2026 PNZ BOARD WORK PLAN *June 2026*

Vision:
An inclusive Aotearoa New Zealand through para sport

Values:

Whanaungatanga – Belonging
Kairangatanga – Excellence
Mana Tangata – Leadership through Action
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 and document 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
8 October	Virtual	0800-1400 hrs
19 November	In person	0900-1700 hrs

Governance Committee Meetings:

13 January	1730 hrs
30 April	1600 hrs
2 July	1600 hrs
29 October	1600 hrs

Audit, Risk and Finance Committee Meetings:

28 April	0800 hrs
18 June	0800 hrs
25 September	0800 hrs
27 October	0800 hrs

People and Performance Committee Meetings:

29 January	0930 hrs
8 May	1500 hrs
16 October	0830 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:

7 July	1400 hrs
12 October	1300 hrs

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	
29/1	**0930**	**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 •	
30/1					CEO 2025 Review

FEBRUARY

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity

19/2	**0700-1200hrs**	**PNZ Board Meeting**	• Virtual	• MC 2026 Update
				• Q4 Reporting CEO Report
				• Culture – Annual Staff Engagement Review
				• Selection Regulation Review
				• Adam Hall Athletes Council Vote Support
				• Annual Report/AGM Format and Date agreed
				• Confirm BAP
				• SSD Update and Design working draft for review
				• Board Work Plan Review
				• Approval of following items (from GC)
				  ○ Conflicts of Interest Policy
				  ○ Media Policy
				  ○ Protected Disclosures (whistleblower) Policy
				• Paraloan Trust Deed Consultation
					Adam Hall - Athletes Council Vote Support

				•	

MARCH

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
6/3-15/3					**Milano Cortina Winter Paralympic Games** • IPC and NPC engagement
6/3	1000hrs	**Cyril Smith Legacy Fund Committee**	Zoom	Applications close 28/2	
23/3	0900-1300hrs	**Athletes' Council Meeting**	Teams	•	

APRIL

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
		Other Governance Activity			• 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 • Chair and CEO Quarterly Catch up
28/4	0800hrs	**Audit, Risk and Finance 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 • Policy review – SIPO/Investment policy compilation	

30/4	1600hrs	**Governance Committee**		• International and domestic governance representation
				• Board Committee Review Process (composition and terms of reference)
				• Governance Responsibility and Remuneration Review
				• Policy review
				  ○ Protected Disclosure Policy
				  ○ Integrity Policies
				• Stakeholder Engagement Plan
				• Invitation to PNZ Board for IPC Athletes' Council
				• Paraloan update	

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 •
8/5	0800hrs	**P&P Committee**	Teams	• Culture – recommendation on 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, Safeguarding) • CEO Update on People Health, Safety and Wellbeing • Annual 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**
				  ○ Final SSD (incl values signoff)
				  ○ Planning Session for 4 year/full cycle plan
				  ○ Annual Strategic Risk Review
				
				• **Board Meeting**
				  ○ Q1 Reporting
				  ○ Milano Cortina Preliminary Report
				  ○ IPC Candidacy and PNZ role/support (GC recommendation)
				  ○ Governance Responsibility and Remuneration Review ToR
				  ○ 2026 Stakeholder Engagement Plan including Board
				  ○ Policy reviews
				  ○ Resignation/Board Appointment Panel,
				  ○ Invitation to PNZ Board for IPC Athletes' Council
				  ○ Governance Mark Certificate presentation
				  ○ Board only time: Gifts received MC 2026	

18-22/5			Auckland		**ONOC/OPC**

JUNE

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
5/6		**Athletes' Council**			
18/6	0800hrs	**Audit, Risk and Finance 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 • BAP Panel Process – BAP review (2 Elected BM positions plus AR) • Commonwealth Games - 23 July to 2 August (Glasgow) • Set Up Minister and Opposition Meetings Pre Election
2/7	1000hrs	**Cyril Smith Legacy Fund Committee Meeting**		Review of June applications	•
2/7	1600hrs	**Governance Committee**		• Annual Board/Chair succession planning • Integrity Policy Reviews ○ Young Persons Protection Policy ○ Safeguarding Policy • Gift policy • Assess need and dates for Q3 meetings	
21/7	1800-2015hrs	**Board Meeting**	Teams	• Q2 Reports • Governance Responsibility and Remuneration Review • Milano Cortina Review (incl Honoco Research) • SSD	
TBC		**Chair, P&P Chair, CEO quarterly connect**			
TBC		**Awards and Honours Committee**			

AUGUST

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
					Chair and CEO Quarterly Catch up

SEPTEMBER

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
TBC		**Governance Committee**	Teams	• Integrity Policy Reviews ○ Mandatory Notification Policy ○ Complaints and Dispute Resolution Policy ○ Disciplinary Policy	
25/9	0800hrs	**Audit, Risk and Finance Committee**		• Draft update 4-year forecast	

OCTOBER

Date	Time	Meeting	Location	Agenda Items	Other Board Events/Activity
TBC		**Awards and Honours Committee**		• Recommendations for PNZ Honours for 2027	
8/10	0800-1400	**Board Meeting (Online)**	Teams	• Q3 Strategic Reporting • Draft 4 year/full SSD Cycle Plan • 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 • Sport and Sector Map annual review	
16/10	0830-1000	**P&P Committee**	Teams	• Progress Updated on P&P Priorities and High-Level Work Plan • Identify Deep Dive Format for Nov Board Meeting • 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	
TBC		**Chair, P&P Chair, CEO quarterly connect**			
27/10	0800hrs	**Audit, Risk and Finance 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 • Integrity Policy Suite Review	

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 • Chair/CEO Quarterly catch up
		Other	Tauranga		• NZ Māori sports awards
5/11	1000hrs	**Cyril Smith Legacy Fund Committee**		• Review of October applications	
TBC		**Athletes' Council**		Te Ao Maori Session to discuss Team Activity for LA and Beyond. TBC	
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 • Culture and HSW Deep Dive TBC - P&P Lead • Board Development Plan • 2027 Board Workplan Review • Draft CEO KPIs • Integrity Suite Policy Sign-off	

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)