annual Policy Reviews (Delegation, Finance, Fraud, Investment, SIPO)	

JULY

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
					• Check All Stakeholder Engagement in Calendar • 6 Monthly Board One on Ones • Commonwealth Games - 23 July to 2 August (Glasgow)
2/7	1000hrs	Cyril Smith Legacy Fund Committee Meeting		Review of June applications	•
2/7	1600hrs	Governance Committee		• Annual Board/Chair succession planning - Annual Policy Reviews (Anti-doping, Anti Match fixing, Board Charter, Board Remuneration, Code of Conduct, Complaints, Privacy)	
21/7	1800-2000hrs	Board Meeting	Teams	• Q2 Reports • Board Matrix update for Maria/Pam's position (ending 31 Jan 2027)	
TBC		Chair, P&P Chair, CEO quarterly connect			
TBC		Awards and Honours Committee			

AUGUST

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity

SEPTEMBER

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
1/9	0800hrs	Audit and Risk Committee	Teams	• Draft update 4-year forecast	
3/9	1600hrs	Governance Committee	Teams	• Advert/Application for 2 Elected Board Members • GC review of governance policies to recommend to the Board	
17/9	0800-1500hrs	Board Meeting	Full meeting online	• Draft 2027 Annual Plan/Budget/Workplans etc • Updates to Long-Term Forecasts • Updates to Strategic Risk Framework • IPC and OPC Updates from Presidents /VP or Board Members • Board Workplan Review • Sport and Sector Map annual review	
29/9	0800hrs	Audit and Risk Committee			

OCTOBER

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
TBC		Awards and Honours Committee		Recommendations for PNZ Honours for 2027	
1/10	1600hrs	Governance Committee			
8/10	1500hrs	P&P Committee	Teams	- Progress Updated on P&P Priorities and High-Level Work Plan - Results and Identified Actions from Annual Employee Engagement Temp/pulse Check - Draft CEO KPI's for 2026 - Strategic Pay Review - CEO Update on People Health, Safety and Wellbeing - Review Protected Disclosures Policy - Set-up of the Annual Staff Engagement Survey	
15/10	1600 – 1800hrs	Board Meeting (Online)		Q3 Strategic Reporting	BAP Panel Process – BAP review (2 Elected BM positions plus AR)
TBC		Chair, P&P Chair, CEO quarterly connect			
27/10	0800hrs	Audit & Risk Committee		- Pre-Board Final Budget Review - Reserves Policy Review - Updated Annual Plan and Budget - Review SIPO policy - Statement of Service Performance - Reporting content review for 26 onwards	
29/10	1600hrs	Governance Committee		Board Development Plan	

NOVEMBER

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
		Other Governance Activity			- Internal Board Review and 2027 Development Plan 6 monthly Chair/Board One on Ones - NZ Māori sports awards
		Other	Tauranga		
5/11	1000hrs	Cyril Smith Legacy Fund Committee		Review of October applications	
TBC		Athletes' Council			
5/11	1630hrs	P&P Committee	Teams	- Preparation/Feedback for Annual CEO Review - CEO Update on People Health, Safety and Wellbeing	
19/11	0900-1700hrs	Board Meeting	In person full meeting	- Sign Off 2027 Annual Plan, Budgets. - LA 28 Preview - Board Development Plan - Board Workplan Review - Draft CEO KPIs	

DECEMBER

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity

2027

- PNZ Standard Meeting Plan FEB Q4, April /May Q1 July Q2 (Online) Aug/Sept Draft Plans/Budget. Oct (online) Q3, Late Nov Final Plans/Budgets
- RISK DEEP DIVE 2027
- Culture/Health Safety and Wellbeing 2025 (Must do every 2 years). Culture to be articulated and embedded in CEO KPI and Engagement Survey
- Disability v Non-Disability Sport Investment Audit and Review Project to Consider
- Review Board Charter (biennial review)