



# Responding to the Independent Review

The [Independent Review of Gymnastics New Zealand \(Independent Review\)](#), commissioned following allegations of abuse within the sport, was published in February 2021. The review identified ten main themes, including the negative effect on health and well-being of athletes, gymnasts' "lack of voice", fear of retribution when speaking up about alleged abusive practices, unrealistic expectations, insufficient education, power imbalances, and lack of trust within the community.

Gymnastics New Zealand (Gymnastics NZ) responded to the report with a public apology, and a [Statement of Commitment](#) to implement the report's recommendations, with an undertaking to lead and drive "a change in our sport's culture, to make sure the practices and beliefs that led to the hurt and suffering by our community members cannot happen again".

As an important step towards this, Gymnastics NZ is establishing a nine-member Gymnastics NZ Steering Committee (Steering Committee) to advise the board and propose changes to implement the Independent Review recommendations. The Steering Committee will ensure an inclusive and equitable process engaging and collaborating with many people and groups, including survivors, former and current athletes, clubs, coaches, volunteers, relevant experts, as well as representative bodies – both past and present.

## Have Your Say

An [independent Steering Committee Appointments Panel \(Appointments Panel\)](#) will select members of the Steering Committee in accordance with its obligations outlined in the terms of reference through a robust and transparent process. This includes consulting with the community and key stakeholders on the skills and experience required of members of the Steering Committee.

The Appointments Panel has developed a draft set of competencies (skills, experience, and behaviours) that the Steering Committee needs to have and would value your views on them. They also want to hear what you think about the [draft terms of reference for the Steering Committee](#). If you would like, you can [provide feedback here](#), which is open for three weeks until **midnight Thursday 23 September**.

The Appointments Panel will consider feedback before finalising the Steering Committee terms of reference and role descriptions and will then call for expressions of interest to join the Steering Committee. It will be an open and transparent appointments process. Anyone can put their hand up to be involved, and we will be promoting the roles widely to encourage this.

Our intent is to have the Steering Committee up and running by the end of this year.

We welcome your feedback, thoughts, and ideas as we move towards implementing the recommendations and the cultural change required in our sport.

# The Gymnastics New Zealand Steering Committee

## Purpose

The Steering Committee is a strategic body that will analyse, plan, and oversee a programme of work, engage with the Gymnastics NZ community, and key stakeholders, and propose to the Board of Gymnastics NZ changes within the mandate of Gymnastics NZ to give effect to the Independent Review recommendations, including in the areas of leadership and culture, policies, procedures, and regulations. The Steering Committee will also identify the Independent Review recommendations that are for consideration by the wider sport sector.

The Steering Committee will operate under a set of guiding principles which include survivor voice and a commitment to upholding human rights. The guiding principles are set out in the [Gymnastics NZ Statement of Commitment](#).

[See the draft terms of reference for the Steering Committee.](#)

## Membership of the Steering Committee

The Steering Committee will include:

- an independent chairperson (appointed by the Board)
- four athletes/survivors
- a children's advocate
- a human rights advocate
- representatives from Gymnastics NZ and Sport NZ

Members of the independent Appointments Panel are not eligible to be on the Steering Committee. However, the Chair of the Steering Committee is a member of the Appointments Panel for the duration of its work.

The Appointments Panel is seeking to appoint a diverse membership in terms of lived experience including participation as a gymnast in competitive and high performance/elite gymnastics. These experiences may also be across a range of roles within clubs and reflect the Gymnastics NZ community, demographics, and geography.

The Steering Committee can also co-opt other members to support their work as required and will be supported by a secretariat and an operational team.

## Steering Committee Responsibilities

Task	Responsibility
Scoping and analysis	<ul style="list-style-type: none"> <li>Identify and scope the work to implement Review recommendations within the mandate of Gymnastics NZ.</li> <li>Identify recommendations that are outside of Gymnastics NZ's mandate to deliver and provide advice to the Gymnastics NZ Board on how, and by whom, these might be advanced.</li> </ul>
Programme governance	<p>For recommendations within the mandate of Gymnastics NZ, recommend to the Gymnastics NZ Board:</p> <ul style="list-style-type: none"> <li>Review work programmes of relevant agencies and how these may impact on the Independent Review recommendations for Gymnastics NZ.</li> <li>Design a prioritised and timetabled work programme and programme workstreams, aligned across gymnastics sports codes and Gymnastics NZ and within budget, taking account of any impact or dependencies from programmes of other agencies. The work programme should also consider organisational leadership and culture in relation to implementing the Independent Review recommendations, and how a child first approach to safety and wellbeing will be supported.</li> <li>Identify and manage programme risks, and set programme expectations, measures, and reporting requirements.</li> <li>Provide workstream briefs and establish systems and processes for coordination and reporting.</li> </ul>
Community and stakeholder engagement	<ul style="list-style-type: none"> <li>Construct arrangements to ensure a survivor voice informs the Steering Committee and its workstreams.</li> <li>Undertake appropriate consultation with the Gymnastics NZ community and key stakeholder groups, taking a participatory and independent approach that prioritises the experience of those who interact with Gymnastics NZ's sports codes and participation environment.</li> </ul>
Support for Gymnastics NZ leadership	<p>Provide advice and support to the Gymnastics NZ leadership team to meet their responsibilities set out in the Independent Review recommendations, including:</p> <ul style="list-style-type: none"> <li>Any other changes needed to ensure delivery of Gymnastics NZ's vision of <i>Growing Great New Zealanders</i>.</li> <li>Any changes to the Gymnastics NZ culture, structure, delegations, policies, and committee arrangements to support implementation of the Independent Review recommendations.</li> </ul>

## Competencies for Steering Committee Members

The Steering Committee must include people who have these experiences.

### Athlete/Survivor

- Lived experience as an athlete/survivor, and a working knowledge of athletes' rights and welfare.
- Experience as a gymnast in competitive and/or high performance /elite gymnastics.

### Human Rights Advocate

- Knowledge of the international human rights framework and of national human rights responsibilities, including the international Convention on the Rights of the Child.
- Demonstrated experience and a track record in promoting, balancing, and applying human rights and responsibilities in practice, including disputes resolution processes, and desirably including a working knowledge of athletes' rights and welfare.

### Children's Rights Advocate

- Knowledge of the foundations for physical and mental health and wellbeing, particularly (but not exclusively) for female children and adolescents.
- Demonstrated experience and a track record in trauma-informed child advocacy.

All candidates must also bring a passion for the work of the Steering Committee, and excellent strategic, analytic, and interpersonal skills, and a commitment to athlete-centred decision-making.

Specifically, we are looking for candidates who demonstrate most of the following:

- A genuine understanding, interest in and passion for the purpose of the Steering Committee, and appreciation of the role of sport to the wellbeing of the individual and the community.
- An understanding of the purpose, role, and responsibilities of programme governance, with relevant previous experience. However, excellent athlete/survivor candidates who do not have previous experience of programme governance, can be mentored to develop this capability.
- Excellent judgement, and high standards of personal integrity.
- Strong interpersonal and collaboration skills.
- Articulate, able to communicate ideas and information clearly and succinctly.
- Critical thinking, and strategic decision-making capability.
- A growth, future focused, mindset, willing to learn from experience and from others.
- Ability to work collaboratively with a diverse range of stakeholders.
- A commitment to be mindful of the principles of Te Tiriti o Waitangi, and an understanding of our diverse and multi-cultural country.
- Capacity to meet the time requirements of the role.

In addition, some members will be able to contribute skills and experience in one or more of the following areas:

### **Programme Governance**

- Demonstrated skills, experience, and a track record in programme governance, with an understanding of the components of effective programme management in a complex stakeholder environment, and strong written communication skills.

### **Finance and Risk**

- Demonstrated experience in budgeting and financial management in an agile environment operating under financial constraints.
- Demonstrated experience in risk management in a complex and sensitive environment.

### **Stakeholder Engagement and Communications**

- Demonstrated knowledge, experience, and a track record in applying good practice methodologies and tactics to engage, communicate and collaborate with a complex stakeholder eco-system.

### **Culture and Change Management**

- Demonstrated knowledge, experience, and a track record in applying good practice methodologies and tactics to create culture change that supports strategic objectives.