



Annual impact report

2024–2025

Recreation
Aotearoa
Te Whai Oranga

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Nau Mai • Welcome

From our Kaiwhakahaere Matua Chief Executive

E tū ki te kei o te waka kia pakia koe e ngā ngaru o te wā.

Stand at the stern of the canoe and feel the spray of the future biting at your face.*

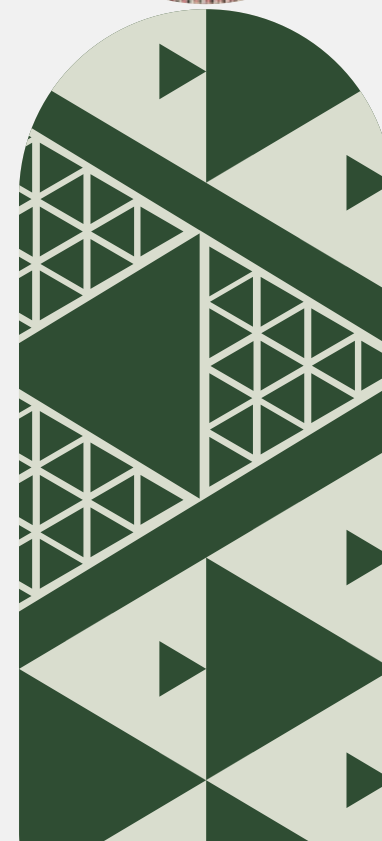
2024—2025 was an important year for Recreation Aotearoa. We closed the first chapter of our intergenerational strategy, Te Whai Oranga, and prepared to set sail for the next phase of our journey.

Te Whai Oranga 2025-2030 doubles down on our long-term aspiration for the recreation industry to be a vehicle for creating a more equitable, sustainable New Zealand. We remain committed to honouring our bicultural foundations and to weaving together the worldviews, perspectives, and knowledge systems of all New Zealanders. At its heart, this strategy focuses on enhancing wellbeing for people, place, and nature through recreation. A heartfelt thank you to everyone who contributed to the review.

*Credit Dr. Apirana Mahuika

Importantly, Te Whai Oranga 2025 sharpens our focus on the short- to medium-term actions needed to realise our vision. We've taken the opportunity to prioritise the initiatives that will make the biggest difference to our members and clearly defined where we can add value. This is reflected in our refreshed strategic priorities.

We delivered a wide range of programmes, initiatives, and member services during 2024—2025, including a record number of conferences and events. These included the biennial New Zealand Cemeteries and Crematoria Conference, a National Outdoors Hui (the first since 2020), and Māui Hīanga, a National Tākaro Hui, delivered in partnership with Sport NZ and Toi Tangata. Alongside these, we hosted our flagship conferences – Waves, Green Pavlova, and



the Recreation Conference – as well as our cultural capability building wānanga, Ngā Niho Taniwha.

Across the country, our Regional Committees and the Generate Network hosted local events, providing even more opportunities for members to connect and learn.

Inclusion and equity remained a strong focus as we developed practical tools and guidance to support members. The centrepiece was the Outdoors Accessibility Design Guidelines, whose impact is already being seen. We have published accessibility guidance for aquatic facilities and partnered with Education Outdoors New Zealand and Sport NZ to create a good practice guide for increasing the participation of Muslim women and girls in recreation. Work continued on the Trans and Gender Diverse Guidelines in partnership with Exercise NZ. We also kicked off a major review of the New Zealand Mountain Bike Trail Design Guidelines.

The current government is pursuing a busy legislative programme. This includes significant

reforms in vocational education, resource management, and conservation – areas that directly impact our members and the provision of recreation opportunities more broadly. In 2024–2025, we engaged in a broad range of consultation processes to advance industry interests. We also strengthened our relationships with key government departments.

From a personal perspective, this has been a hugely enjoyable and fulfilling year. Our industry is full of skilled, dedicated people who are deeply committed to the pursuit of wellbeing for people, place and the natural environment. It is a privilege to be your industry association. I extend a huge mihi to all our partners, stakeholders, volunteers, and members for your ongoing support.

**Ngā mihi nui ki a koutou,
Sarah Murray • Chief Executive**



Nau Mai • Welcome

From our Co-Chairs

E ngā tini, e ngā mano, ngā mema, ngā kaimahi nō te rāngai o ngā mahi a rēhia – tēnā koutou katoa.

To the many and multitude of our members and the workforce of the recreation sector – greetings to you all.

Reflecting on 2024–2025, we are struck by the resilience, innovation, and unwavering commitment of our people, members, and partners. This year brought both challenges and opportunities. Together, we navigated them with purpose, guided by our vision of enhancing wellbeing through recreation.

In November 2024, members voted to adopt a new Constitution. This milestone was the culmination of many months of work, led by the Mahi Ngātahi Governance Review Group, and marked a significant step in our commitment to upholding the mana of the Te Tiriti o Waitangi partnership. At the same time, we began engaging with members and stakeholders across the country to shape our next five-year strategy.

Te Whai Oranga 2025–2030 is a bold, Aotearoa-centred strategy for the next five years. It draws strength from the waka hourua metaphor, inviting us to voyage together, weaving tāngata whenua and tāngata tiriti worldviews. Its long-term outcomes—enhancing wellbeing of people, place, and taiao while honouring Te Tiriti—reflect our shared aspirations.

The Board also focused on strengthening governance and succession planning. Through the Mahi Ngātahi Governance Review, we embedded Te Tiriti o Waitangi obligations more deeply into our Constitution and decision-making. Alongside this, we refined our Board Skills Matrix to ensure diverse capabilities for the journey ahead.



Our sector continued to face headwinds – economic pressures, climate change impacts, and shifting government policy. Despite these challenges, our conferences, hui, and awards demonstrated the sector’s vitality. These gatherings are an important touchstone to connect the industry, and celebrate the innovation, passion, and tireless work of our members.

We acknowledge the many hands and hearts behind our kaupapa—Recreation Aotearoa staff, committees, Te Kāhui Kura Māori, partners, and, most importantly, our members. You are the pillars of support for this organisation. Through your mahi, recreation continues to bring oranga to people and places across Aotearoa.

We acknowledge outgoing Board Members, Vanessa Hughey-Pol, Michele Frey, and Brittany White (Aspiring Director). Thank you for your insights and leadership. Lastly, we acknowledge our national partners, whose support is vital to our work.

Looking forward, we are excited to continue this journey with you. Guided by Te Whai Oranga, we are confident that—together—we can re-create a nation where recreation is recognised as essential infrastructure, and as a source of wellbeing, resilience, and connection.

Tātou ngā kaumoana o tēnei haerenga nui, tātou ngā pia o tēnei kaupapa nui – tēnā rā koutou katoa.

We, the navigators of this great journey; we, the apprentices of this significant kaupapa – greetings to you all.

Nā māua iti nei,

Bobbi Clark-Heu & Kirsty Knowles
Recreation Aotearoa Co-Chairs





Mō mātou • about Recreation Aotearoa

Tō mātou kaupapa • our purpose

Recreation Aotearoa exists to empower, support, and connect the recreation industry so that **all New Zealanders can access quality recreation experiences.**

Total members:

5,167

Subscribers:

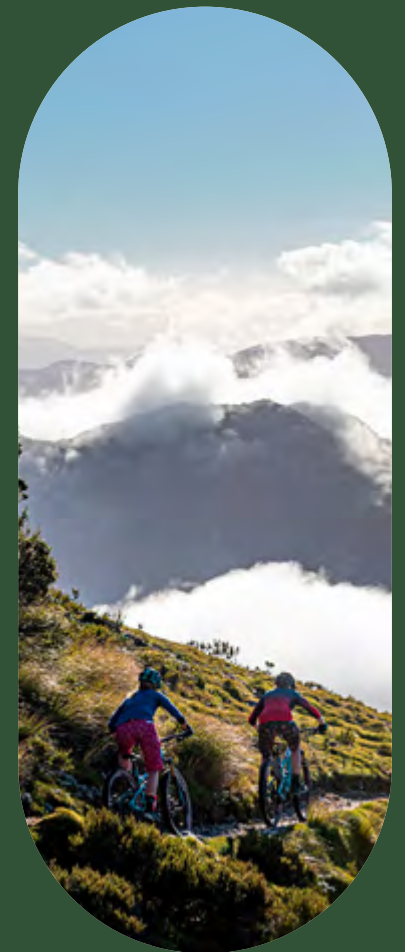
3,894

Individual members:

219

Organisation members:

1,054



Te pae rangi • our vision

Re-create a
nation

Te pae tawhiti • our long-term outcomes*

Manaaki tangata

The recreation sector has the capability to enhance the wellbeing of all New Zealanders through recreation.

Manaaki whenua

The whenua, recreation spaces and places are cherished and sustained through the work of the recreation sector.

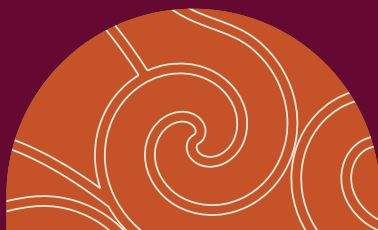
Te Tiriti o Waitangi

The recreation sector has the capability to bring to life the principles of Te Tiriti o Waitangi.

*Outcomes set out in Te Whai Oranga 2020—2025

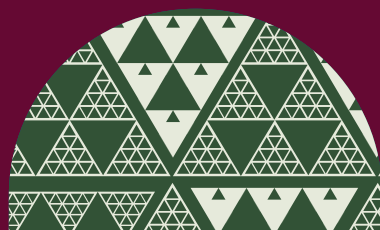


Ngā mātāpono • our values



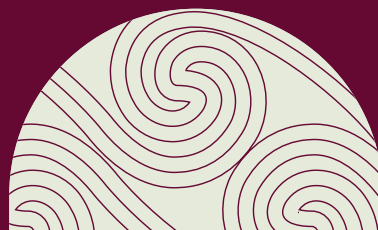
Wairuatanga

We acknowledge and nurture the mana, mauri and spiritual dimension of all living things.



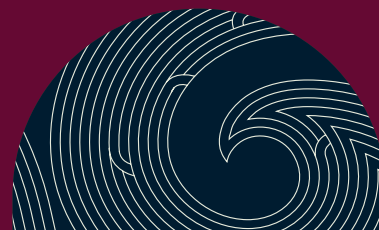
Rangatiratanga

We lead and influence, providing a strong, independent voice for recreation.



Whanaungatanga

We build and nurture mutually beneficial relationships and partnerships.



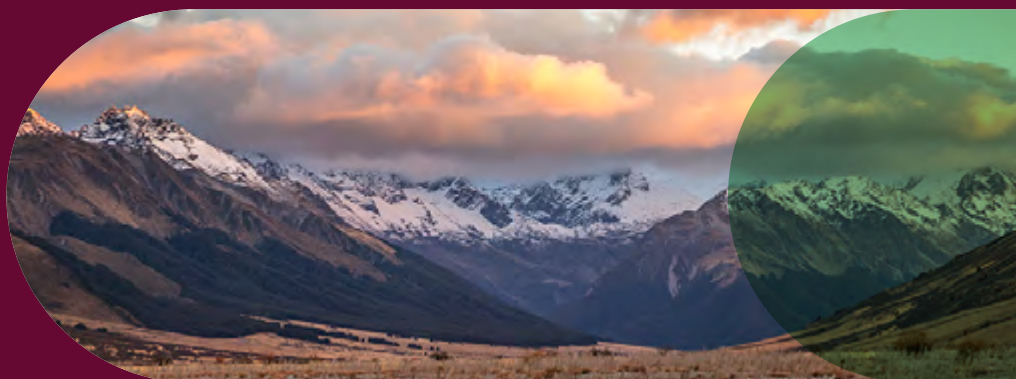
Kotahitanga

We unite the recreation industry to achieve collective impact.



Manaakitanga

We respect, care for, and uplift the mana of others. We are a place for everyone in the recreation industry.



Tauutuutu

We practice reciprocity, acknowledging the efforts and contributions of individuals, groups, and the natural environment.

This is the thread that weaves or binds our values together.



Ngā muka tāngata • our people



Recreation Aotearoa Board

Co-Chairs: » Bobbi Clark-Heu
» Michele Frey (until July 2024)
» Kirsty Knowles (from July 2024)

Board Members:

» Brittany White – Aspiring Director (until June 2025)
» Maria Burnett – Aspiring Director (from August 2024)
» Antoinette Campbell (from November 2024)
» Watene Hema
» Vanessa Hughey-Pol (until November 2024)
» Kiri Pope (from November 2024)
» Paora Te Hurihanganui
» Amanda Davies

Te Kāhui Kura Māori

» Bobbi Clark-Heu
» Johnnie Freeland
» Paora Te Hurihanganui
» Robin Quigg
» Tracey-Lee Repia
» Kuruho Wereta

Recreation Aotearoa Staff

» Sarah Murray, Chief Executive Officer
» Tracey Prince-Puketapu, General Manager Operations
» Sam Newton, Advocacy Manager
» Kuruho Wereta, Kaiwhakahaere Whaihua Māori
» Daniel Evans, Business Services Manager
» Rhiann Collins, Aquatics Programme Manager
» Kieran Smith, Parks, Play, & Open Spaces Programme Manager
» Jenny Jordan, Community Recreation & Outdoors Programme Manager
» Katie Barry, Disability & Inclusion Programme Manager
» Jess Pratt, Programmes Coordinator
» Wendy Russell, Finance & Membership Coordinator
» Olivia Silverwood, Communications & Marketing Manager
» Colleen Pugh, Communications & Marketing Coordinator
» Maryanne Cheater, Events Manager

Regional Chairs

Auckland / Northern: Tom Mann **Central:** Mark Naudé
Midlands: Manumea Durie • Ann-Marie Mori (Co-Chairs)
Wellington: Peta McMillan **Canterbury:** Emma Pavey
Otago / Southland: Cassandra Horton

Regional Advisory Group

» Garth Dawson » Keith McRobie » Paul Matthews » Ann-Marie Mori
» Brendon Rope » Jasmin Carr » Peta McMillan » Waharai Waitohi



Audit, Finance & Risk Committee

Chair: » Richard Brooker

Committee:

- » Antoinette Campbell (from Feb 2025)
- » Amanda Davies (from Feb 2024)
- » Watene Hema (from Feb 2024)
- » Kirsty Knowles (until Jul 2024)
- » Paora Te Hurihanganui (until Jan 2025)
- » Maria Burnett (Aspiring Director)

NZCCC Ngā Rau Hotu Advisory Committee

Chair: Daniel Chrisp

- Members:** » Sheree Stout, Deputy Chair » David Edlington (from March 2025) » Craig Morton » Ricky Mulqueen » Pam Neal » Nikki Nelson

Generate Committee

Co-Chairs: » Maria Burnett » Rob Gulley

- Committee:** » Tui Boteju » Jasmin Carr » Ciarán Dunnion » Anna-Leigh Gillies » Steph Lovelock » Tom O'Neill » Natalie McNulty

Outdoor Recreation Sub-Committee

- » Mark Bruce-Miller » Ben Corcoran » Simon Graney » Tracey-Lee Repia » Duncan Watson

Outdoor Accessibility Working Group

Chair: » Andrew Leslie

- Working Group:** » Simon Alefosio » Jeff Dalley » Kiran Dixon » Kimberly Graham » Raewyn Hailes » Mark Inglis » James Littlejohn » Dave MacCalman » Matt McKone » Mark Mandeno » Quentin Smith » Jezza Williams

Skate Collective Committee

- » Kenny Dunn » Amy Gautier » Barbara Heise » Alexi Trenouth » Holly Whitaker

Accreditation (ARPro) Committee

Chair: » Geoff Canham

- Committee:** » Robyn Cockburn » Amanda Davies (Board Representative) » Bevan Grant » Rob Greenaway

Green Flag Award® Judges

- » David Bruce » Wayne Carlson » Kelly Crandle » Thomas Dixon » Lyndsey Hyde » Stuart Leighton » Duncan MacDougall » Mark Naudé » Karl Nesbitt » Annetta Purdy » Jamie Roberts » Kieran Smith » Stephen Sutton » Cameron Walker » Brad Ward » Christine Wildhaber » Eliza Whalley

Poolsafe® Advisory Group

- » Alex Calwell » Sarah Clarke (from May 2024) » Sarah Cresswell » Rowan Foley » Pierre Holland » Lynden Noakes

Poolsafe® Assessors

- » Stephanie Austin » Leah Burgess » Alex Calwell » Sarah Clarke » Stephen Cook » Kayla Davies » Kendall Gray » Matt Greenwood » Darryl Hamilton » Dot Legget Lane » Nick McConaghty » Dave McKenzie » Keith Martin » Mike Page » Rachel Pike » Steve Prescott » Kristin Raynes » Matthew Rolands-Gardner » Irene Smith » Nick Warwick



Green Pavlova Programme Committee

» Geoff Canham » Aynsley Cisaria
 » Jacquelyn Collins
 » Thomas Dixon » Ciaran Dunnion
 » Jasmin Carr » Matthew Johnson
 » Stuart Leighton

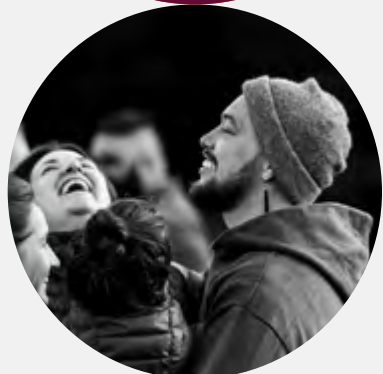
Green Pavlova Field Trip Committee

» Jacquelyn Collins
 » Howell Davies » Thomas Dixon
 » Matthew Johnson
 » Stuart Leighton



Recreation Conference Programme Committee

» Daniel Mitchell
 » Natalie McNulty » Kiko QinQin
 » Richard Smith » Kuruho Wereta
 » Brittany White



Waves Programme Committee

» Jen Baen-Price » Iain Brown
 » Alex Calwell » Josh Carmine
 » Pierre Holland » Kristin Raynes
 » Irene Smith » Korowai Te Huia

Aquatics Awards Judges

» Alex Calwell » Josh Carmine
 » Sarah Cresswell » Donna Hooper
 » Glenn McGovern » Katie Owen
 » Brendan Rope » Judy Tipping

Outdoors Awards Judges

» Tracey-Lee Repia
 » Sonya Sutherland
 » Duncan Watson

Parks Awards Judges

» Mark Bowater » Leah Fitzgibbons
 » Duncan MacDougall
 » Paul Matthews » Melissa Pepler
 » Samantha Strong

Recreation Awards Judges

Chair: » Deb Hurdle

Judges: » Wendy Bainbridge
 » Simon Battrick » Shyrel Burt
 » Craig Carter » Andrew Corkill
 » Cassandra Horton » Alison Law
 » Manu Pihama

Recreation Aotearoa Fellows

» Jane Aickin » John Allen
 » Gordon Bailey » Dr. Kay Booth
 » Mark Bowater » Geoff Canham
 » Robyn Cockburn » Jamie Delich

» Fay Freeman » Steve Gibling
 » Bevan Grant » Rob Greenaway
 » Joe Griffin » Graeme Hall
 » Richard Hollier » Deb Hurdle
 » Alan Jolliffe » John Latimer
 » Jennifer Leaf » Richard Lindsay
 » Stella Luoni Morgan
 » Catriona McBean » John Mills
 » Gareth Moore-Jones
 » Robin Pagan » Garry Page
 » Brendon Rope » Chris Rutherford
 » Bill Steans » Bruce Stokell
 » Neil Tonkin » Peter Watson
 » Dr. Digby White » Jo Wiggins

Recreation Aotearoa Life Members

» Ralph Boggust » Lex Bartlett
 » Graham Bradbourne
 » John Cousins » Jamie Delich
 » Neil Drain » John McGuinness
 » John Masters » Chris Rutherford
 » Gordon Soper » Colin Way

Accountant

» BDO

Auditor

» Baker Tilly Staples Rodway



Ō mātou whakatutukitanga • our impact

What impact did we have in 2024–2025?

We empowered people working in aquatics, community recreation, outdoors and parks, play, and open spaces. Through events, training, advocacy, and new initiatives, we supported their mahi. Together, we're building a more active, healthy, and connected Aotearoa.





Advocacy in action

In 2024–2025, we championed our members on the critical issues affecting the recreation sector. We made submissions, contributed to consultations, and worked to strengthen relationships with government agencies, Ministers, and opposition spokespeople.

Local Government Long-Term Plans

We submitted on several deferred Long-Term Plans delayed by changes, such as the ‘Three Waters’ legislative reforms, or the aftermath of Cyclone Gabrielle. Our submissions prioritised active recreation and play, highlighted the role of urban green spaces, included a Te Ao Māori perspective, and emphasised disability and inclusion.

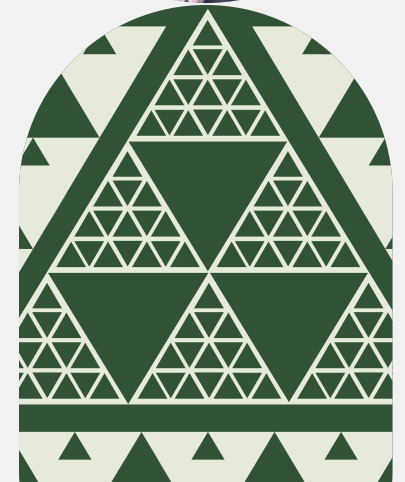
Department of Conservation (DOC) consultations

We contributed to multiple DOC consultations. This included:

- » Modernising conservation land management: We called for a balanced approach that protects the environment while keeping public land open and accessible. We highlighted DOC’s critical role in recreation, raised concerns about slow concession processes, and urged for streamlined

administration and better-resourced planning. We advocated for outdoor education providers to be exempt from concessions, recognising their community value.

- » Charging for access to public conservation land: We opposed charging New Zealanders to access to public land. While acknowledging DOC’s funding challenges, we argued charges should target international visitors only, with revenue reinvested locally in conservation and infrastructure.
- » Other DOC engagements: We engaged on DOC’s Discounts Policy review, the Tongariro Alpine Crossing stakeholder group, Great Walk hut pricing, and the Future Visitor Network project. We maintained strong engagement with DOC senior leadership through the Recreation NGO Forum, and regular meetings.



Workforce development and training

We support a thriving workforce. Our submission to the Vocational Education and Training System (VETS) reform addressed skills shortages and workforce capability. We advocated for more funding for key qualifications — especially Outdoor Leadership and Aquatics — where demand remains high, but provision is shrinking. We raised concerns about polytechnics dominating work-based learning, which risks displacing providers like Te Mahi Ako.

Broader policy and legislative engagement

We engaged in critical areas, such as:

- » National Infrastructure Plan: We supported a shared, long-term approach to infrastructure planning, recognising its importance for recreation.
- » Taxation and the Not-for-Profit sector: We engaged with Inland Revenue's consultation on removing tax exemptions for charities' unrelated business income. We stressed that many recreation organisations rely on commercial activities to subsidise community access. We called for clear definitions, case studies, and income thresholds to protect smaller community organisations.

Government relations

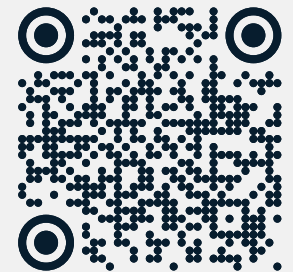
Relationships with Ministers and opposition spokespeople remains central to our advocacy. These relationships ensure the recreation sector's voice is heard at the highest levels of government.

Preparing for the year ahead

Beyond immediate work, we laid groundwork for broader legislative reforms expected in 2025—2026, including the Resource Management Act and Local Government reforms. Early engagement ensures recreation's interests are considered as these reforms take shape.



[Visit our website for more information about our Advocacy work.](#)





[Find the
Outdoors
Accessibility
Design Guidelines
on our website or
scan the QR code.](#)



Outdoors Accessibility Design Guidelines

The first of their kind in Aotearoa New Zealand.

In February 2025, we proudly launched the **Outdoors Accessibility Design Guidelines**, to help support the creation of accessible outdoor spaces and places.

Alongside our Outdoors Accessibility Working Group, we collaborated with industry and accessibility experts to develop the guidelines. The working group included people with lived experience of disability, accessibility expertise, and extensive experience in outdoor recreation.

The guidelines are for anyone involved in planning, developing, designing, managing, or maintaining outdoor recreation spaces — and people advocating for accessible spaces. They cover a wide range of spaces, from trails and pathways to beaches, lakes, and open green areas. They offer detailed advice on planning, design, and features such as signage, toilets, picnic areas, jetties, and trail specifications. While focused on outdoor recreation, the information is relevant across the wider recreation sector.

The Outdoors Accessibility Design Guidelines were first shared with our members in February 2025. On 28 March, we held a public launch event at the Redwoods in Rotorua. Attendees heard about the guidelines and had an opportunity to ask questions. They also had a chance to walk, ride, or roll the Mokopuna Trail — a powerful way to see inclusive design in action.

The launch generated strong interest and engagement with media coverage on Radio New Zealand, and organic social reach of 15,213 users across Facebook, LinkedIn, and Instagram, with an impressive 22% engagement rate. As of 30 June 2025, 836 people accessed the guidelines on our website.

While not every site can be fully accessible, the guidelines support both small upgrades and large-scale projects, ensuring more people can access and experience the outdoors.

Introducing Te Whai Oranga 2025-2030

Our next strategic horizon

In 2024–2025, the Recreation Aotearoa Board and Māori Navigational Group, Te Kāhui Kura Māori, worked together to review and refresh Te Whai Oranga.

In 2024, members and stakeholders shared feedback through a series of workshops and an online survey. Board and Te Kāhui members also gathered for a wānanga at Umupuia Marae, and joined a waka hourua voyage with master navigator, Houturoa Barclay-Kerr, and Te Toki Voyaging Trust.

Te Whai Oranga means “the active pursuit of wellbeing”. The 2025–2030 strategy is intergenerational, shaped by Aotearoa, for Aotearoa. It draws on both Māori and non-Māori knowledge and approaches, weaving these worldviews together in a shared vision of a better future for New Zealand. It is a living example of Te Tiriti o Waitangi in action.

Our strategic priorities are pictured as islands of success on this journey. They focus on what matters most to our members and guide our annual work programme.



Key concepts behind Te Whai Oranga 2025–2030

At its heart, Te Whai Oranga 2025–2030 recognises the interconnectedness of people, place, and the natural environment — past, present, and future. Using a voyaging narrative, it describes where Recreation Aotearoa has come from and where we are heading. Using the concept of ngā pae — the many horizons — the strategy reflects on the past and looks to the future:

Te pae rangi — the stars that guide us,
our aspirational vision.

Te pae tawhiti — the far horizon,
our long-term outcomes.

Te pae tata — the near horizon,
our short-term outcomes.

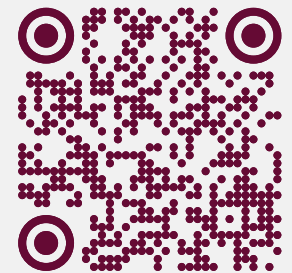


The many people and organisations within the recreation sector are pictured as a fleet of waka hourua. Together, we voyage towards the islands and horizons beyond.

A fleet of waka voyage across Te Moana-nui-a-Kiwa. The main waka hourua is guided by a whai, supported by seabirds on the journey towards distant horizons. Each waka carries a hoe urungi, symbolising individual guidance within a collective journey. Islands rise on the horizon, representing future successes. The land behind reminds us to reflect before setting out. A kirikiore spiral pattern in the ocean reflects the ever-changing currents we navigate. Above, the star-filled sky shifts into the glow of dawn, while a woven motif connects past, present, and future.

Illustration Credit: Munro Te Whata

[Find Te Whai Oranga 2025-2030 on our website or scan the QR code.](#)





[Find the Good Practice Guide: Increasing Participation of Muslim Women and Girls on our website or use the QR code below.](#)



Good Practice Guide:

Increasing Participation of Muslim Women and Girls

The Good Practice Guide: Increasing Participation of Muslim Women and Girls was developed in 2024—2025 alongside First Step Outdoors, and the Women’s Organisation of the Waikato Muslim Association. It was supported by Education Outdoors New Zealand, and Sport NZ.

The guide developed in response to requests from our members, who want to improve the participation of Muslim women and girls (Muslimah) in outdoor activities.

It focuses on four key objectives:

- » Reducing barriers by raising awareness of bias and meeting cultural and religious needs.
- » Building cultural competency among outdoor operators and instructors to support inclusive practice.
- » Reassuring families and communities that accommodations are available and consistent.

» Promoting health, wellbeing, and social connection by encouraging Muslimah to engage confidently outdoors.

The guidance addresses cultural, religious, and social barriers to participation. It gives outdoor centres, instructors, and programme leaders practical strategies to create inclusive, respectful, and equitable environments. It also supports participant wellbeing by improving access to the physical, social, and psychological benefits of outdoor activity.

The Good Practice Guide was released to members in February 2025 via e-Pānui and social media, reaching over 3,000 people. It was also presented at our National Outdoors Hui in June 2025. As of 30 June 2025, 366 people had accessed the guidelines on our website.

Our commitment to carbon reduction

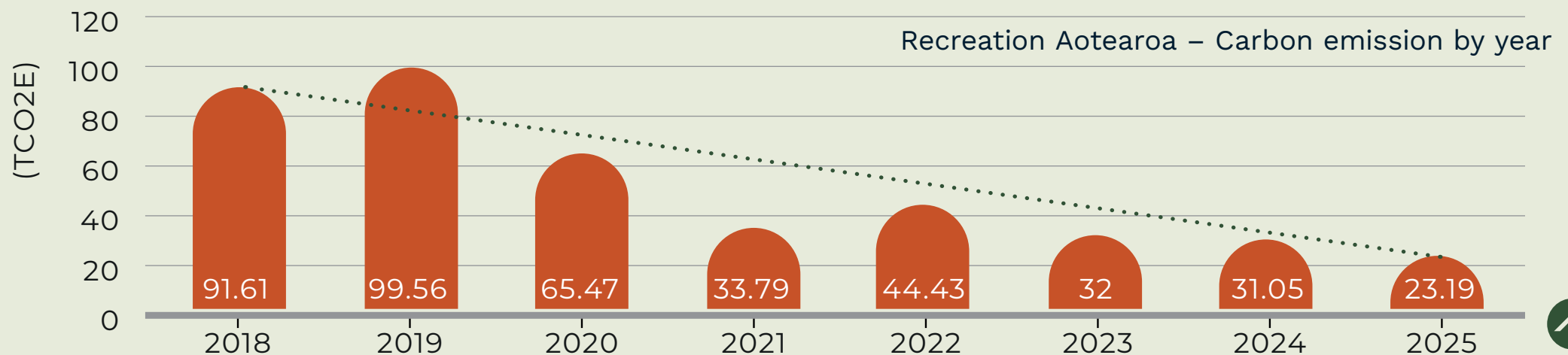
Since 2018, we have been measuring our total carbon emissions and offsetting them by purchasing carbon credits. We are committed to continuing this work.

To offset part of our 2024–2025 emissions, we partnered with Trees That Count. We purchased 50 native trees as speaker gifts for Green Pavlova 2025, which were planted on Motutapu Island.

To offset the remainder of our 2024–2025 emissions, we partnered with Project Rameka. This carbon sink project focuses on forest restoration, biodiversity, and non-motorised recreation.

Our journey so far

We are pleased to report a 25% reduction in our total carbon emissions this year, compared with the previous financial year. Since 2018, we have achieved a 75% overall reduction in annual carbon emissions.





Manaaki Tangata

The recreation sector has the capability to enhance the wellbeing of New Zealanders through recreation.

Developing our people

Webinars

Our webinars continue to provide valuable content for our members. We cover topics from multiple perspectives, giving registrants greater understanding and knowledge. Each session includes opportunities for questions and answers, followed by additional relevant information shared afterwards. This helps to grow the capabilities of webinar attendees.

In 2024–2025, we hosted nine webinars with a total of 324 participants. This year, we moved to measuring the Net Promoter Score (NPS) for our events and services. NPS measures how likely participants are to recommend an event or service, with higher scores indicating stronger satisfaction and loyalty. The average NPS for webinars was 44, reflecting strong participant satisfaction.

Topics ranged from legislation updates and guidance to a deep dive into the Outdoors Accessibility Design Guidelines. This was the most popular session in our series, with 50 attendees.

[Watch the Outdoors Accessibility Design Guidelines webinar on Vimeo.](#)

Tuakana — Teina Mentorship Programme

The Tuakana — Teina Mentorship Programme ('Tuakana — Teina), developed in partnership with Generate NZ, is a mentoring programme that pairs participants by experience to foster mutual learning and professional growth.

Operating on a six-month cohort model, the programme has supported 14 participants across two cohorts in 2024–2025. Feedback has been positive, with mentors and mentees reporting strengthened networks, enhanced skills, and valuable sector insights.

Looking ahead, Tuakana — Teina will be reviewed in 2025–2026 to ensure it remains an effective and supportive professional development tool for the recreation sector.

[Visit our website for more information about the Tuakana — Teina Mentorship Programme.](#)



ARPro Te Puawānanga

The Accredited Recreation Professional (‘ARPro’) scheme strengthens professional standards in the recreation sector. ARPro is an independent assessment and recognition of individuals who show competence, ongoing professional development, and commitment to best practice. It supports a skilled and professional workforce.

On 1 July 2024, we introduced a staircase model, including two new accreditation levels. This three-level model provides clearer pathways for career progression, allowing practitioners to move through levels that reflect their experience, skills, and responsibilities.

On 1 January 2025, we updated the revalidation process. It now records a wide range of professional activities and assigns Continuing Professional Development (CPD) points. This ensures accredited professionals stay engaged with learning, safety, and sector standards.

ARPro continues to play a central role in building professionalism, competence, and growth across New Zealand’s recreation workforce. Feedback from practitioners shows strong engagement and appreciation for the more structured, transparent approach. Interest in the scheme is high, with ARPro Te Puawānanga ranking in the top ten most-visited sections of our website. As of 30 June 2025, 92 practitioners held ARPro Te Puawānanga accreditation.



[Visit our website for more information about ARPro Te Puāwananga or scan the QR code.](#)



92

ARPro Te Puawānanga
practitioners

Conferences & hui

Our conferences and hui bring recreation professionals together to learn, grow, and connect.

Regional events 2024–2025

Our regional events provide members with opportunities to connect, share, and learn from peers at a local level.

Six Regional Committees delivered 11 events across Dunedin, Invercargill, Christchurch, Wellington, Horowhenua, Wairoa, Cambridge, Tauranga, and Auckland.

Delegates also participated in the Generate Breakfast Series and networking events in Queenstown, Invercargill, Wellington, and Whangārei. Many events included site visits, allowing attendees to see local projects in action.

Parks Planning Masterclass 2024

In 2024, we helped deliver a Parks Planning Masterclass series, facilitated by our National Partner, Xyst in Matamata, Hastings, Porirua, Christchurch, and Gore.

The series attracted 117 participants from 34 councils. Feedback was overwhelmingly positive, with a Net Promoter Score (NPS) of 56.

The demand for knowledge sharing is clear. Participants emphasised how important these opportunities are for building capability and strengthening practice across the sector.

117

Participants

34

Councils



National Pool Lifeguard Competition 2024

Huia Pool, Lower Hutt

Held the day before Waves 2024, the National Pool Lifeguard Competition brought together six teams from across the motu, including Auckland Council, CLM, Hamilton City Council, Kāpiti Coast District Council, Porirua City Council, and Wellington City Council.

Exercises tested skills and teamwork across a range of challenges, scenarios, and knowledge tests.

Auckland Council's team, 'Lord of the Waves' were named competition winners at the Aquatics Awards 2024.

“The win speaks for the skill and professionalism that lifeguards at the council's pools bring to the job each and every day.”

- Claire Stewart, Interim General Manager Pools and Leisure, Auckland Council.

Waves 2024

Te Awa Kairangi Lower Hutt

The Waves 2024 theme was 'Eke Panuku Eke Tangaroa: Aquatics 2.0' – Building a strong sector for the future.

245 delegates attended the conference, on par with Waves 2023. This year, we moved to measuring the Net Promoter Score (NPS) for our events and services. NPS measures how likely participants are to recommend an event or service, with higher scores indicating stronger satisfaction and loyalty. The NPS for Waves 2024 was 39. This is a positive score that demonstrates the delegates' solid engagement with the programme.

Industry experts explored the future of facilities and workforce, with sessions on post-incident learnings, leadership, community water safety, and sustainability. Delegates visited Te Ngaengae Pool, the NZ Institute of Sport campus, and Wellington's community recreation hubs on field trips.

245
Delegates



Ngā Niho Taniwha ki te Arawa

Rotorua

Ngā Niho Taniwha was established to strengthen professional learning and development in the recreation sector by centering mātauranga Māori. The kaupapa supports practitioners to explore how traditional Māori concepts and philosophies can inform recreation and physical activity in Aotearoa.

This year, the wānanga moved to Te Arawa, hosted in partnership with Te Papa Tākaro o Te Arawa. Held at Te Pākira Marae, participants experienced mātauranga in practice, grounded in local tikanga, kōrero, and taiao. The immersive noho marae setting fostered whanaungatanga, reflection, and connection.

Feedback from participants was very positive. The Net Promoter Score (NPS) for the wānanga was 82, reflecting very high satisfaction. Participants reported deepened understanding of mātauranga Māori and greater confidence in applying Māori philosophies to recreation programmes.

“ I learnt how to incorporate mātauranga Māori into recreational activities for tamariki. ”

Māui Hīanga: Te Hui Taonga Tākaro 2024

West Auckland

Māui Hīanga brought together pūkenga, kairangahau, practitioners, rangatahi, and sector leaders to explore the revitalisation of Tākaro Māori and its role in recreation, wellbeing, and nation-building.

Hosted at Hoani Waititi Marae in partnership with Whare Tū Taua o Aotearoa, Toi Tangata, and Sport NZ, the hui created an immersive setting for whakawhanaungatanga, intergenerational learning, and the sharing of mātauranga Māori. Workshops, wānanga, and demonstrations showcased taonga tākaro, whare tapere, and pūrakau, with participants reflecting on the importance of these traditions for whānau, rangatahi, and communities today.

The Net Promoter Score (NPS) for the hui was 68, reflecting strong satisfaction. Participants reported a deeper connection to whakapapa, identity, language, and tikanga, and greater recognition of the role of tākaro as both cultural revitalisation and social intervention.



Recreation Conference 2024

Tāmaki Makaurau Auckland

The Recreation Conference 2024 theme was ‘He Manu Tukutuku.’

246 delegates attended the conference, on par with the previous year’s attendance. The Net Promoter Score (NPS) for Recreation Conference 2024 was 30 – a positive result.

Keynotes included Tūpuna Maunga Authority, Te Waka Tairanga Whenua, and the Department of Conservation, with workshops covering outdoors, community, sustainability, planning, and Te Tiriti o Waitangi. Delegates attended field trips showcasing community initiatives, and green and blue spaces.

A comprehensive review of Recreation Conference was undertaken in 2024–2025 with a broad range of stakeholders, to clarify the conference’s purpose, and strengthen its focus. In 2025, the conference will transition to the Recreation Leaders’ Summit, with a focus on leaders and aspiring leaders in recreation.

246
Delegates

2024 set the direction for
a more **leadership-focused**
summit in 2025.



Green Pavlova 2025

Tāmaki Makaurau Auckland

The Green Pavlova 2025 theme was ‘Kōkiri i te Rēhia, nā te Mana Takitini – Advance recreation, through the strength of many.’

Conference attendance grew to 402 delegates, up from 367 in 2024, reflecting the sector’s increasing engagement and interest. The Net Promoter Score (NPS) for Green Pavlova 2025 was 53, which is considered an excellent score.

Green Pavlova focused on advancing recreation through collective strength, guided by four pou: planning and strategy, skill development, operational excellence, and recreation spaces. Keynotes included Brad Smeele and Jemarl Paerata, with sessions on climate adaptation, open space planning, environmental restoration, and international park insights. Delegates also explored local parks, gardens, and facilities on field trips.

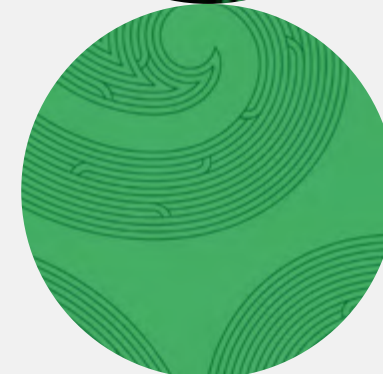
Young Amenity Horticulturist of the Year 2025

Auckland Botanic Gardens

Held the day before Green Pavlova, the 2025 competition brought together seven finalists from across the motu, showcasing emerging talent in the sector.

Finalists took part in a series of challenges that tested technical knowledge, practical skills, problem-solving, and communication. Activities included hands-on tasks in amenity horticulture, written assessments, and a prepared speech.

River Foster was named Young Amenity Horticulturist of the Year at the Parks Awards 2025.



402
Delegates

“This apprenticeship
has changed how
I see the world.”

– River Foster



New Zealand Cemeteries & Crematoria Conference 2025

Tāmaki Makaurau Auckland

The biennial Cemeteries & Crematoria Conference 2025 brought together 88 delegates, the largest number to date.

Aligning the event with Green Pavlova kept costs manageable while offering networking opportunities across the parks, play, and open space sectors.

Key presentations covered cemetery restoration, preventing vicarious trauma, advanced mapping techniques, and concept planning. Delegates visited Waikumete Cemetery and Manukau Memorial Gardens on field trips. The Net Promoter Score (NPS) was 82, reflecting very high delegate satisfaction. The conference offered two days of learning, sharing, and connection, and set a new benchmark for the sector.

88
Delegates

National Outdoors Hui 2025

Te Whanganui-a-Tara Wellington

This year, the Outdoors Hui transitioned from regional events to a national event, bringing together outdoor leaders, practitioners, educators, and policymakers from across Aotearoa.

In 2024–2025, two Regional Outdoors Hui were held – at Whenua Iti in Nelson, and at the Recreation Conference in Auckland. Combined, these attracted 44 delegates. The National Outdoors Hui, held at the Ākau Tangi Sports Centre in Wellington, attracted 78 delegates. Compared with last year, attendance at Outdoor Hui has grown 45%. The Net Promoter Score (NPS) for the National Outdoors Hui was 65, reflecting very strong satisfaction from delegates.

Participants at the National Outdoors Hui explored key sector challenges and opportunities to strengthen outdoor recreation and education. Sessions included insights from the Department of Conservation, discussions with safety auditors, and panels on training and qualification pathways to develop a skilled, resilient workforce. Breakout discussions focused on equity, innovation, programme delivery, and collaboration, while updates from Recreation Aotearoa highlighted advocacy, professional development, and sector leadership.

78
Delegates

45%
Increase in
Attendance

Collectives

Our Collectives are special-interest groups that connect people. Participants meet to share insights with one another.

Hub Collective

The Hub Collective connects local government staff, Hub operators, and stakeholders to share knowledge on multi-purpose community facilities.

In 2024–2025, Hub Collective membership grew to 137 participants. Six online hui were held, reaching more than 200 participants. Highlights included case studies from Te Hiku Sports Hub, Moutere Hills Community Centre, Kolmar Charitable Trust, and College Rifles Rugby and Sports Club.

[Visit our website or scan the QR code for more information about the Hub Collective.](#)

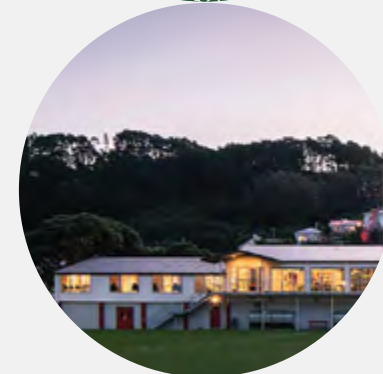


Skate Collective

Established in 2024, the Skate Collective brings together local and regional authorities, sports trusts, and consultants to share knowledge on skate park design and provision.

In 2024–2025, Skate Collective membership grew to 55 participants. Two online hui were held, reaching around 60 participants. Topics covered funding and community consultation, with insights from Tauranga City Council, Tairāwhiti Adventure Trust, Wellington Skate Association, and ACID Skate.

[Visit our website or scan the QR code for more information about the Skate Collective.](#)



NZCCC Ngā Rau Hotu

2024–2025 has been a year of significant transition and progress for NZCCC Ngā Rau Hotu (the New Zealand Cemeteries and Crematoria Collective).

This year, I have had the privilege of stepping into the role of Chair, succeeding Hayden Parr. On behalf of the Committee, I want to thank Hayden for his leadership and commitment. Under his guidance, the Collective grew and strengthened, evident in the success of the New Zealand Cemeteries & Crematoria Conference.

We have focused on building strong industry partnerships, particularly with the New Zealand Master Monumental Masons Association (NZMMA), and the Funeral Directors Association of New Zealand (FDANZ). We also welcomed PlotBox as a new National Partner and are exploring more opportunities for partnerships and sponsorships.

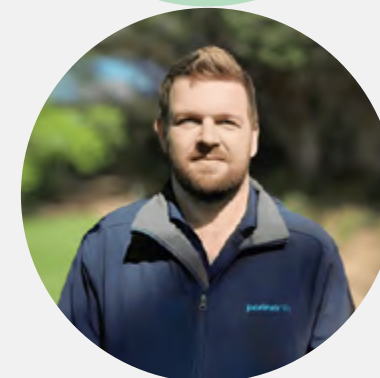
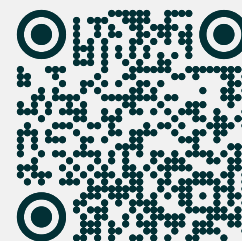
This year also brought exciting changes, with a new name, brand, and website, delivered with support from Recreation Aotearoa and Kuruho Wereta. We

introduced a refreshed membership structure to make it easier to connect with us and align with the Recreation Aotearoa membership framework.

Looking ahead, the Committee is committed to delivering clear value for members. We look forward to continuing to grow the Collective and supporting members with the resources, partnerships, and advocacy that help cemeteries and crematoria remain valued and well supported across Aotearoa.

Daniel Chrisp
NZCCC Ngā Rau Hotu Chair

[Learn more about NZCCC Ngā Rau Hotu on their website or scan the QR code.](#)



Generate Network NZ

Generate Network NZ ('Generate') is a network for new and emerging recreation professionals. It exists to grow future leaders, strengthen connections across the motu, and ensure the recreation sector is a great place to work.

Highlights 2024–2025

The popular Generate Breakfast Series continued, with events in Auckland, Queenstown, and Wellington. The theme, 'Stories from the Sector,' created opportunities for connection and conversation through panel discussions and networking. Generate also hosted networking events in Whangārei and Invercargill, following the same format as the Breakfast Series.

This theme carried through to the Generate Conference in September 2024. Held in Queenstown, it brought together emerging leaders from across Aotearoa for two days of learning and connection. 80 delegates heard from speakers and panels, networked at evening events, and explored Queenstown on field trips.

In May 2025, Generate hosted an online workshop, 'Mastering Group Facilitation', for members, with 106 registrants. Also, in May 2025, Generate Steering Committee members Maria Burnett, Rob Gulley, and Tom O'Neill spoke on a panel about the future of our sector at Green Pavlova.

Governance update

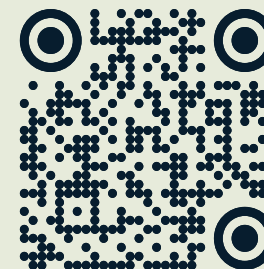
In November 2024, Brittany White stepped down as Generate Co-Chair. Rob Gulley became Co-Chair alongside Maria Burnett. They are supported by Tui Boteju, Jasmin Carr, Ciarán Dunnion, Anna-Leigh Gillies, Steph Lovelock, Tom O'Neill, and Natalie McNulty on the Steering Committee.



87

Total Members

[Learn more about Generate Network NZ on their website or scan the QR code.](#)



Manaaki Whenua

The whenua, and recreation spaces and places, are cherished and sustained through the mahi of the recreation sector.





Poolsafe®

The Poolsafe® Quality Management System (Poolsafe®) is an independent assessment of public lifeguarded pools. Poolsafe® is a voluntary management system designed by the industry for the industry.

As of 30 June 2025, we had **154 accredited Poolsafe® facilities**, a slight decrease from the previous year.

Poolsafe® Advisory Group

The Poolsafe® Advisory Group provides advice, industry feedback, and leadership on the scheme.

Poolsafe® Assessors

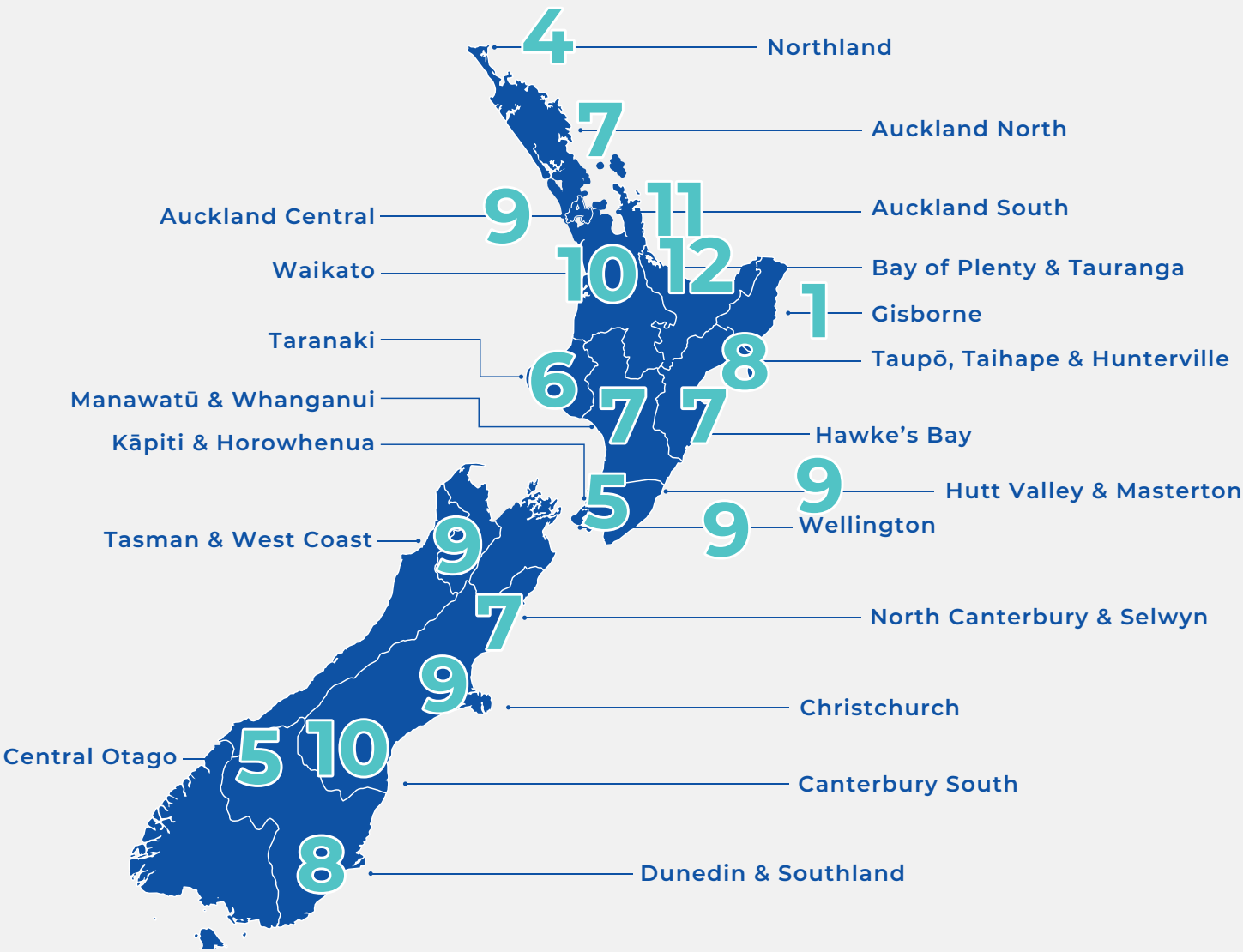
Poolsafe® Assessors are volunteers from across the aquatics industry. They are chosen for their experience, skills, and knowledge. Each year, Assessors review the operations of Poolsafe® facilities to ensure they meet the required criteria.

Assessors also act as advisors. They share insights with the facilities they visit and take valuable learnings back to their own organisations.

[Visit our website to find information about Poolsafe®.](#)



Poolsafe® facilities



Region	Number
Auckland North	7
Auckland Central	9
Auckland South	11
Bay of Plenty & Tauranga	12
Central Otago	5
Canterbury North & Selwyn	7
Christchurch	9
Canterbury South	10
Dunedin & Southland	8
Gisborne	1
Hawke's Bay	7
Kāpiti & Horowhenua	5
Hutt Valley & Masterton	9
Manawatū & Whanganui	7
Northland	4
Taranaki	6
Tasman & West Coast	9
Taupō, Taihape, & Hunterville	8
Waikato	10
Wellington	9
Total	153



Drowning Report 2024

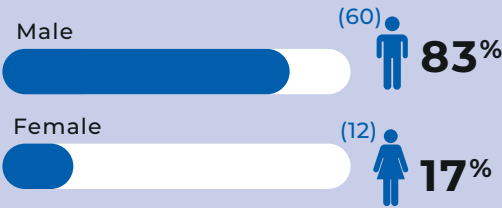
The Water Safety New Zealand Drowning Report, released in early 2024², showed progress in reducing drowning rates. While New Zealand has made significant strides, challenges remain. The graphic below provides an overview of populations most at risk.

Who is losing their life?

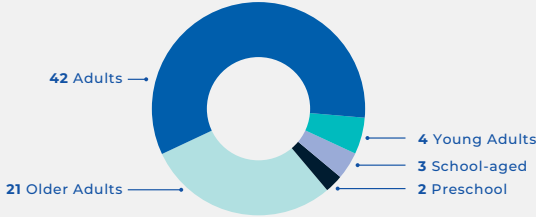
Total drowning deaths



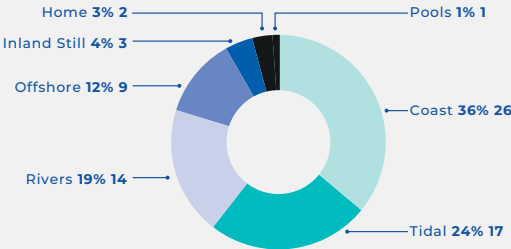
Drowning Death by gender



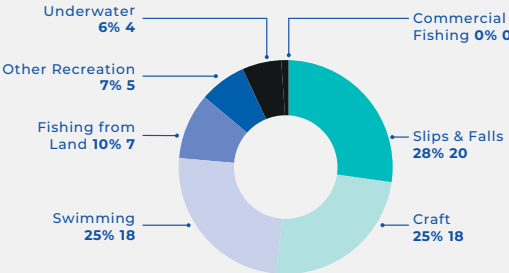
Drowning Death by life stage



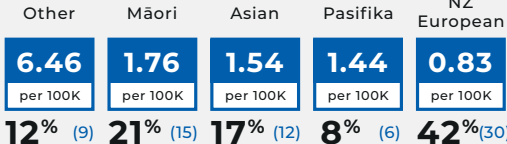
Drowning Death by environment



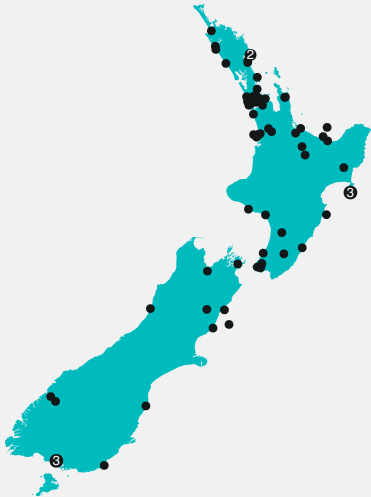
Drowning Death by activity



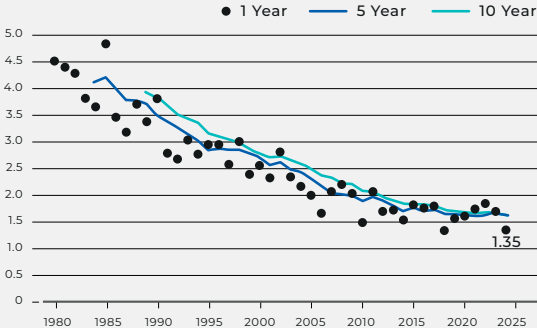
Drowning Death by ethnicity



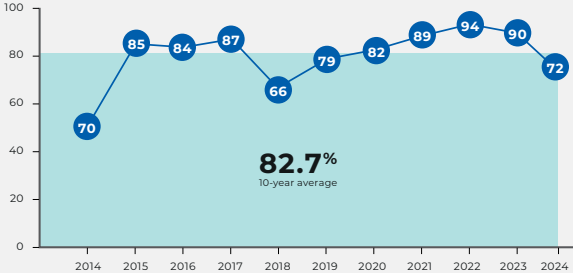
Drowning Death by Location



Drowning Rates per 100k



Fatalities 2024 (with trailing 10 Yr Average)



²The Water Safety New Zealand Drowning Report referenced here covers data from 1 January – 31 December 2024.



Poolsafe® facility attendance and incidents

Each year, we collect information from our Poolsafe® members on facility attendance and incidents, including rescues. Incidents are reported as either notifiable or non-notifiable events.

We collate these figures to build a clear picture of how many people use Poolsafe® facilities and the types of incidents that occur. The data helps to identify trends, inform policy and procedure changes, and contributes to the national picture of water-related incidents through Water Safety New Zealand.

In 2023—2024³, Poolsafe® aquatic facility attendance numbers rose from 22 million to 23.5 million visits. Despite this, the incident rate remained steady at one incident for every 3,200 visits.



23.5
million
Visits

1 in
3,200
Incident
rate

³Poolsafe® attendance and incident data are based on the latest available figures.



Poolsafe® facility incidents

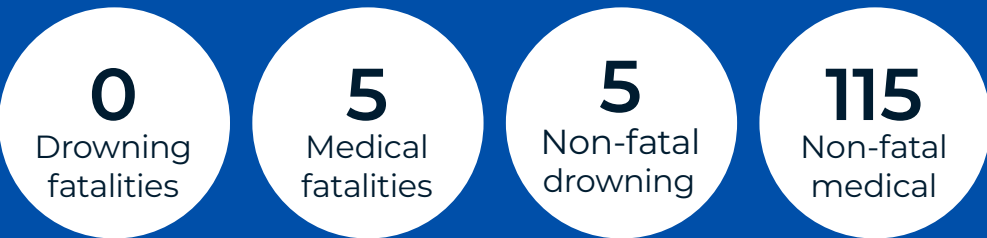
The following information on incidents is based on reports submitted to Recreation Aotearoa by Poolsafe® facilities.

In 2023—2024⁴, there were five non-fatal drowning incidents at Poolsafe® facilities, and five fatalities, all due to medical events, alongside 115 non-fatal medical events. In comparison, 2022—2023 recorded 12 non-fatal drowning incidents and four medical fatalities, alongside 73 non-fatal medical events.

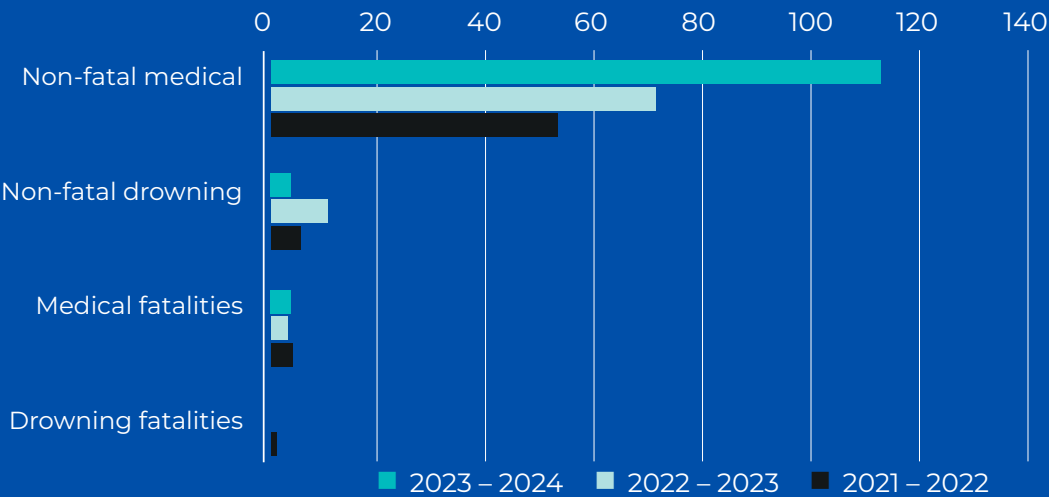
Incident reporting requirements for Poolsafe® facilities

Poolsafe® facilities must report any notifiable incident to the Recreation Aotearoa Aquatic Programme Manager within 24 hours. An incident report must also be submitted for that event. In addition, facilities are required to complete an annual report of all accidents and incidents that occurred at their facility during the year.

Incidents 2023–2024



Incidents 2021–2024



Labour force overview

The New Zealand Register of Recreation Professionals is an independent public register. It recognises the qualifications and experience of sport and recreation professionals in New Zealand.

As of 30 June 2025, the following numbers were registered:

- >> Lifeguards (Pool Lifeguard Practising Certificate only): **4,029**
- >> Swim teachers: **538**

⁴Poolsafe® facility incident data is based on the latest available figures.



Qualifications

Te Mahi Ako is a tertiary education organisation that specialises in work-based learning for people in active recreation, leisure, and entertainment.

As of 30 June 2025, the following numbers show learners registered for, or who have completed, aquatics industry qualifications:

796

Pool Lifeguard Practising Certificate (PLPC)

344

New Zealand Certificate in Aquatics (Pool Lifeguard) (Level 3)

201

New Zealand Certificate in Aquatics (Swim and Water Safety) (Level 3)

410

New Zealand Apprenticeship: Senior Pool Lifeguard (Level 4)

432

New Zealand Apprenticeship: Specialist Swim Teacher (Level 4)

Qualifications available to the aquatics sector

- » [Pool Lifeguard Practising Certificate \(PLCP\)](#)
- » [New Zealand Certificate in Aquatics \(Pool Lifeguard\) \(Level 3\)](#)
- » [New Zealand Certificate in Aquatics \(Swim and Water Safety\) \(Level 3\)](#)
- » [New Zealand Apprenticeship: Senior Pool Lifeguard \(Level 4\)](#)
- » [New Zealand Apprenticeship: Specialised Swim and Water Safety Teacher \(Level 4\)](#)
- » [New Zealand Certificate in Aquatic Treatment Systems \(Level 4\)](#)



QualityPool®

QualityPool® is an independent assessment of non-lifeguarded and private swimming pools.

Developed in collaboration with Water Safety New Zealand, QualityPool® supports motels, hotels, holiday parks, retirement villages, private gyms, health clubs, and schools.

Users have access to tools and resources that help provide a safe aquatic environment for customers and communities. Each facility completes an annual review of safety procedures, water quality (NZS 5826:2010), and health and safety documentation to ensure compliance with QualityPool® standards.

In 2024—2025, three new facilities joined QualityPool®, bringing the total number of accredited pools to 24. This growth demonstrates the programme's increasing reach in promoting safe, well-managed aquatic environments across New Zealand.

[Visit our website to find information about QualityPool®.](#)



Yardstick

Yardstick is a global best practice programme for parks and recreation, developed by the industry for the industry.

Delivered by our National Partner, Xyst, Recreation Aotearoa supports Yardstick as a valuable tool for parks and recreation managers. Yardstick helps to track and compare data across councils, report on metrics, and stay aligned with best practice across Australia, Canada, and New Zealand.

Yardstick now operates as a bespoke online tool. Users are supported by a site visit from a Yardstick auditor and input from the Yardstick survey team.

Looking ahead, the Yardstick Facilities Benchmarking Programme is being redeveloped for indoor recreation facilities. This will launch in 2025, adding to the suite of tools available through the Yardstick programme.

[Visit our website to learn more about Yardstick.](#)

Yardstick

Green Flag Award®



The Green Flag Award® recognises and rewards parks and green spaces that are providing high-quality and innovative recreational experiences for our communities. The award sets a benchmark standard for recreational outdoor spaces worldwide.

Recreation Aotearoa manages the New Zealand branch of the programme. We work with experienced parks and open spaces professionals around Aotearoa to judge and present the award.

At 30 June 2025, 26 parks and open spaces were successful in achieving Green Flag Award® status.

Mihi to the councils, trusts, and organisations who put their spaces forward, and to our incredible volunteers who travelled the country, assessed sites, and connected with the passionate people behind them.

Looking ahead, in 2025—2026, we will launch a Green Flag Award® training programme to support more parks and open spaces to achieve Green Flag Award® status.

[Visit our website to learn more about the Green Flag Award®.](#)

New Zealand Green Flag Award® parks and open spaces

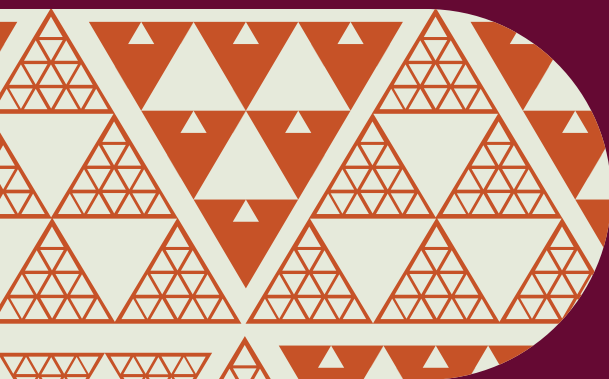
- » Auckland Council: Wainoni Park, North Shore Memorial Park, Arataki (Waitākere Ranges Regional Park), Maungawhau Mt Eden (Tūpuna Maunga Authority), Waikumete Cemetery, Ōmana Regional Park, Hunua Ranges Regional Park, Atiu Creek Regional Park.
- » Hastings District Council: Cornwall Park, Flaxmere Park, Frimley Park, Havelock North Village Green.
- » Henley Lake Trust: Henley Lake.
- » Horowhenua District Council: Driscoll Reserve, Jubilee Park, Thompson House Park, Holben Reserve, Te Awahou Riverside Cultural Park, Te Maire Park.
- » New Plymouth District Council: Pukekura Park.
- » Porirua City Council: Whenua Tapu.
- » South Taranaki District Council: King Edward Park.
- » RPSC Trust and For A Cause Ltd: Randwick Park.
- » Te Mata Peak Trust: Te Mata Park.
- » Western Bay of Plenty District Council / Tauranga City Council: Hūharua Park, TECT All Terrain Park.





Te Tiriti o Waitangi

The recreation sector has the capability to bring to life the principles of Te Tiriti o Waitangi.



Te Kāhui Kura Māori

Formed in 2019, Te Kāhui Kura Māori ('Te Kāhui') is our Māori Navigational Group. It is made up of Māori working across the wider recreation sector. Te Kāhui guides our journey to bring our commitment to Te Tiriti o Waitangi to life. Te Kāhui are the manu that fly ahead of our waka hourua, seeking out new horizons.

Te Kāhui members bring deep knowledge of mātauranga Māori, te ao Māori, ngā mahi ā te rēhia, and tākarō. Over the past five years, they have offered guidance, direction, and navigational support, including co-creating Te Whai Oranga 2025–2030 alongside the Recreation Aotearoa Board. Two members have been appointed to the Board, helping Māori perspectives be woven into governance and decision-making.

Te Kāhui and the Board meet regularly, at least once a year on marae across the motu. These wānanga have become an important part of our governance rhythm, deepening connections and creating space for new perspectives to emerge.

In 2024, the role of Te Kāhui Kura Māori was formally enshrined in the Recreation Aotearoa constitution, recognising the critical role the rōpū plays in our collective Te Whai Oranga journey.

Engagement & partnership with iwi & hapū

Our engagement with iwi and hapū reflects the diverse context in which we operate. While maintaining a national framework, our approach adapts to each region. We aim to build meaningful dialogue, strong relationships, and practical partnerships that support our programmes and events.

We incorporate local pūrākau and kōrero to embed the themes of our conferences and events. In 2024, we worked with Te Ātiawa to support Waves, and with Tainui for Recreation Conference 2024, and Green Pavlova 2025.

Our engagement extends beyond events. In Rotorua, we partnered with Te Arawa to deliver our second Ngā Niho Taniwha cultural capability programme for members. In the spirit of tautuutu, we provided six scholarships for mana whenua to attend.

In November 2024, the Recreation Aotearoa Board and Te Kāhui Kura Māori attended a wānanga at Umupuia Marae, in Auckland. The group experienced a waka hourua journey with Houturoa Barclay-Kerr and Te Toki Voyaging Trust, learning about navigation and its role in te whai oranga.

We also delivered two noho marae for staff cultural competency training: at Te Rau Karamu in Wellington with Te Ātiawa, and at Hongoeka Marae in Porirua with Ngāti Toa Rangatira.



Te Punga Marutau

In 2024—2025, we officially launched Te Punga Marutau—a cultural capability tool designed to support Recreation Aotearoa members through gamified learning.

Drawing on Te Arawhiti Māori–Crown relations content and Whāinga Amorangi, the tool creates space for kōrero, storytelling, and play, while embedding core cultural concepts in everyday practice.

Born from wānanga and collaboration, Te Punga Marutau provides a fresh approach to cultural learning. It encourages teams to explore Māori values, philosophies, and practices through interactive challenges, reflection, and discussion. The tool helps embed cultural capability across the six competency areas identified by Te Arawhiti, moving away from “tick-box” training to create genuine engagement.

Following a pilot phase, Te Punga Marutau was refined with improved usability, design, and accessibility. Two member organisations are now actively using Te Punga Marutau, building cultural confidence within their teams and shaping positive change in their organisations.

Our goal is continue growing this resource to inspire and support our members, and the wider recreation sector, in their own cultural capability journeys.

[Find out more about Te Punga Marutau on our website or scan the QR code.](#)





Ngā Tohu • awards

Celebrating excellence within
the recreation industry.

Aquatics Awards 2024

On 29 August 2024, we celebrated excellence in the New Zealand aquatics industry.

Aquatic Innovation — Programmes

Napier City Council — No Limits Para-try-athlon

For breaking down barriers to participation with the No Limits Para-try-athlon, a multisport experience for tamariki needing specific accommodations to compete in one or all three legs.

Aquatic Innovation — Operations

Hanmer Springs Thermal Pools and Spa — Staff Wellness

For developing a comprehensive staff wellbeing programme, including an onsite pastor, weekly counselling, training and development opportunities, and social connection initiatives.

Lifeguard of the Year

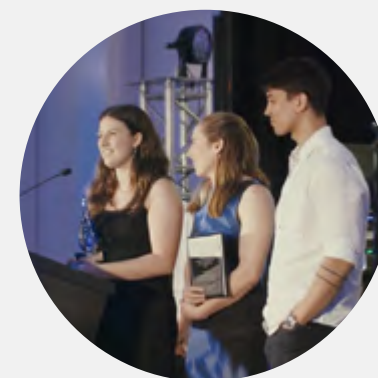
Scott White — CLM

For his dedication to Nayland Park Pool, its swimmers, and the wider community. Scott's strong connections with rangatahi in his community ensure all kids have positive experiences, regardless of their background.

National Pool Lifeguard Competition

Auckland Council — Lord of the Waves

For winning the National Pool Lifeguard Competition for the second year in a row. The team excelled across challenging events including rescues, a treading water challenge, and a quiz, demonstrating high levels of training, teamwork, and professionalism.



Recreation Awards 2024

On 14 November 2024, we celebrated excellence across New Zealand’s recreation industry.

Outstanding Community Recreation Programme

Girls Skate NZ

For promoting female and non-binary participation in skateboarding, creating an inclusive space that fosters confidence, empowerment, and self-expression, while removing gender-based barriers.

Outstanding Event Award

CLM Community Sport and Māngere College — ‘The Big Move’

For engaging over 500 students in diverse physical activities through a co-designed “Have a Go” day, incorporating cultural elements and community connections.



Outstanding Park Award

Mākara Peak Supporters & Wellington City Council — Mākara Peak

For 25 years of volunteer-led conservation and recreation mahi, developing a thriving 45 km trail network through regenerating native forest, and supporting native birdlife.

Outstanding Pool

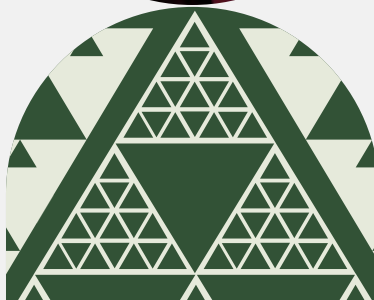
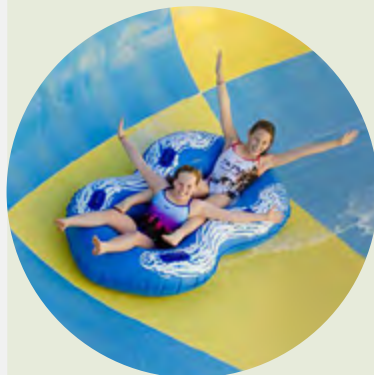
Hanmer Springs Thermal Pools and Spa

For its state-of-the-art new facility, which features hydrosides, thrilling rides, and immersive projections and lighting.

Outstanding Project (Under \$500,000)

Kāpiti Coast District Council — The Meanwhile Space

For transforming a site once known for anti-social behaviour into a vibrant hub of connection and play — with community gardens, interactive activities, and spaces for imagination, belonging, and shared stories.



Outstanding Project (Over \$500,000)

CPlay — Caroline Bay Playground

For creating a community-led playground that is accessible, inclusive, and uniquely designed to reflect local stories, history, and culture.

Tauranga City Council, Bay of Plenty Regional Council & Ngāi Tamarāwaho — Kōpururerua Valley Stream Realignment

For restoring the Kōpururerua Stream to its natural alignment through a mana whenua partnership and community-led project that revitalises ecology, recreation, and connection to place.

Tauranga City Council & Ngāti Hangarau — Te Rere o Ōmanawa Project

For an innovative governance model where Ngāti Hangarau are key decision-makers, reconnecting hapū with their whenua, while providing a culturally significant visitor experience.

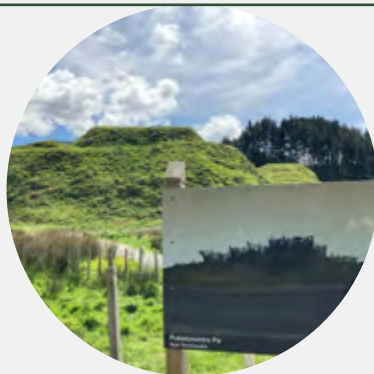
Outstanding Recreation Facility

Western Bay of Plenty District Council — Island View Reserve Playground

For delivering a much-loved, low-cost playground that strengthens community wellbeing through shared vision, flexible delivery, and open engagement.

Selwyn District Council — Foster Park

For creating one of New Zealand's most comprehensive sport and recreation hubs, supporting play, learning, sport, and community activity on a large scale.



Outstanding Research, Policy & Planning

Sport NZ and Wellington City Council — Skate Guidelines for Local Government

For developing innovative national guidelines to help councils plan, fund, and design safe, inclusive, and vibrant skate spaces, informed by extensive international research and community engagement.

Visitor Solutions and Wellington City Council — Te Awe Māpara / Community Facilities Plan

For creating New Zealand's first comprehensive plan for community facilities, guiding smarter choices and future growth, while maximising the use of 277 existing facilities across Wellington.



Emerging Recreation Leader

Harry Roberts — Christchurch City Council

For demonstrating innovation, leadership, and commitment to developing both personal and team capabilities, while actively contributing to the sector through paid and volunteer roles.

Paul Stuart Memorial Award

Ben Rzoska — Christchurch City Council

For exceptional leadership in facility management, inclusion, sustainability, and relationship management, combining extensive experience with a people-centred approach.

Ian Galloway Memorial Cup

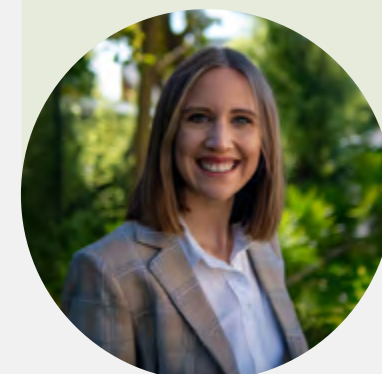
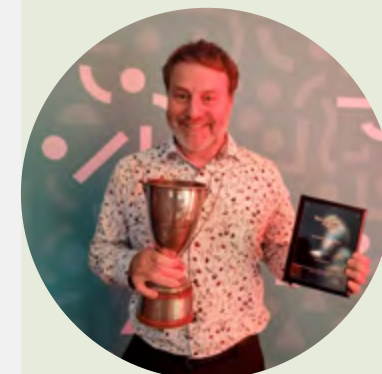
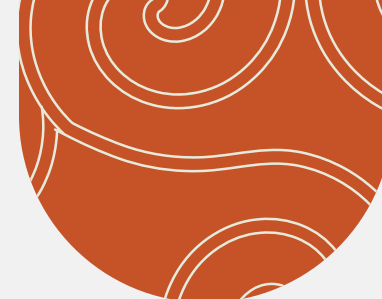
Paul Andrews — Wellington City Council

For visionary and pragmatic leadership in parks management, transforming Wellington's open spaces with thriving native biodiversity, championing kaitiakitanga, and ensuring parks are cherished, accessible, and protected for the community.

Mark Mitchell Memorial Trophy

Jenn Benden — Xyst

For exceptional leadership and innovation in recreation locally and internationally, advancing professional excellence, accessibility, and community outcomes, and demonstrating outstanding commitment to the sector.



Outdoors Awards 2024

On 14 November 2024, we celebrated leadership in New Zealand's outdoors industry.

Te Tohu Whaiao Māori • Māori Outcomes Award

Whenua Iti Outdoors — Fostering Futures

For developing professional pathways for rangatahi Māori, supporting trainee instructor roles that combine cultural and adventure-based training, and enabling full-time employment opportunities in the outdoor recreation sector.

Te Tohu Tiakina Taiao • Environmental Leadership Award

Outward Bound — Manawa Ora

For fostering a deep connection with te taiao, guiding students through immersive outdoor experiences that develop environmental awareness, wellbeing, and wairua.

Te Tohu Whakaaweawe Kaupapa • Outstanding Event/Programme

First Step Outdoors — GIRL POWA

For creating an all-female, non-competitive outdoor programme, which empowers rangatahi to participate, fostering confidence, connection, and active engagement in nature.

Te Tohu Manu Kura • Supreme Award

Hazel Nash

For visionary and transformative leadership in outdoor education, founding Whenua Iti Outdoors in 1985 and creating a legacy that empowers and inspires generations.



Parks Awards 2025

On 21 May 2025, we celebrated innovation in the New Zealand parks, play, and open spaces industry.

Healthy Park of the Year

Te Poari o Kaipātiki ki Kaipara, Resilio Studio, & Auckland Council — Kaipātiki Reserve

For demonstrating the power of co-governance, bringing iwi and community together to create a space reflecting both Māori and non-Māori worldviews.

Active Park / Sportsground of the Year

Convic, Hutt City Council, & NZ Transport Agency — Avalon Motutawa Skatepark

For a world-class, inclusive skatepark designed with safety, accessibility, and community at its heart, incorporating multi-zoned spaces, CPTED principles, and mana whenua collaboration.



Playspace of the Year (Under \$500,000)

Te Papa Tākaro o Matua Iwi — Tauranga City Council

For a community-led playground renewal that blends seamlessly into the natural landscape, preserves mature native trees, and uses low-carbon construction to minimise environmental impact — creating a meaningful and fun space.

Playspace of the Year (Over \$500,000)

Tauranga City Council — Waterfront Playground

For transforming an underused space into a vibrant, inclusive, and culturally rich destination.

Parks Persons of the Year

Howell Davies — Auckland Council

For shaping Auckland's urban ngahere through innovative tree management and sustainable practices, working closely with communities to guide decisions.

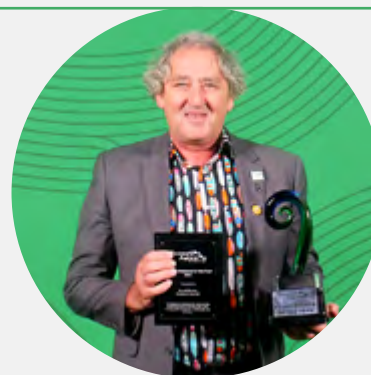
Simon Alefosio-Tuck — Rotorua Lakes Council

For championing accessibility in outdoor spaces, and promoting inclusive, community-led outcomes.

Young Amenity Horticulturist of the Year

River Foster

For his clear communication, commitment to learning, and passion for horticulture.



New Zealand Cemeteries Awards 2025

On 21 May 2025, we celebrated leadership and service in the cemeteries and crematoria sector.

Green Award

Invercargill City Council

For sustainable practices including biodegradable urns, native habitat restoration, and the use of electric tools — creating a healthier environment for both people and wildlife.

Community Contribution Award

Allan Dodson – Porirua War Stories

For tireless advocacy in honouring service personnel, ensuring unmarked veterans' graves are recognised and remembered.

Individual Excellence Award

Kelvin Tamihere – Gisborne District Council

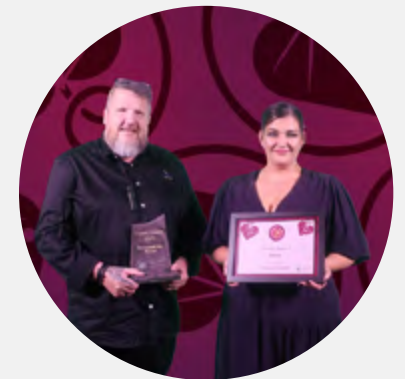
For compassionate leadership at Taruheru Cemetery, guiding whānau through hardship, and championing health, safety, and tikanga.

Long Service Awards

Mary Climo (Porirua City Council), Ricky Mulqueen (Invercargill City Council), James Duffy (Citycare Properties), Hayden Parr (Whangārei City Council), Elizabeth Reddington (Wellington City Council), Ingro Shreck (Citycare Properties), Sheree Stout (Auckland Council).

Life Membership Awards

Mary Climo (Porirua City Council), Jeff Paris (Wellington City Council), Michelle Rivers (Hamilton City Council), Clifton Thomson (Purewa Cemetery).





Governance and Financials

non-financial KPIs

Non-financial key performance indicators

Manaaki Whenua/Place Results

Hoe	2024-25 Operational Target	2024-25 Actual	2023-24 Actual
Poolsafe®	160 pools accredited	154 pools accredited	157 pools accredited
QualityPool®	35 pools accredited	24 pools accredited ¹	19 pools accredited
Green Flag Award®	30 flags awarded	26 flags awarded	26 flags awarded
Good Practice Guides (GPG) ²	2 developed 2 reviewed and updated	2 developed 0 reviewed and updated	1 GPG developed 0 reviewed updated
Play Check	No target as programme has been discontinued	³ Programme discontinued	5 organisations registered

Manaaki Whenua/Place Results

¹QualityPool® figures showed growth from the previous year but were lower than projected.

²Good Practice Guides’ actual figures were low for those that are due to be reviewed and updated. A change in personnel impacted the work on the GPGs.

³Play Check was discontinued at the end of the 2023-24 financial year.



Whai Mana/Leadership Results

Hoe	2024-25 Operational Target	2024-25 Actual	2023-24 Actual
Advocating for Active Recreation	15 existing issues on the register 6 issues completed	18 existing 7 completed	19 existing 7 completed
INSIGHTS	5 INSIGHTS reports developed	5 INSIGHTS reports	6 INSIGHTS reports
Support Adventure	4 newsletters produced	0 newsletters produced ⁴	4 newsletters produced
Carbon Zero ⁵	40 tCO ² e	23.19tCO ² e	31.05 tCO ² e

Whai Mana/Leadership Results

⁴The Support Adventure newsletter production was disrupted due to a change in personnel.

⁵Our Carbon Zero measure is calculated using data that we receive from Air NZ on our flight emissions and multiplying this by 10% to get our total annual emissions.



Manaaki Tangata/People

Hoe	2024-25 Operational Target	2024-25 Actual	2023-24 Actual
Accreditation	120 members accredited	92 members	95 members
Recreation Aotearoa Membership	1800 paid members	1273 members	1612 members
Recreation Aotearoa Māori Membership	100 Māori members	66 Māori members	50 Māori members
Waves	220 registrations NPS Benchmark set ⁶	245 registrations NPS - 39	251 registrations 94% satisfaction
Green Pavlova	270 registrations NPS Benchmark set ⁶	402 registrations NPS - 53	367 registrations 88% satisfaction
Recreation Conference	220 registrations NPS Benchmark set ⁶	246 registrations NPS - 33	254 registrations 85% satisfaction
Cemeteries and Crematoria Conference	100 registrations NPS Benchmark set ⁶	88 registrations NPS - 82	102 registrations 95% satisfaction ⁷

Manaaki Tangata/People

⁶We now use the Net Promoter Score (NPS) to measure delegate satisfaction at our conferences. We will be using this measurement tool moving forward. We capture data from a survey on delegates' lanyards, and in a post-conference delegate survey on Jotform. The 2024-25 NPS scores will be used as a benchmark to set ongoing targets.

⁷The Cemeteries and Crematoria conference is held biennially. These results are from 2022-23 financial year as a comparison.

Manaaki Tangata/People

Hoe	2024-25 Operational Target	2024-25 Actual	2023-24 Actual
Ngā Niho Taniwha	80 registrations NPS Benchmark set	15 registrations ⁸ NPS - 85	36 registrations 83% satisfaction
Outdoors Hui	160 registrations NPS Benchmark set	121 registrations NPS - 65	66 registrations 97% satisfaction
Online Learning	10 webinar delivered NPS Benchmark set	9 webinars NPS - 44	11 webinars 89% satisfaction
Young Amenity Apprentice of the Year	8 registrations	7 registrations	5 registrations
Kia Rite Hoea	2 workshops delivered 70 resources ordered	2 workshops 2 resources	84 registrations 83 resources 12 TT registrations ⁹
Tuakana-Teina (mentoring)	20 mentees registered	14 mentees	16 mentees
National Pool Lifeguard Competition ¹⁰	4 teams registered	6 teams registered	6 teams registered

Manaaki Tangata/People

⁸Ngā Niho Taniwha registrations were lower than the target because we ran only one event, compared with the two we had originally planned. (We delivered the Tākaro Hui in addition to the Ngā Niho Taniwha).

⁹In the 2024-25 year, no Train the Trainer (TT) courses were run.

¹⁰The National Pool Lifeguard Competition has been added as a new KPI. We had the 2023-24 data available to include in this report.

Kōtahitanga/Partnerships Results

Hoe	2024-25 Operational Target	2024-25 Actual	2023-24 Actual
Partnership Engagement	Partnership deliverables implemented - 100% Partnerships renewed – 3 New partnerships - 2	100% deliverables implemented 2 partnerships renewed 1 new partnerships ¹¹	100% deliverables implemented
Establish Relationships and Partnerships with iwi and hapū	Relationships formed - 5	5 relationships formed	5 relationships formed
Te Punga Marutau Cultural capability	50% of staff confident	48% of staff are confident or above ¹²	39% of staff and Board are confident or above

Kōtahitanga/Partnerships Results

¹¹‘Partnerships renewed’ and ‘new partnerships’ are new measures for 2024-25. Our partnership agreements have varying terms and we will see an increase in renewals for the next financial year.

¹²All Recreation Aotearoa staff completed a survey to understand our cultural capability - both at an individual, and at an organisation, level. This survey is repeated annually to identify potential areas of growth and inclusion for our Te Punga Marutau initiative (cultural capability game).





Financial statements

for the year ended 30 June

Independent auditor's report

To the Members of Recreation Aotearoa Te Whai Oranga Incorporated Report on the Audit of the Performance Report

Opinion

We have audited the performance report of Recreation Aotearoa Te Whai Oranga Incorporated ('the Society') which comprises the entity information on page 78, the statement of service performance on pages 59–63, and the financial statements on pages 68–77. The complete set of the financial statements comprise the statement of financial position as at 30 June 2025, the statement of financial performance, the statement of changes in net assets/equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion the accompanying performance report presents fairly, in all material respects:

» the entity information and the financial position of the Society as at 30 June 2025,

» the financial performance, and cash flows for the year then ended; and

» the service performance for the year ended 30 June 2025 in that the service performance information is appropriate and meaningful and prepared in accordance with the Society's measurement bases or evaluation methods in accordance with Reporting Requirements for Tier 3 Not-for-Profit Entities ('Tier 3 (NFP) Standard') issued by the New Zealand Accounting Standards Board.

Our report is made solely to the Members of the Society. Our audit work has been undertaken so that we might state to the Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members as a body, for our audit work, for our report or for the opinions we have formed.



Basis for Opinion

We conducted our audit of the financial statements in accordance with International Standards on Auditing (New Zealand) ('ISAs (NZ)') and the audit of the service performance information and entity information in accordance with the ISAs (NZ) and New Zealand Auditing Standard 1 ('NZ AS 1') (Revised) The Audit of Service Performance Information. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Performance Report section of our report. We are independent of the Society in accordance with Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ('IESBA Code'), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Recreation Aotearoa Te Whai Oranga Incorporated.

Responsibilities of the Board for the Performance Report

The Board is responsible on behalf of the Society for:

- » the preparation and fair presentation of the entity information, the financial statements and the statement of service performance in accordance with Tier 3 (NFP) Standard
- » the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with Tier 3 (NFP) Standard;
- » the preparation and fair presentation of service performance information in accordance with the Society's measurement bases or evaluation methods, in accordance with Tier 3 (NFP) Standard;
- » the overall presentation, structure and content of the service performance information in accordance with Tier 3 (NFP) Standard; and
- » such internal control as the Board determine is necessary to enable the preparation of the performance report that is free from material misstatement, whether due to fraud or error.



In preparing the performance report, the Board is responsible on behalf of the Society for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Performance Report

Our objectives are to obtain reasonable assurance about whether the entity information, the financial statements as a whole, and the statement of service performance are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in

accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance report.

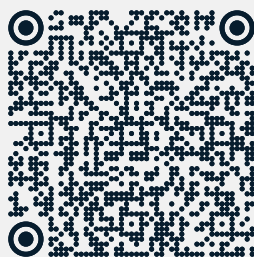


Baker Tilly Staples Rodway Audit Limited

Wellington, New Zealand

20 October 2025

[A further description of the auditor's responsibilities for the audit of the performance report is located at the External Reporting Board's website. Visit the website or scan the QR code.](#)



Statement of financial performance			
Recreation Aotearoa - for the year ended 30 June 2025			
Revenue	Notes	2025	2024
General grants	4	22,301	43,596
Government service delivery grants/ contracts	4	1,191,082	1,637,000
Interest revenue	4	13,247	14,352
Membership fees and subscriptions	4	131,662	127,146
Non-government service delivery grants/ contracts	4	1,237,852	1,175,676
Other revenue	4	2,616	7,643
Total revenue		2,598,760	3,005,414
Expenses			
Other expenses related to service delivery	5	1,087,509	1,054,697
Employee remuneration and other related expenses	5	1,344,174	1,365,852
Grants and donations expense	5	-	492,243
Other expenses	5	115,066	97,036
Total expenses		2,546,749	3,009,828
Surplus/(deficit) for the year		52,010	(4,414)
Statement of changes in net assets/equity			
Recreation Aotearoa - for the year ended 30 June 2025			
Members funds - accumulated revenue and expense	Notes	2025	2024
Opening balance		433,975	438,390
Surplus/(deficit) for the year		52,010	(4,414)
Total Members Funds - Accumulated Revenue and Expense		485,985	433,975

Statement of financial position			
Recreation Aotearoa - for the year ended 30 June 2025			
Assets			
Current assets	Notes	30 June 2025	30 June 2024
Cash and cash equivalents	6	423,720	653,745
Debtors and prepayments	7	338,644	271,162
Investments	9	161,311	56,794
Total current assets		923,676	981,702
Non-current assets			
Property, plant and equipment	8	19,536	22,374
Investments	9	12,557	-
Debtors and prepayments	7	4,874	-
Total non-current assets		36,967	22,374
Total assets		960,643	1,004,076
Liabilities			
Current liabilities			
Cash and cash equivalents	6	3,839	5,958
Creditors and accrued expenses	10	142,719	210,967
Employee costs payable	11	53,996	61,186
Deferred revenue	12	271,330	288,487
Other liabilities	13	2,775	3,502
Total current liabilities		474,658	570,101
Total liabilities		474,658	570,101
Net assets		485,985	433,975
Members Funds			
Accumulated revenue and expense		485,985	433,975
Total members funds		485,985	433,975

Statement of cash flow			
Recreation Aotearoa - for the year ended 30 June 2025			
Statement of cash flows	Notes	2025	2024
Cash flows from operating activities, cash was received from			
Non-government service delivery grants/ contracts received		1,281,913	1,197,120
Government service delivery grants/ contracts		1,104,575	1,785,597
Interest revenue		13,517	14,220
General grants received		22,301	53,596
Membership fees and subscriptions		103,457	140,440
Goods and services tax received		-	92,377
Other cash received		2,616	7,643
Total cash was received from		2,528,379	3,290,993
Cash was applied to			
Payments to suppliers		(1,147,931)	(1,172,900)
Employee remuneration and other related payments		(1,351,364)	(1,281,440)
Goods and services tax paid		(18,651)	-
Grants and donations paid		-	(492,243)
Other payments		(115,066)	(97,036)
Total Cash was applied to		(2,633,012)	(3,043,619)
Total Cash flows from operating activities		(104,633)	247,374
Cash flows from other activities, cash was received from			
Receipts from the maturity of investments		56,794	163,164
Total cash was received from		56,794	163,164

Statement of cash flow			
Recreation Aotearoa - for the year ended 30 June 2025			
Statement of cash flows	Notes	2025	2024
Cash was applied to			
Payments to acquire property, plant and equipment		(6,198)	(8,660)
Payments to purchase investments		(173,868)	(56,794)
Total cash was applied to		(180,066)	(65,455)
Total cash flows from other activities		(123,272)	97,709
Net increase/(decrease) in cash			
		(227,905)	345,083
Cash and cash equivalents at beginning of the year		647,787	302,704
Cash and cash equivalents at end of the year		419,882	647,787

Notes to the Performance Report

Recreation Aotearoa

For the year ended 30 June 2025

1. Reporting entity

The Performance Report presented here are for the entity Recreation Aotearoa Te Whai Oranga Incorporated, trading as Recreation Aotearoa. The entity was previously known as New Zealand Recreation Association Incorporated until 11 December 2024.

The principal activity of Recreation Aotearoa is the promotion of recreation and recreation facilities and this principal activity is not for financial return to any members. For this reason it is designated as a Public Benefit Entity (“PBE”).

The nature of Recreation Aotearoa’s activities have not changed during the year under review.

Recreation Aotearoa is registered with Charities Services, registration number CC43214.

2. Basis of preparation

(a) Statement of compliance

The entity has elected to apply with XRB’s Tier 3 PBE (NFP) standard. This is on the basis that it does not have public accountability and has total annual expenses equal to or less than \$5,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will be a going concern and continue to operate in the foreseeable future.

This is the Entity’s first Performance Report presented in accordance with XRB’s NFP Tier 3 Standards. Upon transition to these Standards the entity has complied with the General Provisions set out in Appendix B (transitional arrangements) of the Tier 3 Framework and restated the comparative period figures.

(b) Basis of measurement

The performance report has been prepared on the basis of historical cost.

(c) Functional and presentational currency

The performance report is presented in New Zealand dollars (\$), which is Recreation Aotearoa’s functional currency. All financial information presented in New Zealand dollars has been rounded to the nearest dollar.

(d) Changes in accounting policies

The significant accounting policies used in the preparation of the performance report as set out below have been applied consistently to both years presented in these financial statements.

(e) Comparatives

The comparative financial period is 12 months.

3. Summary of significant accounting policies

Revenue is recognised to the extent that it is probable that the economic benefit will flow to Recreation Aotearoa and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The following specific recognition criteria must be met before revenue is recognised.

Grant revenue

Donations and grants with a documented expectation regarding use has been recognised as revenue over time as the expectation is satisfied.

Sponsorship income

Sponsorship income received from conference sponsors is recognised in the period of which the conditions have been met usually when the conference has taken place.

Rendering of services

Sales of services are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion on the total services to be provided.

Membership fees

Fees and subscriptions received in exchange for monthly access to members’ facilities are initially recorded as revenue in advance and recognised in revenue evenly over the membership period.

Interest and dividend revenue

Interest revenue is recognised as it accrues, using the effective interest method.

Classification of revenue and expenditure in the notes to the financial statements

Revenue and Expenditure are classified in the notes of the financial statements according to the pillars that govern how Recreation Aotearoa will achieve their long-term outcome of a strong recreation industry that meets the needs of current and future participants.

Place / Mana Whenua	To support good practice in the recreation industry
Partnership / Kotahitanga	To support relevant high-quality learning and development
People / Mana Tangata	To facilitate strong connections/ networks within the industry
Leadership / Whai Mana	To provide quality advice and work effectively with partners
Operate / Kaitiakitanga	To be sustainable and resilient

Financial instruments

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when Recreation Aotearoa becomes a party to the contractual provisions of the instrument.

At initial recognition, short term receivables and payables are measured at the original invoice amount if the effect of discounting is immaterial.

Recreation Aotearoa derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which Recreation Aotearoa neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.



Financial Assets

RA's financial assets are classified as loans and receivables. Recreation Aotearoa's financial assets include: cash and cash equivalents, short-term investments in the form of term deposits and receivables.

All financial assets are subject to review for impairment at least at each reporting date. Financial assets are impaired when there is any objective evidence that a financial asset or group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets, which are described below.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost using the effective interest method, less any allowance for impairment.

Cash and cash equivalents

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Short term investments

Short term investments comprise term deposits which have a term of greater than three months and therefore do not fall into the category of cash and cash equivalents.

Financial liabilities

Recreation Aotearoa's financial liabilities include trade and other creditors (excluding GST and PAYE), and employee entitlements.

All financial liabilities are recognised at the amount owed.

Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition. Depreciation is charged on a diminishing

value or straight line basis over the useful life of the asset. Depreciation is charged at rates calculated to allocate the cost or valuation of the asset less any estimated residual value over its remaining useful life:

Office equipment 30% - 67% DV, 3 years SL

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted if there is a change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset.

Wages, salaries and annual leave

Liabilities for wages and salaries and annual leave are recognised in surplus or deficit during the period in which the employee provided the related services. Liabilities for the associated benefits are measured at the amounts expected to be paid when the liabilities are settled.

Equity/ Member funds

Equity is the member's interest in Recreation Aotearoa, measured as the difference between total assets and total liabilities. Equity consists of accumulated comprehensive revenue and expense being Recreation Aotearoa's accumulated surplus or deficit since its formation.

Income tax

Recreation Aotearoa is a registered charity. As such it is exempt from income tax under Section CW41 of the Income Tax Act 2007.

Goods and services tax

The financial statements have been prepared using GST exclusive figures, with the exception of Accounts Receivable and Accounts Payable which are stated on a GST inclusive basis.

4. Analysis of Revenue						
2025	Leadership / Whai Mana	Operate / Kaitiakitanga	Partnership / Kotahitanga	People / Mana Tangata	Place / Mana Whenua	Total
Advertising revenue	-	6,225	-	-	-	6,225
Aquatics revenue	-	26,955	-	-	173,251	200,206
NZCCC Ngā Rau Hotu	-	-	-	123,852	-	123,852
Community revenue	-	297	1,989	-	-	2,286
Conference revenue	-	3,389	-	737,816	-	741,205
Grant Revenue	-	22,301	-	-	-	22,301
Interest income	-	13,247	-	-	-	13,247
Memberships revenue	-	131,662	-	-	-	131,662
Ngā Niho Taniwha revenue	10,810	-	-	-	-	10,810
Other revenue	-	16,516	-	-	-	16,516
Other service revenue	-	753	4,955	17,630	-	23,338
Parks revenue	-	-	-	-	29,480	29,480
Partnership revenue	450	100,000	-	-	-	100,450
Sport NZ	274,493	902,689	-	-	-	1,177,182
Total revenue	285,754	1,224,033	6,944	879,298	202,731	2,598,760
2024						
Advertising revenue	-	9,787	-	-	-	9,787
Aquatics revenue	-	23,300	-	-	169,008	192,308
NZCCC Ngā Rau Hotu	-	-	-	37,979	-	37,979
Community revenue	-	-	12,360	-	-	12,360
Conference revenue	-	-	-	751,383	-	751,383
Covid-19 Government Support	-	1,200	-	-	-	1,200
Grant Revenue	-	43,596	-	-	-	43,596
Interest income	-	14,352	-	-	-	14,352
Memberships revenue	-	128,526	-	-	-	128,526
Ngā Niho Taniwha revenue	30,840	-	-	-	-	30,840
Other revenue	-	6,443	-	-	-	6,443
Other service revenue	-	3,332	3,120	-	-	6,452
Parks revenue	-	-	-	-	40,187	40,187
Partnership revenue	-	93,000	-	-	-	93,000
Sport NZ	620,725	1,009,575	6,700	-	-	1,637,001
Total revenue	651,565	1,333,111	22,180	789,362	209,195	3,005,414

5. Analysis of Expenses						
2025	Leadership / Whai Mana	Operate / Kaitiakitanga	Partnership / Kotahitanga	People / Mana Tangata	Place / Mana Whenua	Total
Accounting expenses	-	44,078	-	-	-	44,078
Administration expenses	-	8,357	-	-	-	8,357
Aquatics expenses	-	-	-	-	51,278	51,278
Audit fees	-	20,530	-	-	-	20,530
Bad debts	-	5,200	-	-	-	5,200
NZCCC Ngā Rau Hotu expenses	-	-	-	77,506	-	77,506
Communication expenses	-	5,190	-	-	-	5,190
Community expenses	67,945	-	9	-	-	67,954
Conference expenses	-	-	-	479,511	-	479,511
Contractors	16,000	-	-	-	-	16,000
Depreciation	-	8,528	-	-	-	8,528
Disability & Inclusion expenses	14,033	-	-	-	-	14,033
Governance expenses	21,421	28,258	-	-	-	49,679
Information technology	-	9,120	-	-	-	9,120
Insurance	-	7,024	-	-	-	7,024
Interest expense	-	6	-	-	-	6
Legal expenses	-	8,535	-	-	-	8,535
Loss on disposal of fixed assets	-	508	-	-	-	508
Membership expenses	-	27,555	-	21,663	-	49,218
Ngā Niho Taniwha expenses	9,706	-	-	-	-	9,706
Outdoor expenses	70,324	-	-	-	-	70,324
Parks expenses	-	-	-	-	22,857	22,857
Premise expenses	-	132,462	-	-	-	132,462
Recruitment expenses	-	816	-	-	-	816
Revenue strategy expenses	7,750	-	-	-	-	7,750
Staff remuneration	151,056	1,193,118	-	-	-	1,344,174
Staff training	-	12,130	-	-	-	12,130
Strengthen & Adapt expense	4,298	-	-	-	-	4,298
Sustainability expenses	-	1,665	-	-	-	1,665
Travel expenses	-	18,315	-	-	-	18,315
Total expenses	362,532	1,531,394	9	578,680	74,135	2,546,749



5. Analysis of Expenses						
2024	Leadership / Whai Mana	Operate / Kaitiakitanga	Partnership / Kotahitanga	People / Mana Tangata	Place / Mana Whenua	Total
Accounting expenses	-	37,967	-	-	-	37,967
Administration expenses	-	25,160	-	-	-	25,160
Aquatics expenses	-	-	-	-	50,094	50,094
Audit fees	-	19,172	-	-	-	19,172
Bad debts	-	3,275	-	-	-	3,275
NZCCC Ngā Rau Hotu expenses	-	-	-	5,195	-	5,195
Communication expenses	-	3,817	-	-	-	3,817
Community expenses	1,950	-	8,923	-	-	1,950
Conference expenses	-	-	-	561,000	-	561,000
Contractors	16,000	-	-	-	-	16,000
Depreciation	-	7,989	-	-	-	7,989
Disability & Inclusion expenses	-	-	3,456	-	-	3,456
Governance expenses	4,995	21,073	-	-	-	26,068
Information technology	-	15,545	-	-	-	15,545
Insurance	-	6,340	-	-	-	6,340
Interest expense	-	5	-	-	-	5
Legal expenses	-	13,320	-	-	-	13,320
Loss on disposal of fixed assets	-	757	-	-	-	757
Membership expenses	-	14,372	-	7,646	-	22,018
Ngā Niho Taniwha expenses	27,935	-	-	-	-	27,935
Outdoor expenses	52,740	-	-	-	-	52,740
Outdoor grants	492,243	-	-	-	-	492,243
Parks expenses	-	-	-	-	24,488	24,488
Premise expenses	-	123,527	-	-	-	123,527
Recruitment expenses	-	8,234	-	-	-	8,234
Revenue strategy expenses	18,750	-	-	-	-	18,750
Staff remuneration	87,206	1,186,297	-	-	-	1,273,502
Staff training	-	4,606	-	-	-	4,606
Strengthen & Adapt expense	135,568	-	-	-	-	135,568
Sustainability expenses	-	1,426	-	-	-	1,426
Travel expenses	-	18,760	-	-	-	18,760
Total expenses	837,387	1,511,639	12,379	573,841	74,582	3,009,828



6. Cash and cash equivalents	2025	2024
Current asset		
Auckland bank account	13,902	14,853
Canterbury bank account	5,781	8,438
Central region bank account	3,561	4,881
Head Office bank accounts	231,172	340,761
Midland bank accounts	12,052	13,646
Otago/Southland bank account	5,080	6,498
Wellington bank accounts	23,672	25,407
Term deposits with original maturity of 3 months or less	128,501	239,263
Total Current asset	423,720	653,745
Current liability		
BNZ credit cards	3,839	5,958
Total Current liability	3,839	5,958
Total Cash and cash equivalents	419,882	647,787

Interest rates on term deposits vary from 2.1% to 2.25% (2024: 2.75% to 4.2%).
Maturity dates range from 4 July 2025 to 23 July 2025 (2024: 8 July 2024 to 1 August 2024).

7. Debtors and prepayments	2025	2024
Current assets		
Accounts receivable	86,970	51,488
Accrued interest	1,341	1,611
Government service delivery grants/ contracts accrued	167,876	155,700
Other accrued income	7,073	7,073
Prepayments	75,385	55,291
Total Current assets	338,644	271,162

Non-current assets	2025	2024
Prepayments	4,874	-
Total Non-current assets	4,874	-
Total Debtors and prepayments	343,518	271,162

8. Property, plant and equipment	2025	2024
Office equipment	53,510	53,346
Less accumulated depreciation on office equipment	(33,975)	(30,972)
Total Property, plant and equipment	19,536	22,374
Reconciliation of the carrying amount at the beginning and end of the period:		
Opening book value	22,374	22,210
Additions	6,197	8,909
Depreciation	(8,528)	(7,989)
Loss on disposal of assets	(508)	(757)
Total Property, plant and equipment	19,536	22,374

9. Investments		
Current term deposits		
BNZ term deposits	161,311	56,794
Total Current term deposits	161,311	56,794
Non-current term deposits		
BNZ term deposit	12,557	-
Total Non-current term deposits	12,557	-
Total Investments	173,869	56,794

Interest rates on term deposits vary from 3.5% to 5.0% (2024: 5.25% to 6.0%).
Maturity dates range from 21 July 2025 to 22 February 2027 (2024: 25 July 2024 to 4 May 2025).

10. Creditors and accrued expenses	2025	2024
Accrued expenses	48,870	110,583
Accounts payable	65,756	53,639
GST payable	28,093	46,746
Total Creditors and accrued expenses	142,719	210,967

11. Employee costs payable	2025	2024
Accrued holiday pay	25,468	35,678
Wages payable	28,528	25,508
Total Employee costs payable	53,996	61,186

12. Deferred revenue	2025	2024
Current liability		
General grants	10,000	10,000
Non-government partnerships	2,500	-
Rendering of services	88,411	22,360
Government service delivery grants/contracts	166,424	240,755
Membership fees and subscriptions	3,995	15,373
Total Current liability	271,330	288,487
Total Deferred revenue	271,330	288,487

Income in advance from memberships relate to services to be provided in the 2025/2026 financial year.

13. Other liabilities		
Funds held on behalf		
Staff social club	1,998	1,525
Simcock award	777	1,977
Total Funds held on behalf	2,775	3,502
Total Other liabilities	2,775	3,502

Funds held on behalf are made up of staff social club funds taken directly from wages paid.

The Simcock Award was awarded to Kuruho Wereta, the Manager of Māori Outcomes, and is spent at his discretion.

14. Lease commitments

The future non-cancellable minimum lease payments under operating leases as lessee at reporting date are detailed in the table below:

The below commitment represents the leasing of premises in Wellington.

Lease commitments	2025	2024
Not later than one year	36,506	37,294
Later than one year, not later than five years	88,222	124,722
Greater than five years	-	-
Total Lease commitments	124,727	162,016

15. Related party transactions

Kirsty Knowles is a Board member, and a Director of Community Leisure Management (CLM). \$10,000 was received in the current year from CLM in partnership income. Kirsty is also a Director at Te Mahi Ako Board and during the year there are sponsorship transactions associated to the organisation totaling \$13,000 (2024: \$23,000).

16. Capital commitments

There were no capital commitments at balance date (2024: \$Nil).

17. Contingent assets and liabilities

There were no contingent assets or liabilities at balance date (2024: \$Nil).

18. Events after the balance date

There were no significant events after the balance date that materially affect these financial statements.

Entity Information

Recreation Aotearoa For the year ended 30 June 2025

Legal Name of Entity:

Recreation Aotearoa Te Whai Oranga Incorporated

Trading as: ('Recreation Aotearoa')

Entity Structure:

Incorporated society (#550061) and registered charity (#CC43214).

Nature of business:

To champion high quality recreation for the benefit of New Zealand.

Entity Governance Arrangements:

We are a charitable body governed by a national board of seven people. Our local networks and service delivery is governed by six regional committees. Separate advisory groups and committees have been established to support the development and delivery of our programmes.

Registered office:

29 Brandon Street
Te Aro, Wellington 6011

Bankers:

Bank of New Zealand

Chartered Accountants:

BDO Wellington Limited

Level 1, 50 Customhouse Quay
Wellington

Auditors:

Baker Tilly Staples Rodway Audit Limited
Wellington

The Entity's Reliance on Volunteers and Donated Goods or Services:

Up to 130 members of Recreation Aotearoa volunteered their time and contributed to our member services and deliverables during the year.



Kuputaka • Glossary

This glossary translates te reo Māori words that appear in the strategy without an English translation. Other te reo Māori terms are translated within the text, so they are not repeated here. The glossary is here to support understanding.

Aotearoa – New Zealand

Aroha – to love

Awa – river

Hapū – sub-tribe

Hoe urungi – steering paddle

Hui – meeting

Iwi – tribe

Kaitiakitanga – guardianship

Kaupapa – purpose, programme, initiative

Kōrero – to speak, talk

Kotahitanga – respect

Mahi – work

Manaakitanga – respect, care for others

Mana whenua – tribal people of a particular area

Manu – bird

Mātauranga Māori – Māori knowledge

Mauri – life force

Mihi – acknowledge, thank

Motu – country

Ngā mahi ā te rēhia – recreational activities

Ngahere – bush, forest

Noho marae – marae stay

Pūrākau – story

Rangatahi – young people

Rangatiratanga – leadership or self-determination

Rōpū – group

Taiao – natural world

Tākaro – to play

Tamariki – children

Tangata Tiriti – non-Māori peoples

Tangata whenua – indigenous Māori peoples

Tauutuutu – reciprocity

Taonga – prized object

Taonga tākaro – toy

Te ao Māori – the Māori worldview

Te Whai Oranga – the active pursuit of wellbeing

Tikanga – correct procedure

Wairua – spirit

Wairuatanga – spirituality

Waka hourua – double-hulled canoe

Wānanga – to meet and discuss, conference

Whai – stingray

Whare tapere – entertainment, house of entertainment

Whāinga amorangi – structured framework

Whakawhanaungatanga – process of establishing relationships

Whānau – family

Whanaungatanga – relationships

Whenua – land



Mihi to our National Partners



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