**CYCLING NZ TRANSFORMATION ACTION PLAN 2024**

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| **Focus Areas** | **Actions** |
| **FA1: Acknowledgement** | |
| **FA1.1**  CNZ and HPSNZ must take shared responsibility for the unresolved trauma many stakeholders still suffer as a result of the HPP subsequent to 2016. That trauma needs to be recognised and acknowledged to help restore the mana of the individuals concerned and of HPNSZ and CNZ. This is also crucial to healing and moving forward. | CNZ and HPSNZ accepted Inquiry report and apologised publicly & privately for trauma caused. |
| Propose statements of commitment from Board as next steps are announced. |
| Ongoing commitment to standards, appropriate high-performance culture, wellbeing, and integrity. |
| CNZ to initiate a mediation and triage process to address unresolved issues for its immediate community. This requires investigation by CNZ and CISC. |
| CNZ to include further connection / reference to wellbeing here |
| **FA2: Psychological Safety & Wellbeing**  CNZ (& HPSNZ) ensures psychological safety within its HP programme with the wellbeing of athletes and others in the programme, being the foundation upon which performance is built. | |
| **FA2.1**  CNZ and HPSNZ collectively develop a HPP that ensures psychological safety, with the wellbeing of athletes and others being the foundation on which performance is built. This includes athletes having voice in decisions that impact them, and which recognises that there is no "one size fits all" for wellbeing. | CNZ & HPSNZ to discuss & agree actions overall to the Inquiry.  CNZ to announce its commitment in this area. |
| HPSNZ released a 10-Point Action Plan in late July in response to Inquiry. CNZ to align with intent and implementation in HP setting. |
| CNZ to define ‘psychological safety’ as it applies to its HP and articulate the values and philosophy of its high performance programme. |
| CNZ to assess the current state of culture, within HP, and across the organisation.  Develop strategies and interventions to build and sustain a strong, aligned, values-based culture, within HP and across CNZ. |
| CNZ continue work across the organisation, including HPP to confirm & clearly articulate the philosophy, the foundations, & articulate athlete centred approach.  Define behaviours, standards, expectations. |
| HP Cycling Forum milestone opportunity – Nov 2022 and 2023. All HP personnel, coaches, athletes, other.  Consider all other opportunities to share values, expectations, priorities regarding HP culture within CNZ community. |
| Consider a programme of professional development (training, support, mentoring) relevant for **all** CNZ personnel in areas that will assist create a sustainable wellbeing focussed workplace and embed in the culture. Respond to evaluation and needs analysis. |
| **FA3: Cultural Transformation**  CNZ (& HPSNZ) work together to develop and promote a performance culture based on openness, inclusivity, diversity empowerment, consultation, and integrity. | |
| **FA3.1**  CNZ and HPSNZ must work together to ensure culture change within the HPP | Actions as noted above and below in regards cultural development, initiatives underway within HP. Organisation wide response a priority. |
| **FA3.2**  Reimagining the HPP’s design and definition of success | Discuss, confirm & publicise the definition of success – athlete, coaches, HP, CNZ staff & Board, stakeholders. |
| **FA3.3**  Focusing on athletes as people first, athletes second | Culture defined, measured, and reported regularly, by all athletes and others in HP. |
| Evaluate and seek feedback from athletes on their wellbeing, engagement, and empowerment within the programme. |
| Benchmark within HPSNZ ecosystem and look at CNZ and other programme results. |
| Athlete Voice Committee develops into an active, effective, and engaged in DTE & programme policy and processes. Immediate priority to review ToR. HPSNZ to provide guidance in this area. |
| **FA3.4**  Revising job descriptions and expectations placed on staff so that they are people-focused first, with medals being a secondary consideration. | Invest in People and Culture Manager. Revisit all PDs and performance management processes. Align KPIs and performance expectations. |
| **FA3.5**  Fostering a culture of openness, inclusion and belonging driven by individual and collective wellbeing | As above, plus recruitment of (i) People & Culture Manager, and (ii) a CEO with emphasis on culture & people leadership |
| Work has been ongoing within HP programme on culture in last 12 months. Document and review annually. |
| **FA3.6**  Taking action to mitigate the effects and perceptions of bias and favouritism in CNZ’s DTE, decision-making and workplace. | Transparent and fair processes in place. (i.e., complaints & grievance management, reporting, escalation, reporting, confidentiality). |
| Monitor and measure feedback on integrity of processes, policies and practise within the CNZ workplace and DTE. |
| **FA3.7**  Seeking greater diversity within CNZ and the DTE, with better approaches to breaking down bias. | See point 3.4. Recommend relevant training and development for all CNZ personnel. Establish monitoring by the Board Sub Committee |
| **FA4: Transparency**  CNZ must ensure there is transparency around key decisions, as well as consultation and with impacted stakeholders ie selection, recruitment, funding levels and access, competitions, programme status. | |
| **FA4.1**  Ensuring greater accountability and transparency | CNZ (& HPSNZ) to identify areas for improvement across & between organisations in terms of joint roles/responsibilities. |
| Define roles of CNZ & HPSNZ people within HP programme. Ensure visibility, clarity, and engagement with processes within CNZ HHP. Ensure clarity re accountabilities for all personnel in HP. |
| Ensure transparency around key decisions within CNZ. Evaluate ways to assess and report this to stakeholders. |
| Ensure athletes / coaching / support staff access education and support to understand courageous conversations / radical candour - having them and receiving them. |
| **FA4.2**  CNZ and HPSNZ must take steps to ensure that transparency and accountability are fundamental to their culture and operations, including by implementing the recommendations in paragraph 160 of the Inquiry | Commitment to review policies that relate to athletes and ensure they are clearly, communicated and acted on. Engage athlete voice.  Ensure the process and decisions around selection, recruitment, TAPs access, and competitions are transparent to those impacted.  Improve event debrief process and policy.  Ensure policies are adequate for complaints, grievances, whistle blowing. Consider training. |
| **FA5: Athlete Engagement**  Ensure CNZ has effective mechanisms for athlete engagement on issues, decisions and services that impact on them. | |
| **FA5.1**  Any athlete body that eventuates from HPSNZ’s ongoing work should:   * + Have organisational and financial independence from Sport NZ, HPSNZ, and CNZ.   + Be empowered to exert real power and speak up honestly for athletes.   + Have access to funded, independent HR support and advocates.   + Be a product of the athletes’ community. | Continue to support and refine CNZ AVC. |
| Support strategies for athlete engagement and empowerment (note HPSNZ guidance to come) |
| Engage actively in athlete voice initiatives |
| Review Athlete agreement (note HPSNZ guidance in this area to come) |
| Empower and support athlete engagement in the CNZ HP programme |
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| **FA5.2**  CNZ continue with work updating its athlete agreements, with a focus on addressing the current imbalance in its favour, and CNZ and HPSNZ take steps to implement the recommendations set out in paragraph 293, including reviewing the contracting model. | Priority to update the Athlete agreement including meaningful engagement with athletes. |
| To undertake consultation and conclude process in a timely and positive way. |
| Note HPSNZ to prioritise appropriate athlete contracts. Awaiting guidance on this as per #1 in Action plan. |
| **FA6: Athletes Performance Pathway**  CNZ to reconsider and clarify the athlete’s performance pathways and revisit the scope and processes around centralisation of its athletes and programmes**.** | |
| FA6.1  CNZ, with support from HPSNZ, implement a clearer development and pathways process for personnel, including in relation to athlete IPPs, alongside the other recommendations set out in paragraphs 199 and 202. | CNZ to implement best practise IPPs for all athletes in its programme. |
| Align with HPSNZ guidance IPP implementation (# 5 action) |
| CNZ to develop and articulate the coach development and performance pathway and expectations for CNZ Coaches. |
| Ensure the pathway is clear and well published to stakeholders, noting opportunities to support coach development. |
| Implement coach development and performance plans with PD, training, mentoring and support |
| Optimise training, development, and support for coaches. |
| HPSNZ to support and add value in terms of PD, training, development, and mentoring. |
| FA6.2  CNZ expand and clarify regional development pathways as set out in paragraph 215, with support from HPSNZ, as funding allows. | CNZ to reconsider the athlete’s performance pathways and revisit the scope, processes, requirements around centralisation of its athletes and programmes.  Document the pathways from regional to national performance programmes.  Consult with stakeholders and publish outcomes  Note this needs to include all CNZ disciplines  Liaise with HPSNZ in the above. |
| FA6.3  HPSNZ and CNZ consider changes to induction, selection and exit support that are required to meet current needs, including those steps set out in paragraphs 239, 244, and 252. | Develop and embed policies and processes in all transitions, including induction into the programme, and exiting. Review onboarding for athletes into CNZ HP, with particular attention on centralised athletes. |
| Selection - Document processes and selection policies and ensure they are accessible to athletes, and regularly discussed. |
| Discuss approach with HPSNZ. Align as necessary. (See # 2 & 3 in HPSNZ Action plan) |
| A commitment to upskill all athletes to help them navigate the pathway e.g. self awareness, self-management An overt, proactive development programme is provided |
| FA6.4  HPSNZ and CNZ reconsider the HPP’s centralisation, and CNZ decrease its reliance on a centralised model (in favour of a regional model with centralisation only on an as- required basis determined in consultation with stakeholders – particularly athletes and HPP staff). | CNZ to reconsider the athlete’s performance pathways and revisit the scope and processes around centralisation of its athletes and programmes. |
| **FA7: Quality Coaches**  Develop clear and effective coach pathways and ensure coaches recruited into HP fit the culture, have the right credentials for the roles, and are supported by appropriate professional development and training. | |
| **FA7.1**  Dismantle the reliance on traditional male networks, particularly within the coaching environment. | Commit to gender diversity and inclusion across CNZ, with a focus on HP and coaching. Establish a standing committee of the Board with a remit on People, Remuneration and Wellbeing. Monitor and measure results. |
| Target and maximise opportunities for female coaches, and support personnel. Optimise training and development opportunities for females (via HPSNZ and other) |
| **FA7.2**  CNZ implement the other recommendations set out in paragraph 188 in relation to coach recruitment. | Adherence to recruitment policy and culture. In place and active. |
| **FA8: Athlete Support Services**  Ensure athlete support services are developed and implemented in consultation with athletes, based on effective IPPs, are gender appropriate, based on best practice, and are holistic in their focus. | |
| **FA8.1**  HPSNZ and CNZ work collaboratively and in consultation with athletes and staff/contractors to determine the best model for service provision within the HPP. Greater attention needs to be paid to ensuring effective continuity of care and to ensuring that CNZ can autonomously determine the support required. | CNZ HP personnel review and refine the best model for service provision and document. |
| Discuss with athletes and coaches – evaluate 2022 approach |
| Check and agree approach with HPSNZ |
| Seek external input and guidance from specialists outside HPSNZ and CNZ as required for advice, mentoring or peer review to support world class athlete service provision. |
| **FA8.2**  CNZ and HPSNZ consider moving to a model of external provision of clinical psychological services (subject to HPSNZ’s internal review on this in 2022). | Already in place and active. |
| **FA8.3**  CNZ, having consulted with athletes, ensure that the arrangements for providing health care are conducive to effective, collaborative management that respects athlete autonomy and information privacy, while avoiding putting an inappropriate onus on the athlete to inform and involve all the relevant stakeholders. | Assess athlete and HP personnel feedback in 2022. |
| Document in athlete booklet and operational guidelines for CNZ HP personnel, if not already. |
| Implement to HPSNZ and best practise guidance and standards.  Ongoing review and evaluation of policy and practise. |
| **FA8.4**  HPSNZ and CNZ continue their respective efforts in relation to concussion management and take further steps to ensure that all stakeholders are educated about this issue. | Benchmark concussion protocols & management against global best practise report on status  Concussion Policy developed and available for CNZ Concussion management. Ensure regular reviews and education/awareness. |
| **FA8.5**  HPSNZ and CNZ should work together, with appropriate medical expertise, to ensure adequate education of International Concussion Guidelines, as discussed in paragraph 226 of the Inquiry. | Agree, confirm & report protocols.  Confirm and action implementation strategy |
| **FA8.6**  CNZ and HPSNZ work together to ensure equitable access to women’s healthcare in the HPP, including by mandating effective coach education and taking the steps set out in paragraph 230. | Benchmark women’s health support and provision within the CNZ HPP. |
| Identify gaps, develop an action plan for implementation. |
| Leverage access to knowledge, resources, PD, and personnel via HPSNZ targeted programmes to advance Women in Coaching, Healthcare, HP Leadership. |
| Ensure effective coach education within CNZ – focussing on education on issues impacting female performance. |
| Evaluate health provision for female athletes as per above. |
| **FA9: Governance & Leadership**  Reflect on the alignment between the current governance structure and the overwhelming focus on high performance, assessing whether the current model is fit for purpose. | |
| **FA9.1**  CNZ’s governors and leadership change current practices and policies, as set out above, to put wellbeing first. | CNZ to implement a range of actions and initiatives across the organisation, as already documented in this plan, to shift the mindset and focus including statement of commitment, revamped policies, documents and plans re. culture, people, integrity, and wellbeing. |
| Commitment to review and refresh the governance structure, including introducing a new Sub Committee with people and wellbeing focus. |
| Commit to best practise governance approaches and benchmark accordingly. Currently seeking advice from Sport NZ on best practise approaches. |
| Defined processes and behaviours. Regular assessment. |
| Ensure greater reporting from management in regards Wellbeing benchmarks |
| **FA9.2**  CNZ and HPSNZ reflect on whether the current governance structure matches the overwhelming importance of the HPP (to CNZ) and what is required to be delivered by an organisation that is responsible for the whole of cycling, from community participation through to high performance. | Board agreed there is an urgent need to review the effectiveness of the current governance structure of CNZ. Identify gaps and future options for a fit for purpose structure and model. See above |
| Commit to establishing Sub Committees /Expert Groups as required to provide adequate leadership, engagement, and oversight of key areas of operation – including High Performance, People and Culture and Wellbeing. |
| Investigate sport options in NZ as well as global models. |
| Consider how the Board interacts with athletes. Ensure an effective mechanism for the future. |
| **FA9.3**  CNZ’s board consider the make-up of CNZ’s SLT, in concert with its CEO, taking into account issues raised during this process. | Progress with CEO recruitment in Q 4 2022 as planned.  Assess organisational structure and capability are fit for purpose in leading and manging CNZ noting the requirements to have exceptional people leadership, with strong commercial imperatives. |
| **FA10: Role Clarity**  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) | |
| **FA10.1**  CNZ and HPSNZ must ensure that there is clarity around HPSNZ and CNZ’s respective roles and responsibilities, and continuously and clearly communicate that to all stakeholders. | Document and ensure available for easy reference and ongoing communication.  CNZ to initiate this process asap for CNZ personnel. Refer to 3.2 above. |
| **FA11: People Management & Processes**  Implement robust people processes including, recruitment, induction, performance management, training, development, exit interviews, diversity and inclusion strategies. | |
| **FA11.1**  CNZ and HPSNZ need to cement consistent processes for allowing all stakeholders to meaningfully participate in event debriefs. HPSNZ should also ensure that staff/contractors are debriefed within their relevant professional communities | CNZ – implemented a debrief process for each campaign. Underway. |
| Policy, process and reporting/sharing of debriefs to be documented and shared. Policy to be reviewed regularly. |
| Suggest annual update to athletes, coaches, and HP personnel of debrief outcomes, learnings and actions arising. |
| Benchmark approach and expectations with HPSNZ. |
| **FA11.2**  CNZ must ensure that its recruitment policy is put into effect for all recruitment processes and decisions, including in relation to coaches. | CNZ has reviewed and updated recruitment policies and process, including coaches. Will further evolve with People and Culture Manger appointment |
| **FA11.3**  A more robust approach needs to be taken to recruitment at CNZ and greater emphasis on “cultural fit” and personal integrity is required, as are those steps set out in paragraph 177 (below), with support from HPSNZ as set out in paragraph 178. | In place and active /underway as per #177, noting the key points raised, including integrity, cultural fit, transparency, and diversity.  People and Culture role, and more generally to embed diversity and professional development across organisation |
| **FA11.4**  CNZ, with support from HPSNZ, employ a People and Performance Manager in priority to a wellbeing officer. That person be appointed at a senior level with staff, including HPP staff and leaders, accountable to that person. | On track. Business case to HPSNZ/SNZ  To oversee systems, processes, and people development.  People and Culture Manager a Senior Leadership Team member. Sport NZ and HPSNZ engaged in the process. |
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| **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) | |
| **FA12.1**  CNZ (with support from HPSNZ as required) must ensure that all people within its organisation are familiar with its policies and undertake regular and robust training on what those policies mean and more importantly apply these in their daily practice. All stakeholders (regardless of employment status) should play an active role in discussing how the policies operate, and what they require people to do in difficult situations. In- person sessions would be preferable to online programmes. | CNZ to develop and lead a “audit” process to:   * Ensure policies are documented & their review process is clear and agreed and document. * Assess approach to training/education approach. * Consider ways to make these policies readily available. * Consider the scope of the policies in regards conduct, safeguarding, escalation, diversity, debriefs etc).   Complete an annual audit. |
| **FA12.2**  Debrief policies should be subject to staff, athlete and contractor consultation and should detail all parts of the process (as set out below). | CNZ have reviewed policy and approach to debriefs. Implemented a new approach. All debriefs apply to athletes, staff, and contractors.  Document policy, process and reporting required. |
| **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. | |
| **FA13.1**  HPSNZ and CNZ should continue to refine the funding model such that it enables a focus on wellbeing and performance. The solution must be multi-faceted and include consultation with all stakeholders, including athletes and whanau. | CNZ to revisit funding model, discuss with HPSNZ and other stakeholders. |
| Will require (a) Liaison with MO’s, (b) HPSNZ and athletes, (c) consider and advocate for changes. |
| CNZ undertaking a Revenue strategy. Aiming to add external revenue – private and philanthropic to the current HP budget. Investigate support for BMX, Mountain Bike, and Road |