

Cycling Integrity Steering Committee

**Final Report to the Board of
Cycling New Zealand**

29 February 2024

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PART 1:

INTRODUCTION

In 2021-2022, a substantial inquiry was conducted by Heron, Leberman et al (**the 2022 Inquiry**) into athlete wellbeing, the conduct within Cycling New Zealand's (**CNZ's**) high-performance programme and the effectiveness of the implementation of the recommendations from the 2018 Heron Report.

Following publication of the 2022 Cycling New Zealand and High Performance Sport Inquiry Report (**the 2022 Inquiry Report**), the Board of CNZ appointed a Cycling Integrity Steering Committee (**the CISC**) to oversee the implementation of the actions in response to the Heron Report's recommendations for the transformation of CNZ.

This report summarises the work undertaken by the CISC since October 2022 and outlines the transformational measures taken by Cycling New Zealand in implementing their responses to the Heron Report and the 2022 Inquiry Report. It also makes recommendations on ways to sustain this work into the future.

In completing and presenting this report to the CNZ Board, athletes, coaches and CNZ's other stakeholders, we acknowledge the late Olivia Podmore, whose passing was the catalyst for the 2022 Inquiry. Liv was a much-loved friend and an admired athlete; we have had her in mind throughout our deliberations.

Scope and Findings of the 2022 Inquiry into Athlete Wellbeing

The 2022 Inquiry examined various aspects of CNZ's High Performance Programme (HPP) over the review period from 2018 to 2021 and in doing so made more than 90 recommendations aimed at promoting a holistic approach to athlete wellbeing and optimising the oversight and operational performance of CNZ. The 2022 Inquiry concerned the responsibilities and actions of both CNZ and High Performance Sport New Zealand (**HPSNZ**); several recommendations applied to both organisations jointly.

The recommendations applying to CNZ called for transformative responses on the following key matters:

- Elevating the role of wellbeing within the high-performance programme's scope, alongside fostering a culture at CNZ characterised by openness and connectivity.
- Clarifying policy communication, understanding, and execution.

- Enhancing transparency in decision-making related to selection, recruitment, carding, and competitions, including the improvement of event debriefs and the reassessment of athlete contracts, induction, selection, and exit processes.
- Re-evaluating the centralisation of facilities at the Cambridge velodrome and the potential benefits of regional pathways.
- Overhauling recruitment processes, in general, and specifically to increase female employment within CNZ and appointing a dedicated People and Culture Manager.
- Undertaking a thorough review of the governance structures and their effectiveness, and implementing transformative changes to lead and support CNZ's adherence to best practices in the future.

Response and Commitment to Change by Cycling New Zealand

The CNZ Board acknowledged the importance of the 2022 Inquiry Report, endorsing its findings and committing to a thorough and substantial response. They committed publicly to cultivating a performance culture throughout CNZ that is athlete-focused and that adheres to the most rigorous ethical, integrity, and welfare standards.

The CNZ Board appointed Kereyn Smith CNZM to a newly created role of Transformation Director. This led to the conception of the CNZ Transformation Plan 2024 (**TP2024**), a document consolidating 36 projects derived from the 2022 Inquiry's recommendations, organised into 13 focus areas for action and implementation by the end of 2024.

Sport New Zealand (**Sport NZ**) provided tangible support for the response through the Strengthen and Adapt funding programme. This support enabled the Transformation Director role to be established and an aligned work programme to operate between HPSNZ and CNZ in response to the Inquiry recommendations.

Establishment and Role of the Cycling Integrity Steering Committee

A key outcome of these strategic actions was the formation of the Cycling Integrity Steering Committee (CISC), that included both a current and a former High Performance athlete.

- Sam Dakin
- Bronwyn Hall
- Jaime Nielsen

- Hon Kit Toogood KC (Chair)
- Simon Wickham
- Kereyn Smith CNZM (CNZ Transformation Director, ex officio).

The CISC was established as an 'arm's length' body with the primary role of ensuring the faithful execution of actions in response to the 2022 Inquiry Report's recommendations. The committee's Terms of Reference required it to:

- provide oversight of CNZ's action in response to the recommendations in the 2022 Inquiry Report; and
- propose to the Board possible solutions and changes to policies and procedures as necessary to give effect to the implementation of the recommendations.

This involved initial consultation with the Transformational Director, key CNZ and HPSNZ management and staff on the terms of the TP2024, followed by regular assessments of progress by CNZ against the TP2024, the identification of any barriers to implementation, and the provision of strategic advice to navigate challenges.

This is CISC's Final Report to the CNZ Board, and other primary stakeholders, documenting the status of the implementation of TP2024 as at the end of February 2024, at which time the Committee's tenure ends.

THE FINDINGS OF THE CYCLING INTEGRITY STEERING COMMITTEE

1. The decision of the CNZ Board to establish the CISC as an independent oversight group made up of stakeholder representation, with athletes at the heart, strongly signalled the Board's commitment to proactively address the Inquiry recommendations and act on them.
2. The transformative steps taken by CNZ under the Board's supervision are fully documented in this report. Most recently, the Board took its own transformative action, passing resolutions on governance reform that are intended to embed a culture of effective best practice in governance performance that will advance the areas of work identified in the TP2024, with a focus on wellbeing and people. Noting that action is being taken to fill several existing and pending Board vacancies, the Board has resolved to recruit and appoint a Chair from external candidates to replace current Chair Phil Holden, who has announced his retirement with effect from CNZ's annual general meeting in May 2024.
3. The CISC is pleased to report that it is wholly satisfied that CNZ, through its Chief Executive, management and staff, and under the leadership and guidance of the Board, has faithfully addressed the 2022 Inquiry issues and recommendations. The TP2024 has been implemented by CNZ, with the substantial involvement of key HPSNZ personnel, consistently with the timelines approved by the Board and CISC. Some aspects of the TP2024 require actions to be undertaken during 2024 and others call for continued adherence to policies and processes put in place under the Plan.
4. Significant changes and improvements aligned to the Inquiry recommendations have already occurred within CNZ and there is a genuine commitment throughout the organisation – at Board level and among CNZ management and administrative staff, coaching staff and current athletes – to ensuring that the newly adopted policies and procedures will be maintained and developed as required in 2024 and beyond.
5. We commend the Board which, under Phil Holden's leadership, accepted the findings of the 2022 Inquiry without question and has worked diligently since then in overseeing the implementation process. We respect Phil's decision that, with the transformation of CNZ having been achieved, it is now appropriate for a new Chair to lead the organisation forward.
6. The CISC notes the considerable amount of work that has been undertaken. The TP2024 contained 13 focus areas for action, 36 projects and 150 tasks/ outputs on which to provide evidence and report. CISC commends the CNZ Board, management and staff for the way they have dedicated themselves to the transformation programme, and diligently

completed, tracked and reported their substantial achievements. CISC is satisfied the TP2024 has been faithfully implemented. (See the Status Report below: [pages 18-29](#))

7. The CISC acknowledges that the boards, management and staff of CNZ and Sport NZ/HPSNZ have been fully co-operative with, and supportive of, our oversight of the transformation project. The independence of the CISC has been respected throughout.
8. We also acknowledge the constructive way HPSNZ and Sport NZ worked alongside CNZ and the CISC, in terms of the aligned actions on the Inquiry recommendations and the financial investment which has supported CNZ's comprehensive and strategic response to the Inquiry.
9. We are mindful of the significant and positive impact that has accrued from Sport NZ's direct funding to CNZ for the dedicated transformation personnel, as well as the support provided for the operations of the CISC. Without such investment from HPSNZ and Sport NZ into the capability and capacity of people engaged either directly or indirectly alongside CNZ employees, it is unlikely transformational progress could have been made. These personnel enabled substantial progress on the CNZ transformation journey. Sustaining and embedding the initiatives in the long term is now a priority.
10. A CNZ Project Team led by a secondee from HPSNZ, Christina Jacklin, worked closely with the Transformation Director Kereyn Smith to ensure the evidence and papers for consideration by CISC were aligned to the Plan and the agreed timelines. Once projects had been considered, evaluated and endorsed by the CISC they were presented to the CNZ Board for approval and implementation with urgency. The retention of Christina for eight months in 2024 in a Project lead role gives the CISC confidence in the next steps of planning and embedding of best practice.
11. The appointment of highly competent and capable people in key roles in CNZ's senior management at an early stage of the transformation process was a significant driver of the radical change required. These appointments included a new CEO; a People and Culture Manager; and a new High Performance Director, in particular. The new personnel signified a step towards a leadership that could embody and implement the required values and implement strategies outlined in the TP2024. These staff have been members of the CNZ Project Team and regular attendees at CISC meetings. Their contribution to the CISC's work is warmly acknowledged.

12. The efforts made by CNZ to engage and consult with athletes regarding the transformation process is highly commended by CISC. Noting the travel and competition schedule of high-performance athletes, it is acknowledged this was not always easy. It is pleasing to see Mountain Bike and BMX athletes participating more meaningfully in the athlete voice mechanism and CISC also notes the positive steps made to include Para cycling athletes over this time.
13. We are mindful that the 2022 Inquiry considered the actions and futures of CNZ and HPSNZ, both of whom are stakeholders in the CNZ High Performance programme. We acknowledge that, although CNZ and HPSNZ adopted separate approaches when responding to the 2022 Inquiry Report, there has been alignment, co-operation and goodwill between HPSNZ and CNZ and much progress made as each organisation has implemented its response to the recommendations. Management of both organisations have worked closely together on the question of clarity of roles, responsibilities and accountability within the HP programme, and this remains a priority for future consideration.
14. We note that, while significant strides have been made in culture, wellbeing and integrity approaches, upholding and embedding this work under the pressure of preparation and performance at the Paris Olympic Games in 2024 is paramount, as is building and sustaining this focus forward to the 2028 Los Angeles Olympiad and beyond. This focus must remain at the forefront for CNZ governance and management in the immediate and mid-term future.
15. The CISC also noted, during its work, the negative impact of the numerous reviews of CNZ between 2013 – 2022. The reviews took a toll on the people and culture inside CNZ and the wider cycling stakeholder network with an element of review fatigue being evident among staff and athletes, in the early stages of the transformation process. Since the release of the 2022 Inquiry Report, a substantial number of changes have occurred in management, staff and coaching personnel. They include the appointment of a new Chief Executive, Simon Peterson; a permanent People and Culture Manager, Sally Miller; and a new High Performance Director, Ryan Hollows. The current CNZ personnel – many of whom have contributed directly to the transformation process – have been enthusiastic, focused and dedicated to implementing and maintaining the changes and improvements that have been made. We believe CNZ has made good progress on addressing many of the internal issues raised in the Heron Inquiry and addressed in the 2022 Inquiry, re-establishing CNZ's capability and capacity and rebuilding the trust and confidence of key stakeholders. It is now vitally important that the Board of CNZ builds on this platform and focuses on financial and organisational sustainability.

RECOMMENDATIONS FOR THE FUTURE

The following recommendations from the CISC include suggestions on how CNZ might achieve financial and organisational sustainability. We considered that the CISC's obligation to make recommendations could usefully be met, in part, through its engagements with CNZ and HPSNZ management and staff throughout the transformation process, both at its meetings and more informally. Transformation Director Kereyn Smith played a key liaison role in this regard.

1. The overarching focus for CNZ governance and management into the future must be on maintaining the standards in terms of culture, wellbeing and transparency that have been established through the transformation period. CISC is mindful that while significant progress has been made, the journey is ongoing and will require sustained commitment, oversight and leadership.
2. The Status Report on the implementation of TP2024 ([pages 18-29](#)) records the significant progress and achievements of each of the 13 defined areas as at mid-February 2024, and outlines the required approach for future focus. As **recommended** by the CISC, this document forms the basis of the CNZ Progression Plan, which is being developed for CNZ Board approval in Q1 2024, to ensure completion and embedding of the transformation initiatives.
3. Alongside the 2024 Progression Plan, CISC **recommends** that the risks relating to the ongoing implementation and embedding of the transformation work are assessed and incorporated into the CNZ Risk Register, for oversight and consideration by the Board.
4. We **recommend** that the CNZ Board includes as a standing agenda item for its meetings, an update from the Chief Executive on the continued implementation of, and adherence to, the transformation steps set out in the Status Report on the Implementation of TP2024 and/or the Progression Plan.
5. We **recommend** that CNZ continues to report to stakeholders, including in its Annual Report starting in 2024, updates on progress in implementing and sustaining the focus on integrity, an inclusive culture and wellbeing. This will ensure an ongoing, visible commitment to transparency and accountability and assist the cycling community and stakeholders to have continued trust and confidence in CNZ's leadership.
6. Noting there are a range of initiatives that have been started but are of an enduring nature that could not be completed or embedded in 12 months alone, CISC **recommends** that an independent check point occurs at the end of June 2024 and again in December 2024, with the outcomes reported to the CNZ Board and Sport NZ. Members of the CISC have indicated

their willingness to assist with this process and provide some continuity. The timing of the later check point is intentional; namely, to follow and coincide with debriefs by CNZ and HPSNZ after the Paris Olympic Games.

7. Acknowledging the decrease in funding that will occur with Sport NZ phasing out its support for the transformation programme in 2024, CISC notes that very clear priorities and commitments to support these monitoring and reporting activities must be established by CNZ. In addition to the retention of the Project Manager for at least eight months, we also **recommend** that the role of People and Culture Manager is retained permanently. The people and culture work in the transformation space will need ongoing leadership, expertise and commitment at a senior level within CNZ, alongside the CEO and High Performance Director.
8. Noting the particular risks in 2024, with the pressures and complexities of an Olympic year, we **recommend** that front-footing strategies are identified to “stress test” the culture and wellbeing work and safeguard the high-performance environment. (e.g. reintroduction of the EAP support, regular culture and wellbeing checks). The proposed check points recommended at paragraph 6 above should form part of that process.
9. CISC considers it to be essential that the CNZ Board and management continue to focus and refine the mechanisms to promote the athlete voice, engagement and empowerment within the HP programme, and ensure that regular reporting/interaction between the athletes and the Board is maintained into the future.
10. CISC **recommends** CNZ gives priority to progressing the constitutional review, which is currently underway, noting (a) the shortcomings of the current structure of CNZ in terms of financial and organisational sustainability, (b) the impact the constitution has on the governance of CNZ, and (c) the need to update compliance with the changes required by the Incorporated Societies Act 2022.
11. We **recommend** that CNZ considers and resolves how it might work with the newly established entity Integrity Sport and Recreation Commission (commencing 1 July 2024) to ensure and sustain its commitment to a high-integrity, open, transparent organisation is fulfilled in a sustainable way.

CYCLING NEW ZEALAND'S PARTNERSHIP WITH HIGH PERFORMANCE SPORT NZ AND SPORT NZ

1. The Terms of Reference which determine the scope of the CISC's work do not include the responsibility for making recommendations to Sport NZ or HPSNZ. We note that HPSNZ released a 10-Point Action Plan in response to the 2022 Inquiry Report, and we understand it has reported its progress against that plan to the HPSNZ Board and the Minister for Sport and Recreation.
2. Notwithstanding the separate approaches in response to the Inquiry, a central theme of the 2022 Inquiry Report recommendations and TP2024 was the need for enhanced collaboration between HPSNZ and CNZ in the delivery and management of the CNZ programme. More than half the recommendations in the Report and the TP2024 referred to both CNZ and HPSNZ and were founded on the assumption of a continuing close relationship between the two bodies.
3. The CISC has seen evidence of a real and positive shift in this regard. Improved outcomes across several areas are highlighted in the Status Report, including women's coaching; female performance health support; concussion protocols; psychological safety and wellbeing; and athlete and coach pathways. The CISC believes that CNZ's adherence to the CNZ Progression Plan, with the continued support of HPSNZ, will continue that progress.
4. The CISC notes that the leading and best practice work that is occurring in the CNZ athlete wellbeing and culture sphere draws on wider resources that HPSNZ has developed for the high-performance sport system, as well as tailored resources that have been developed through collaboration between CNZ and HPSNZ. CNZ's progress in this area presents an opportunity to share knowledge, resources and learnings across the high performance sport system in New Zealand. This offers a positive legacy of 'lessons learned' and a further return on investment on the 2022 Inquiry outcomes.
5. As has been commented on in past reviews, the CISC notes that HPSNZ currently plays multiple roles simultaneously within an HP programme like Cycling; namely, those of a funder, a service provider, an advisor and an auditor. This can create challenges in the areas of role clarity, accountability and transparency, so continued collaboration and engagement is encouraged to better define interactions and roles within this partner relationship.
6. An area for continued focus with NSOs like CNZ, is of role clarity for HPSNZ staff embedded into the CNZ programme. Ensuring there is structural clarity, cultural and performance alignment underpins the quality and transparency of the performance environment. These issues were central themes in the 2022 Inquiry and require ongoing attention, as noted in the

Status Report below. The progress that has been achieved to date has relied heavily on the engagement of both CNZ and HPSNZ into this work, and that collaboration will need to continue.

7. CISC reviewed CNZ's integrity policies, as well as policies and procedures relating to culture, athlete transitions, event debriefs, and unconscious bias. These were areas that were identified as problematic in the 2022 Inquiry and the subject of recommended action. It would be opportune for CNZ to share its knowledge, resources and learnings across the high performance sport system in New Zealand.
8. CISC notes the discussions HPSNZ is having with CNZ regarding funding for CNZ's high performance programme for the next Olympic cycle post Paris 2024. CISC supports an approach that clearly reinforces CNZ's leadership, accountability and oversight of its HP programme, budget and results.
9. CISC has observed and values the role of independent and evidence-based assessment/audits and has found the approach to be successful in reviewing, monitoring and supporting improvement in the CNZ programme. It would be worth considering whether it would be feasible to use this type of approach, from time to time, across NSOs and/or as part of the HPSNZ Health Check.
10. CISC also emphasises the positive impact made by the relatively recent addition of a new role and skill set in the appointment of a People and Culture Manager within CNZ. In combination with the investment in transformation personnel, CNZ was able to radically improve its culture, people and wellbeing focus. Recognising the funding implications, the CISC nevertheless invites HPSNZ and Sport NZ to consider these benefits in the wider, national sporting organisations and systems context and to assess the feasibility of such an approach against the effectiveness and efficiency of existing support mechanisms offered by the Sport NZ Group.

CONCLUSION

The transformative changes that have occurred within CNZ over the past 18 months have established a culture of integrity and excellence, with athlete wellbeing at the forefront of decision-making. In all facets of its activities, CNZ has committed itself to applying best practice principles so far as possible. We are satisfied an environment has been created where athletes, coaches, and administrators can thrive within a framework of ethical sporting practice and genuine high performance. CNZ's leadership is committed to ensuring that the policies and practices that have been established or are in the final stages of implementation through the CNZ Progression Plan, will be embedded and compliance monitored regularly. That will provide CNZ, led by a rejuvenated Board and supported by the cycling community, HPSNZ and other stakeholders in high performance cycling, with a platform for international success through to the Los Angeles Olympiad in 2028 and beyond.

PART 2:

CYCLING NEW ZEALAND TRANSFORMATION PLAN 2024:

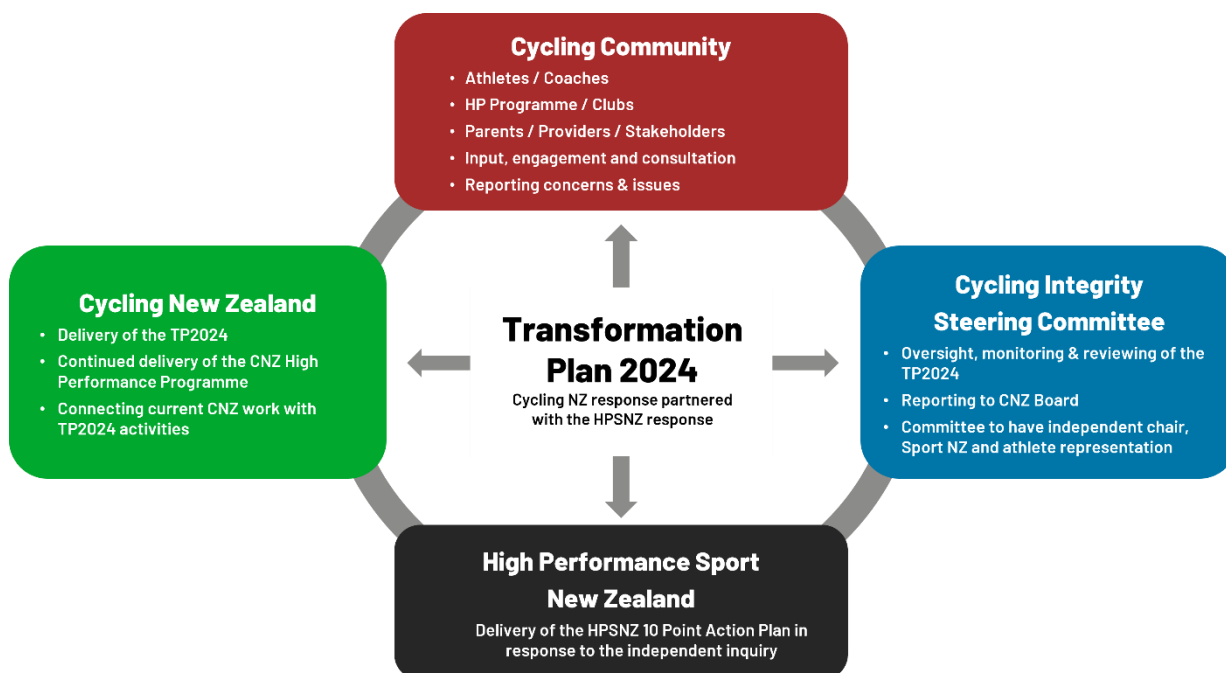
The Transformation 2024 Plan (TP2024) was developed and approved in 2022. It is comprehensive and aims to improve and modernise CNZ's practises, policies and culture ensuring it is a 'fit for purpose' organisation. The plan is ambitious in scope, with 36 projects across 13 distinct areas of focus, the impact of which extends across CNZ from the board room to staff, coaches, to athletes on the velodrome floor. It provides a roadmap for achieving meaningful improvement within CNZ.

Development of the Transformation Plan 2024

The content and priorities emerged from consultation and input from within CNZ (i.e. board, staff, coaches, athletes, HP personnel) external stakeholders, Member Organisations, and the wider cycling community. It was also aligned to HPSNZ's Inquiry response. Valuable insights were gained from overseas athlete wellbeing/high performance environment reviews and resultant action plans.

Once developed as a draft, further stakeholder consultation occurred, leading to a sign off by the CNZ Board in October 2022, and the CISC in December 2022.

Connections Through the Transformation Plan 2024



The diagram summarises the structure and inputs into TP2024.

- **Cycling Community:** Encompassing athletes, coaches, the high-performance programme, clubs, and various stakeholders. Their role has been important in providing input, engagement, consultation, and in reporting any concerns and issues, ensuring a feedback loop that has kept the transformation process grounded.
- **Cycling New Zealand:** CNZ accepted responsibility for the delivery of the TP2024, overseeing the high-performance programme, and aligning the transformational activities.
- **High Performance Sport New Zealand (HPSNZ):** HPSNZ developed and released a 10-point action plan which represented their system wide response to the independent inquiry. Notwithstanding, there has been much collaboration and alignment between CNZ and HPSNZ.
- **Cycling Integrity Steering Committee:** As noted undertook the oversight, monitoring, and reviewing aspects of the TP2024, to ensure the Plan remained on track, reporting to the CNZ board and maintaining the vision and spirit of the transformation.

Full information on the TP2024 can be found [via this link](#) to the CNZ website.

Structure and Approach

The TP2024 collates projects that align with the 2022 Inquiry Report recommendations. It comprises projects across 13 key areas, each with specified actions, aiming to address and reform various aspects of the organisation:

- **Acknowledgement (FA1)**
Action FA1.1 is a commitment to recognising past traumas resulting from the High Performance Programme (HPP) and restoring respect and dignity to affected individuals. This step is foundational for rebuilding trust within the CNZ community.
- **Psychological Safety & Wellbeing (FA2)**
With a single but critical action (FA2.1), CNZ pledges to prioritise psychological safety and the overall wellbeing of its athletes and associated personnel, ensuring these are the bedrock of high-performance outcomes.

- Cultural Transformation (FA3)

Actions FA3.1 - 3.7 concentrate on developing a culture that values openness, inclusivity, and integrity, reinforcing the commitment to a wholesome and empowering performance environment.
- Transparency (FA4)

Through actions FA4.1 - 4.2, the plan emphasises transparent decision-making processes, fostering a culture where consultation is the norm, and all stakeholders are informed and considered.
- Athlete Engagement (FA5)

The two actions (FA5.1 - 5.2) in this area focus on creating effective communication channels, ensuring athletes have a voice in decisions that directly affect them.
- Athletes Performance Pathway (FA6)

Actions FA6.1 - 6.4 address the need to redefine and clarify the pathway for athlete performance, including reconsidering centralisation strategies and programme scopes.
- Quality Coaches (FA7)

Actions FA7.1 - 7.2 focus on the development of clear pathways for coaches that align with the culture and professional standards expected within CNZ.
- Athlete Support Services (FA8)

Six actions (FA8.1 - 8.6) ensure the provision of comprehensive support services, designed in collaboration with athletes, reflecting best practices and addressing holistic and gender-specific needs.
- Governance & Leadership (FA9)

Actions FA9.1 - 9.3 prompt a review of the governance structure and its effectiveness to ensure the people and practises are fit for the future.
- Role Clarity (FA10)

The plan includes two actions (FA10.1) to clarify roles and responsibilities, eliminating ambiguity and enhancing accountability within the CNZ high-performance programme.
- People Management & Processes (FA11)

Two actions (FA11.1 - 11.4) detail the establishment of robust processes for managing the CNZ workforce, inclusive of diverse and inclusive recruitment, training, and development strategies.

- Organisational Processes (FA12)
With four actions (FA12.1 - 12.2), the plan mandates the creation and regular review of policies and procedures that anchor ethical conduct, welfare, and integrity.
- Funding (FA13)
A single action (FA13.1) seeks to refine the funding model to encompass performance and wellbeing, encouraging stakeholder consultation and active athlete participation in the process.

The plan's multifaceted approach emphasises collaboration between CNZ and HPSNZ, in a partnership where responsibilities and strategic actions are at times shared. It acknowledges the interconnected nature of wellbeing and performance, seeking to create a programme and/or system where success is not at the expense of athlete wellbeing or ethical conduct.

The Status Report that follows provides an update on progress towards the full implementation of the TP2024. The TP2024 can be found [via this link](#) on the CNZ website.

STATUS REPORT ON THE IMPLEMENTATION OF THE TRANSFORMATION PLAN 2024 – FEB 2024

- Note all of the 36 projects, and the 150 tasks are, at a minimum, underway
- The continuation of the work to be completed /embedded and/or reviewed will be captured in a CNZ Progression Plan

Focus Area	Work Completed. To be monitored.	Work in progress. To be embedded	Work ongoing. To be completed
<p>FA1: Acknowledgement CNZ and HPSNZ must take shared responsibility for the unresolved trauma many stakeholders still suffer as a result of the HPP subsequent to 2016.</p>	<ul style="list-style-type: none"> • CNZ apologised publicly and privately. • Ongoing statements of commitment by CNZ to new standards of integrity, culture and wellbeing. • Formulation and completion of the CNZ Transformation Plan 2024. 		<ul style="list-style-type: none"> • Plan to support athletes and staff through next phase of the Plan in 2024 and as required beyond.
<p>FA2: Psychological Safety & Wellbeing CNZ (& HPSNZ) ensures psychological safety within its HP programme with the</p>	<ul style="list-style-type: none"> • Wellbeing framework (supported & critiqued by HPSNZ Wellbeing & Engagement Lead). 	<ul style="list-style-type: none"> • Practicing the ‘Trust triangle’ in the DTE (logic, empathy, authenticity). 	<ul style="list-style-type: none"> • Quarterly sense checks to continue.

<p>wellbeing of athletes and others in the programme, being the foundation upon which performance is built.</p>	<ul style="list-style-type: none"> • Policies and Processes (external & internal audit). • Psychological support is embedded and differentiated (performance & clinical). • External clinical psychology referral (inv. Vitae for staff, Instep for athletes). • Mental Health 101 training for all CNZ HP, events and support staff. 	<ul style="list-style-type: none"> • Athlete led, holistic Individual Performance Plans (IPPs). 	
<p>FA3: Cultural Transformation CNZ (& HPSNZ) work together to develop and promote a performance culture based on openness, inclusivity, diversity empowerment, consultation, and integrity.</p>	<ul style="list-style-type: none"> • New CEO & HPD appointed. • New role: People and Culture Manager. • New CNZ leadership group. • Values-based culture developed following consultation. • Female HP Coach- CNZ statement of commitment. • Staff turnover stability. 	<ul style="list-style-type: none"> • Embedding of values-based culture (including role modelling). • Sharing behaviours based on values in action. • Annual staff performance review process to continue (CNZ- June, July 2023). PD plans in action. Revisit April-May 2024. 	<ul style="list-style-type: none"> • Performance Reviews for HPSNZ staff working in CNZ are a joint process (move from agreement to action). • HPSNZ & CNZ to work in collaboration when allocating HPSNZ staff to CNZ (move from agreement to action). • Ongoing delivery of staff training including unconscious bias, DE&I.

		<ul style="list-style-type: none"> • New Athlete Leadership Group (ALG) to play a lead role in embedding values-based culture. • People first language and actions. • Fostering the group inclusion and sense of belonging. 	<ul style="list-style-type: none"> • Engage SNZ promoted survey software Culture Amp. • Note the role of the Culture and Wellbeing Sub Committee of the Board in maintaining oversight of culture, integrity and people policies.
<p>FA4: Transparency CNZ must ensure there is transparency around key decisions, as well as consultation and with impacted stakeholders i.e. selection, recruitment, funding levels and access, competitions, programme status.</p>	<ul style="list-style-type: none"> • Multiple examples of transparency in communications across the organisation and to stakeholders externally including CEOs messaging within the monthly CNZ Newsletters, Weekly full CNZ staff meeting, Annual Parent forum and Annual TAPS meeting. CISC communications. • CNZ Athlete Leaders Group (ALG) direct connection with the board (regular agenda item). 	<ul style="list-style-type: none"> • ALG development into a functioning, effective athlete voice for all TAPS athletes (statement of success?). • Athlete education on selection processes. • Continue to ensure consultation and open honest conversation around selection regulations and 	<ul style="list-style-type: none"> • Online publication of the athlete pathway for all codes: MTB, XCO, BMX and Road to be published online in 2024 following consultation with Mos. • Regular review of selection processes to continue to improve for all (continuous learning/improvement). • Ongoing commitment to share key information on funding, decisions

	<ul style="list-style-type: none"> • Development of CNZ Intranet Chain Link. • New Athlete Onboarding, Transition Readiness assessment and exiting processes. • Campaign prebriefs, debriefs and reporting (to board). • Online publication of the athlete pathway for all codes: Track Sprint and Endurance published online. • Benchmarking standards published for transition into and through the HP athlete pathway (track programme). 	<p>selection decisions (robust, logic, empathy).</p>	<p>and consultation opportunities via newsletters and forums.</p>
<p>FA5: Athlete Engagement Ensure CNZ has effective mechanisms for athlete engagement on issues, decisions and services that impact on them.</p>	<ul style="list-style-type: none"> • Athlete inclusion in Coach recruitment process (and others as appropriate). • IPP process (athlete led) and record to be reviewed in 2024. To include ALG. 	<ul style="list-style-type: none"> • ALG membership complete and ToR in final draft (Nov. 23). • Empowering athletes to self-lead. 	<ul style="list-style-type: none"> • Athlete agreements (all parties involved) to be revised through lenses (legal, functional, understandable, security). New agreements planned for Dec 2024 (4 year contract).

	<ul style="list-style-type: none"> • CNZ leadership meet & greet new athletes and their supporters (e.g. parents, coach, partners). • CNZ Athlete Handbook developed (annual update required). 		<ul style="list-style-type: none"> • Training for ALG as appropriate. • Innovative strategies to promote athlete engagement to be developed and trialled.
<p>FA6: Athletes Performance Pathway</p> <p>CNZ to reconsider and clarify the athletes performance pathways and revisit the scope and processes around centralisation of its athletes and programmes.</p>	<ul style="list-style-type: none"> • Hard entry, soft exit programme philosophy. • Track Sprint and Endurance pathway completed and published online. • BMX and road documents drafted. Ready for consultation. • Bespoke transition support for athletes in, through and out of the pathway (predictable and unpredictable). 	<ul style="list-style-type: none"> • Movement to a decentralised-programme for track endurance - Performance led decision. 	<ul style="list-style-type: none"> • MTB, XCO, BMX and Road pathways to be confirmed and published in 2024 (following consultation with MOs). • Commitment to review on a regular basis and share outcomes with the cycling community.
<p>FA7: Quality Coaches</p> <p>Develop clear and effective coach pathways and ensure coaches recruited into HP fit</p>	<ul style="list-style-type: none"> • New CNZ Coach pathway developed and aligned to SNZ & HPSNZ coaching programmes/resources. 	<ul style="list-style-type: none"> • Ongoing commitment to increase number of female 	<ul style="list-style-type: none"> • CNZ Coach pathway- three-year development plan (2023-25) to be confirmed and published online.

<p>the culture, have the right credentials for the roles, and are supported by appropriate professional development and training.</p>	<ul style="list-style-type: none"> • Minimum standards for all coach licences required (safeguarding and safe practice). • Working with HPSNZ Core Knowledge and Female Elite Athlete programme to identify gaps in coach education. • Targeting (and endorsing) Female coaches for Core Knowledge (HPSNZ Coach programme) and Te Hāpaitanga. • Recruitment processes aligned with culture/values . • CNZ staff position descriptions reviewed. • Performance Review process in place with training plans. 	<p>coaches in HP. Monitor and report progress.</p>	<ul style="list-style-type: none"> • Ongoing work in coach education programme to identify gaps and prioritise PD training. • Concussion management training to be shared with coaches (HPSNZ PH led in conjunction with CNZ via SportsTutor). • CNZ Statement of Commitment: We have female coaches ready, willing and able to enter the HP coaching environment by 2025.
<p>FA8: Athlete Support Services Ensure athlete support services are developed and</p>	<ul style="list-style-type: none"> • APS service delivery agreement reviewed and aligned with IPP process. 	<ul style="list-style-type: none"> • HPSNZ Concussion Collective leading concussion work 	<ul style="list-style-type: none"> • Concussion management training to be shared with coaches (HPSNZ

<p>implemented in consultation with athletes, based on effective IPPs, are gender appropriate, based on best practice, and are holistic in their focus.</p>	<ul style="list-style-type: none"> • Clarity (and transparency) around APS support at different stages of the pathway (pre-HP, HP, post-HP). • HPSNZ Performance Health (PH) Clinical Guidelines published. • HPD-PTL working relationship high functioning. • CNZ-HPSNZ Agreement to review Roles and Responsibilities as required. • HPSNZ Concussion Collective leading concussion work (resources ready, education phase to follow). 	<p>(resources ready, education phase to follow).</p> <ul style="list-style-type: none"> • Athlete education and engagement in critiquing/prioritising women's health care provision through HPSNZ. 	<p>PH led in conjunction with CNZ via SportsTutor).</p> <ul style="list-style-type: none"> • HPSNZ Women's health care provision ongoing.
<p>FA9: Governance & Leadership Reflect on the alignment between the current governance structure and the overwhelming focus on high performance, assessing</p>	<ul style="list-style-type: none"> • Updated governance charter and new structure adopted, including governance policies. • Sub committees established (Governance, Culture & Wellbeing, Audit and Risk, High Performance Advisory 	<ul style="list-style-type: none"> • Complete Board membership and fully populate governance structure. • Recruitment based on skills and competencies 	<ul style="list-style-type: none"> • Training for leadership group (e.g. strategies to promote individual and collective sense of safety and belonging). • Board evaluation in 2024 and annually into future.

<p>whether the current model is fit for purpose.</p>	<p>Group) with refreshed Terms of Reference.</p> <ul style="list-style-type: none"> • CNZ ALG established with direct connection with the board (regular agenda item). • New ability to co-opt expertise onto Board. • New senior leadership team within CNZ. • Commitment to fully populate the governance structure, noting existing and pending vacancies. Action plan in place. • Developed a linking document from TP2024 to align to future oversight responsibilities (senior leadership and governance). • Board committed to adopting best practice governance performance. 	<p>(including behaviours) across CNZ.</p> <ul style="list-style-type: none"> • Note the role of the Culture and Wellbeing Committee in oversight over cultural transformation and ongoing monitoring. • Recruitment process for new Board member underway and Board committed to recruiting new Chair from external candidates by May 2024. • Implement the linking document to ensure comprehensive governance and oversight is actioned to sustain culture transformation. 	<ul style="list-style-type: none"> • Demonstrated evidence of continuing best practice recruitment and governance approaches. Regular benchmarking against established external best practice. • Constitution review in 2024 +.
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<p>FA10: Role Clarity</p> <p>There is a need to ensure clarity and understanding within CNZ and HPSNZ on the rights, responsibilities and accountabilities of organisations and individuals operating within the CNZ high performance programme. (Scope-providers, coaches, tech personal, athletes, medical)</p>	<ul style="list-style-type: none"> • Clarification of roles and responsibilities (CNZ staff reviewing position description). • Scope of policies reviewed and fit for purpose checked. • New HPSNZ 'Performance Health Clinical Governance and Standard Operating Procedures' developed by HPSNZ and shared with CNZ. • Expectations and accountability communicated clearly. 	<ul style="list-style-type: none"> • Clarity of role and expectations of HPSNZ staff in CNZ environment. 	<ul style="list-style-type: none"> • RACI Matrix to be used for each discipline and HP overall (mid-year 2024 completion). • Continue conversations with HPSNZ re Bulk funding of APS. • Achieve role clarity and alignment with HPSNZ of staff in CNZ programme. Agreed documented, model.
<p>FA11: People Management & Processes</p> <p>Implement robust people processes including, recruitment, induction, performance management, training, development, exit interviews, diversity and inclusion strategies.</p>	<ul style="list-style-type: none"> • New role/appointment: People and Culture Manager. • Revised Onboarding programme for staff and athletes. • Recruitment process revised. 	<ul style="list-style-type: none"> • CNZ to have deeper involvement in HPSNZ APS recruitment. • CNZ to be invited into the Performance reviews of APS HPSNZ staff (where appropriate). Aligned management and feedback 	<ul style="list-style-type: none"> • Continue conversations with HPSNZ re Bulk funding of APS.

	<ul style="list-style-type: none"> • Staff & Contractor Handbook 1st edition completed (annual update required). • Staff training plan includes DE&I, Unconscious bias, MH101 etc. • Staff Performance Reviews & PD plans. • New pre-brief, debrief and reporting process. 	(HPSNZ-CNZ comms)- PTL as link.	
<p>FA12: Organisational Processes Develop, educate, embed and systematically review policies, procedures that underpin the ethics, welfare and integrity of the CNZ performance environment. (Scope – conduct, safeguarding, escalation, protection of wellbeing, diversity, debriefs)</p>	<ul style="list-style-type: none"> • All policies and processes reviewed (externally and internally). • CNZ Audit Calendar developed. • Scope of policies considered via an internal working group. • All policies shared with staff. • Videos to support policies e.g. Whistleblower. 	<ul style="list-style-type: none"> • Ongoing audit schedule for policies and processes. 	<ul style="list-style-type: none"> • Five-year plan (Evolution of People, Processes and Organisation). Integrity code, Eols, Work force planning. Professional Development, DISC profiling. • Providing tools and guidance to other NSOs. • CNZ HP Operations Library under development on CNZ Teams. • Engaging with youth at different levels through the business

	<ul style="list-style-type: none"> • Code of Conduct adherence and follow-up. • Conflict of Interest Policy and Recruitment Policy tested (e.g. Sprint coach appointment). 		<p>(stakeholder organisations, schools).</p> <ul style="list-style-type: none"> • Exploration of existing data and trends e.g. membership churn (strategies to add value-sustainability) .
<p>FA13: Funding CNZ (& HPSNZ) to review and refine the funding model to focus on performance and wellbeing. In doing so must consult with all stakeholders and ensure input and athlete engagement.</p>	<ul style="list-style-type: none"> • Financials presented to all TAPS athletes at annual TAPS meeting. • Financial transparency with staff/ athletes providing context from previous years to show the need for ongoing review of structure. • Partnerships re-established with gaming trusts providing cashflow support. • Strengthened relationships with current partners. 	<ul style="list-style-type: none"> • Early discussions with new sponsor for events. • Skoda have confirmed they are not continuing as the School events sponsor but may continue with car arrangements. 	<ul style="list-style-type: none"> • Commercial partners and funders are being sought. • High priority focus for CNZ governance. Ongoing commitment to good practice and high-quality leadership and governance to ensure public confidence and investment.

	<ul style="list-style-type: none">• People & Culture position funded for 3 years to assist with the performance and well-being balance.• New relationship established with MacPac.		
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PART 3:

THE CYCLING INTEGRITY STEERING COMMITTEE (CISC):

Establishment and Composition

CNZ, in association with Sport NZ, established CISC as a proactive measure to monitor the implementation of the recommended actions and to ensure the work plan and outputs aligned with the principles of integrity, ethics, and athlete wellbeing. CISC's structure was deliberately composed to ensure balanced representation and independence.

The committee has been chaired by the Hon Kit Toogood KC, whose legal expertise and experience have brought a significant level of governance and impartial oversight to the body. The inclusion of two athlete members, Sam Dakin and Jaime Nielsen, ensured that the voices and perspectives of current and former athletes are at the core of the CISC's activities, embodying the athlete-centred approach espoused by the Inquiry.

Simon Wickham, as the nominee from Cycling New Zealand, and Bronwyn Hall, as the nominee from Sport NZ, contributed important organisational perspectives to the committee. Their involvement ensured alignment with both national sporting body objectives and government sports sector priorities.

Terms of Reference

The CISC operated under a specific Terms of Reference, set out in a formal document specifying the scope, responsibilities, and procedures of the committee. This document guided CISC's operations and ensured its accountability and effectiveness. It outlined the mandate for the committee, ensuring its actions were transparent and measured against clear benchmarks. The Terms of reference for the Cycling Integrity Steering Committee (CISC) can be found [via this link](#) on the CNZ website.

Functions and Responsibilities

The primary role of the CISC has been to provide oversight and ensure the faithful execution of actions in response to the 2022 Inquiry Report's recommendations. This involved regular assessments of progress against the plan, identification of any barriers to implementation, and the provision of strategic advice to navigate challenges.

The CISC was authorised to recommend alterations to policies and procedures. The goal being to foster an environment where high performance can thrive alongside robust ethical practices and the well-being of all stakeholders.

Monitoring and Reporting

An important function of the CISC was the preparation of reports and updates to stakeholders that document the progress and efficacy of the measures undertaken by CNZ. These reports produced after each meeting, provide information, updates and transparency to stakeholders, including athletes, coaches, and funding partners, on progress made and the future priorities. These updates are available on the CNZ website.

Reporting has also been made to Sport NZ, HPSNZ and the Minister of Sport on progress relative to the agreed programme of work on both a regular and informal basis. Progress updates can be found [via this link](#) on the CNZ website.

SUMMARY OF WORK - CYCLING INTEGRITY STEERING COMMITTEE

The CISC adopted a methodical approach to fulfil its Terms of Reference. This was evidenced by a structured schedule of full-day, in-person meetings held at the Grassroots Velodrome in Cambridge. The meeting dates were as follows:

- October 16, 2022
- December 1, 2022
- February 14, 2023
- April 4, 2023
- June 13, 2023
- September 12, 2023
- December 12, 2023

(From time-to-time additional online meetings have occurred)

Establishment and Operational Blueprint

CISC initially considered the Inquiry recommendations to ensure the focus of its deliberations and the TP2024 was correctly addressing these issues, and the proposed Plan would achieve the requisite transformation for CNZ.

Central to the initial modus operandi was the establishment of core values. These values were the foundation of CISC's operations, ensuring that decisions and actions taken were aligned with the ethos of integrity, inclusivity, and respect.

Its discussions were characterised by active participation from athletes, coaches, and CNZ and HPSNZ management and staff. Expert contributions were solicited to inform the committee's understanding of best practices and the prevailing operational standards within CNZ. This resulted in a comprehensive and responsive review process, ensuring the material presented to CISC follows good practise and is evidence based.

A CNZ Project Team led by secondee Christian Jacklin, worked closely with the Transformation Director Kereyn Smith to ensure the evidence and papers for consideration by CISC were aligned to the TP2024 and the agreed timelines. Once projects were considered and endorsed by CISC they were presented to the CNZ Board for approval and implementation with urgency.

KEY FOCUS AREAS

Implementation and Action Planning

The CISC work plan, monitoring and tracking has been supported a by project-tracking system, called ClickUp. This dynamic tool allowed for real-time access and updates on implementation of the TP2024. It ensured that each element of the action plan's progress was captured and able to be reported on. It has been invaluable in monitoring the progress of the transformation.

The Status Report on the Implementation of the TP2024 ([pages 18-29](#)) provides a comprehensive overview of the full body of work assessed by CISC over its term. There were many significant milestones and substantial projects within the TP2024. Embedding the improvements into CNZs Progression Plan to ensure momentum and continuity is already underway. This will enable a structured approach building on the work of CISC and the CNZ Project team to date.

Human Resources and Cultural Transformation

The significant change in CNZ's senior management and staffing at an early stage of the transformation process was a key driver of the radical change required to deliver the TP2024. This involved the recruitment of a new CEO, a role critical to driving the organisational change from senior leadership, the appointment of a People and Culture Manager, tasked with fostering a constructive and inclusive organisational culture, and a new High Performance Director. These changes signified a step towards a leadership that could embody and implement the values and strategies outlined by the Inquiry recommendations and ensure delivery of the projects in the TP2024. These staff have been regular attendees at CISC meetings and overseen much of the work.

The secondment of Christina Jacklin, an experienced HPSNZ Performance Life Coach, for three days/week to lead the CNZ Project Team responsible for implementation of the TP2024 added discipline and structure to the information flow to CISC.

High Performance Sport NZ

Many of the strategies and projects within the TP2024 required joint focus by CNZ and HPSNZ. Steve Tew, Director and Neena Ullal, General Counsel HPSNZ and others, attended a number of CISC meetings. It was important for CNZ and HPSNZ to work closely together across projects and some significant milestone projects have been progressed. It remains an ongoing area of focus however to ensure there is accountability and clarity in roles and responsibilities within HP settings.

CISC notes HPSNZ developed its own 10 Point Action Plan as their primary response to the Inquiry recommendations and understands reporting took place to the HPSNZ Board to monitor this on a quarterly basis, as well as to the Minister of Sport.

HPSNZ have also updated CISC directly, from time to time, on progress on implementation of their 10 Point Plan for the HP system, released in July 2022.

Policy Overhaul and Compliance

CISC reviewed material relating to the auditing and revision of integrity policies, ensuring that they met the highest standards of ethical governance. A noteworthy advancement was the review of the coaching recruitment policies, which included targeted efforts to increase female representation in coaching roles within CNZ.

An Individual Performance Plan (IPP) approach was developed by CNZ for high-performance athletes, a strategy that underscored the commitment to tailored athlete development and wellbeing. This athlete-centric initiative was more fully implemented to align with the holistic approach advocated in the recommendations, placing the well-being of athletes at the forefront of high-performance sport.

The implementation of these new policies and strategies necessitated a review mechanism, which the CISC addressed by commissioning an independent audit of all CNZ's policies. This audit and subsequent report were pivotal in ensuring that the new policies were not only well-designed but effectively implemented and adhered to.

Revenue Strategy and Financial Sustainability

CISC critiqued plans and proposals to support the longer-term financial sustainability of CNZ to ensure the organisation had resources to enable robust levels of integrity. To this end, a Revenue Strategy was formulated (with Sport NZs support) to support the growth and diversification of CNZ's funding streams. Implementing this strategy will be critical to building a robust financial base that can support the initiatives required to transform CNZ into a successful and sustainable sporting organisation. This information was received early in the CISC life cycle. Diversifying and increasing funding to CNZ and the HP programme was a key theme in the Inquiry and the TP2024.

Continuous Review and Adaptation

CISC evaluated CNZ's progress on project completions, scrutinising evidence and outcomes to inform future actions. Implementation of transformation plan is not static; it evolved consistently with the committee's reviews and advice. This adaptable approach was reflected in the CISC's periodic evaluations of the TP2024, which led to recommendations for adjustments that would ensure the plan remained relevant and effective. (e.g. progress on culture benchmarks, development of resources, role clarity initiatives etc).

Athlete Involvement and Psychological Safety

CISC was committed to optimising athlete input and empowered athletes to contribute to discussions surrounding psychological safety and overall well-being, which are now considered foundational elements of the sporting environment. It must be noted that direct athlete perspective was channelled principally through Jaime Neilsen and Sam Dakin, the athlete representatives on the committee. On the occasions when athletes met with the committee, the

athletes were reassured by the CISC's commitment to ensuring the successful implementation of the transformation.

Ensuring Transparency in Governance

In providing its feedback on actions taken by CNZ under the TP2024, the CISC has emphasised that all policies related to selection, recruitment, and funding must be clearly and effectively communicated to all stakeholders, especially the athletes. This has been a key element in rebuilding trust within the community and ensuring that the governance of CNZ's operations is of the highest standard.

Most recently, CISC reviewed CNZs proposals and commitments to take transformative action in regards governance reform and embed a range of best practices into its future approach. This builds on the earlier approvals of an updated governance charter, structure, policies, including a mechanism to enhance engagement with the athletes and high performance community.

Consistent with the Inquiry recommendations and TP2024, CISC operated in an open, transparent, and independent manner. Consultation and reporting took place on a regular basis with stakeholders, including the cycling community, high performance personnel, Sport NZ, HPSNZ, the Minister of Sport, and private and philanthropic funders.

Regular progress reports to stakeholders demonstrated the CISC's commitment to transparency. These reports not only accounted for the work completed but also engendered trust through consistent and clear communication about ongoing initiatives.

The TP2024, information on CISC, and the updates provided to stakeholders have all been available on the CNZ website for public access and scrutiny, as noted previously in this Report.

SUPPORT AND ACKNOWLEDGEMENTS

CISC acknowledge the significant support from the Boards, management, and staff of CNZ and HPSNZ, as well as the athletes, performance support personnel and others from the current and past, who attended and contributed to their deliberations during their tenure. The generosity of people's time, contribution and expertise is gratefully acknowledged.

Special thanks to HT Consulting; Joe Hitchcock and Jamie Tong, for their enthusiastic and dedicated support in terms of administration, technology, communication, policy reviews and their proactive engagement in the overall project. It was highly valued and appreciated.

Appendix A:

CISC MEMBERS BIOGRAPHIES

Hon. Kit Toogood KC - Independent Chair

The Hon. Kit Toogood KC is Chair of the Cycling Integrity Steering Committee appointed by Sport New Zealand and Cycling New Zealand. In 2022, Kit retired from his role as a judge of the New Zealand High Court after more than 10 years.

Kit's nearly 40 years of legal practice before becoming a judge included advising government departments and other major employers on cultural and structural issues. He advised national sporting organisations on disciplinary, and governance matters and conducted sports disciplinary hearings and investigations. A foundation Deputy Chair of the New Zealand Sports Tribunal, Kit is a current member of the panel of arbitrators of the Court of Arbitration for Sport, Lausanne, Switzerland.

His governance experience with not-for-profit organisations includes chairing the boards of Downstage Theatre (Wellington), the Royal New Zealand Ballet and the Auckland Theatre Company, and chairing the Advisory Committee to the Auckland Art Gallery Toi o Tāmaki. Kit brings considerable experience in mediation, arbitration, and investigations to his role as Chair of the Cycling Integrity Steering Committee.

Jaime Nielsen - Athlete Representative Member

Jaime Nielsen's passion from the age of 14 years old has been sport. She fundraised and relocated to the South Island at 17 years old to train for the Junior World Rowing Championships in Greece. Early on she had many challenges that shaped the athlete she is today. She was a gold medallist at the U23 World Rowing Championships back in 2004, achieving this while studying full time at the University of Waikato.

Jaime was established in rowing before making a fast-track transition to cycling in 2009, where a silver medal at the World Track Cycling Championships cemented this transition. Born in the Waikato region, she started cycling pre-centralisation where Invercargill was the congregation location around pinnacle events and selections.

In 2015 Jaime raced as a time trial specialist with a professional women's road cycling team in Italy. After the Rio 2016 Olympics she staged a home NZ hour track record attempt in Cambridge.

Jaime returned to her third Olympic Games in Tokyo stronger after becoming a new mother, appreciating what life balance can bring to performance. She has recently stepped away from high performance life after the Tokyo Olympics at 36 years old.

Jaime completed the Oxford Women's Leadership course last year. She reflects on her wealth of experience and expertise, golden threads from many coaches and support staff, and interactions with outstanding athletes paralleling her journey, and is excited about this opportunity to give back to her sport and the people involved.

Sam Dakin - Athlete Representative Member

Sam Dakin is originally from Auckland but has been based in Cambridge as a part of the Cycling New Zealand high performance programme since 2019. Since moving to Cambridge, Sam has become an Olympian, and Commonwealth Games medallist and has been heavily involved in athlete and mental health advocacy.

Sam is the current chair of the Athlete Leadership Group (ALG), and an active member of the NZOC ALN and the Athlete Cooperative. Alongside this, he has co-founded Podium, a platform that helps athletes find opportunities outside of sport, as well as Slow Coffee Roasters.

Through all these endeavours, Sam has learnt many lessons, made plenty of mistakes, and through this has achieved success on and off the track. Combining these elements, Sam provides a unique and authentic voice for athletes to the committee.

Bronwyn Hall - Sport New Zealand Nominated Member

Bronwyn has a diverse sector background including retail, energy, software tech, manufacturing, and consulting. Bronwyn has held senior leadership roles in a variety of local and multi-national organisations, predominantly leading complex culture, change, and transformation programmes. Bronwyn holds an MBA, has attended leadership training at Stanford University, and actively maintains ongoing learning on progressive workplace practices. Bronwyn is a member of the NZ Institute of Directors, the Australian Human Resources Institute (AHRI), Chartered Institute of Personnel & Development (CIPD – UK), and the Society for Human Resource Management (SHRM – USA).

Bronwyn is driven towards achieving outcomes and delivery through people and performance, with a particular passion and purpose for mahi that benefits Aotearoa. This has included volunteer roles at Business Mentors NZ, and Manaaki (small business), and founding the first

Agile HR Meetup in NZ. Bronwyn is currently the Group Manager, People & Culture for Sport New Zealand.

Simon Wickham - Cycling NZ Nominated Member

Simon has over 30 years' experience in sports management and governance and more than 20 years' experience as a Chief Executive, with leadership roles both inside and outside the sports sector. He brings hands-on experience from a national sporting organisation perspective to the CISC, having previously been Chair of Gymsports New Zealand and Chief Executive of Yachting New Zealand.

Simon was a Board member of the New Zealand Olympic Committee (NZOC) between 2005 – 2017 serving several of these years as Deputy Chair and also represented the NZOC on the Board of High Performance Sport New Zealand for seven years. Simon is the current Chair of the NZ Olympic Committee's Selection Panel and he's been a member of that panel since 2005 for every Winter and Summer Olympic Games, the Commonwealth Games and several Youth Olympic teams. He was the CEO of The Trusts Arena, which hosted several world and national sporting events during his tenure, including the Netball World Championships and World Junior Badminton Championships.

He has also been a selector for the Don Oliver Youth Sports Foundation's, supporting up and coming West Auckland athletes since 2012 and a judge of the Sport Waitakere Excellence Awards between 2012 – 2019. His previous work for the Hillary Commission in the late 1990s gave him involvement with almost every national sporting organisation, and previous roles with Sport Manawatu touched many levels of grassroots sport at club, school, and regional level. He was a member of SPARC's Ministerial Taskforce for Talent ID and Development in the early 2000s.

Simon has garnered, and enjoys applying, knowledge learned from world leading business schools he has attended including Stanford University's Senior Executive Programme and the renowned Swiss based management institute, IMD, where he completed programmes in High Performance Leadership and Advanced Strategic Management. Closer to home he has undertaken the Advanced Management Programme at Melbourne University's Mt Eliza Business School and most recently (2022) completed the Harvard University Law School's Leadership in Law Firms Programme prior to joining Harkness Henry, a specialist law firm based in the Waikato, as CEO.

Kereyn Smith CNZM - Ex Officio Member

Kereyn is the Transformation Director, Cycling NZ and is an ex officio member of the Cycling Integrity Steering Committee.

Kereyn recently completed a successful 11-year tenure as CEO of the New Zealand Olympic Committee (NZOC). During this time, she led and oversaw New Zealand team campaigns spanning three Olympiads – Summer Games (London 2012, Rio 2016, Tokyo 2020), Winter Games (Sochi 2014, PyeongChang 2018, Beijing 2022) and two Commonwealth Games (Glasgow 2014, Gold Coast 2018).

Previous roles include NZ Academy of Sport (South Island) CEO, Hillary Commission (now Sport NZ) General Manager, Regional Sports Trust CEO, Private Secretary to the Minister of Sport, and a Physical Education teacher.

Kereyn has been Vice President of the Commonwealth Games Federation since 2015, serves on the International Olympic Committee (IOC) Sport and Active Society Commission and was member of the IOC Evaluation Commission for the 2024, and 2028 Olympic Host Cities.

She was Vice President of World Netball, Chair of Netball New Zealand and was awarded Netball NZ Life Membership in 2012 and a World Netball Service Award in 2017. Kereyn has also served as a Trustee of the Forsyth Barr Stadium, Council Member of the University of Otago, Director of the Highlanders Rugby Franchise, a member of the New Zealand Rugby Committee. She was a founding Board member of the International Working Group on Women and Sport.

Kereyn received the 2022 ISPS Handa Sport NZ Leadership Award. She was named a Member of the New Zealand Order of Merit for services to sports governance in 2015 and promoted to Companion of the New Zealand Order of Merit in 2023. Her role as Transformation Director for Cycling NZ had a brief to drive the implementation of CNZ's responses to the 2022 Inquiry Report, and to help rebuild CNZ's strength and resources.