



Shaping the Future of Gymnastics in Aotearoa

July 2022



Foreword from Gymnastics New Zealand Board Chair

Since Gymnastics New Zealand was made aware of widespread allegations of abuse within our sport, we have endeavored to take action and work with our community to make positive cultural change. This has included ensuring an independent review, making a public apology and establishing an independent steering committee through an independent appointments process. The Steering Committee have now completed a detailed and robust work plan that the Board of Gymnastics New Zealand have approved, and we are now sharing this document.



This progress shows our commitment to implementing the independent review recommendations and leading positive change in our sport. We are committed to making sure the practices and beliefs that led to the hurt and suffering endured by our community members cannot happen again and have already implemented a comprehensive safeguarding programme within the sport. It does not take away the past trauma and I want to again offer our sincerest apology to every person who was hurt or suffered during their time taking part in our sport.

Gymnastics NZ recognises that for meaningful change to occur, we must engage and collaborate 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. We have started this through the unique and diverse makeup of the Steering Committee. However, this is a complex process and one we are working hard to get right by listening and ensuring that voices from all parts of our community are heard.

The Steering Committee's work plan - **Shaping the Future of Gymnastics in Aotearoa** is one more step in improving our sport's culture and making meaningful change. A robust three-month process involving the review of all independent review recommendations alongside expert input led to this piece of work. The Gymnastics New Zealand Board acknowledges and thanks the Steering Committee for its substantial mahi, high quality thinking and constructive approach.

The Board of Gymnastics New Zealand has accepted the work plan and is actively engaged with the Steering Committee to implement the work plan. The **Shaping the Future of Gymnastics in Aotearoa** Work Plan honours the independent review recommendations and will assist our community to move gymnastics in Aotearoa New Zealand forward. We still have many steps to take, but look forward to engaging survivors, our community and experts in a meaningful way that creates the positive change our sport needs.

Quinton Hall

Gymnastics New Zealand Board Chair

Contents

Introduction	3
Background	4
Timeline to Date	5
Work Plan	6
Foreword from the Chair of the GNZ Steering Committee	7
The Gymnastics New Zealand Steering Committee	8
Gymnastics New Zealand Steering Committee Values	9
Building the Work Plan	10
Shaping the Future of Gymnastics in Aotearoa	11
Overview of the Work Plan Themes	12
Integrity	13
Health and Wellbeing	14
Environment and Culture	15
People and Programmes	16
How you can Engage and Connect	17
Next Steps	18
Contact	19
Appendix: Independent Review Recommendations	20
Glossary	25

Introduction

Gymnastics New Zealand, together with the Gymnastics New Zealand Steering Committee are pleased to share the Shaping the Future of Gymnastics in Aotearoa.

The development of the Shaping the Future of Gymnastics in Aotearoa Work Plan was led by the Gymnastics New Zealand Steering Committee after a robust three-month process involving the review of all Independent Review recommendations and considering how to enable and empower positive cultural change.

This document is in response to the 2021 Independent Review and continues to forge positive cultural changes across all of gymnastics in Aotearoa.

The Board of Gymnastics New Zealand has accepted the work plan and is actively engaged in working with the Steering Committee to commence the outlined activities.

The work plan is set to begin implementation in July 2022. The gymnastics community will be consistently engaged in its progress through regular communication and opportunities to connect with this important mahi.

For further information please refer to the Gymnastics New Zealand website.



Background

In July 2020, Gymnastics New Zealand was made aware of a number of distressing and concerning allegations of abuse within the sport. Gymnastics New Zealand acknowledges the bravery of the survivors that raised these serious issues and who called for change.

Following this, a wide review into the sport of gymnastics in New Zealand was instigated alongside the Sport NZ Interim Complaints Mechanism and the Gymnastics New Zealand Safe Sport mechanism,

The Independent Review of Gymnastics New Zealand was completed in February 2021 by David Howman, Lesley Nicol and Rachel Vickery. The review team received more than 200 submissions during the extended review period and provided fifty recommendations for Gymnastics New Zealand to consider.

From the review, Gymnastics New Zealand created a 'Statement of Commitment' to publicly commit to implementing the recommendations made in the Report, and to reinforce its living commitment to change across all levels and aspects of the sport. Gymnastics New Zealand also issued a public apology and set up an Independent Complaints Service.

Gymnastics New Zealand then established an Independent Appointments Panel to seek expressions of interest for participation in an independent nine member Gymnastics New Zealand Steering Committee which would propose changes to implement the Independent Review recommendations. The Independent Appointments Panel included Dr Shane Collins (Independent Chair), Maree Burnett, Chantal Brunner and Dr Karina McHardy.

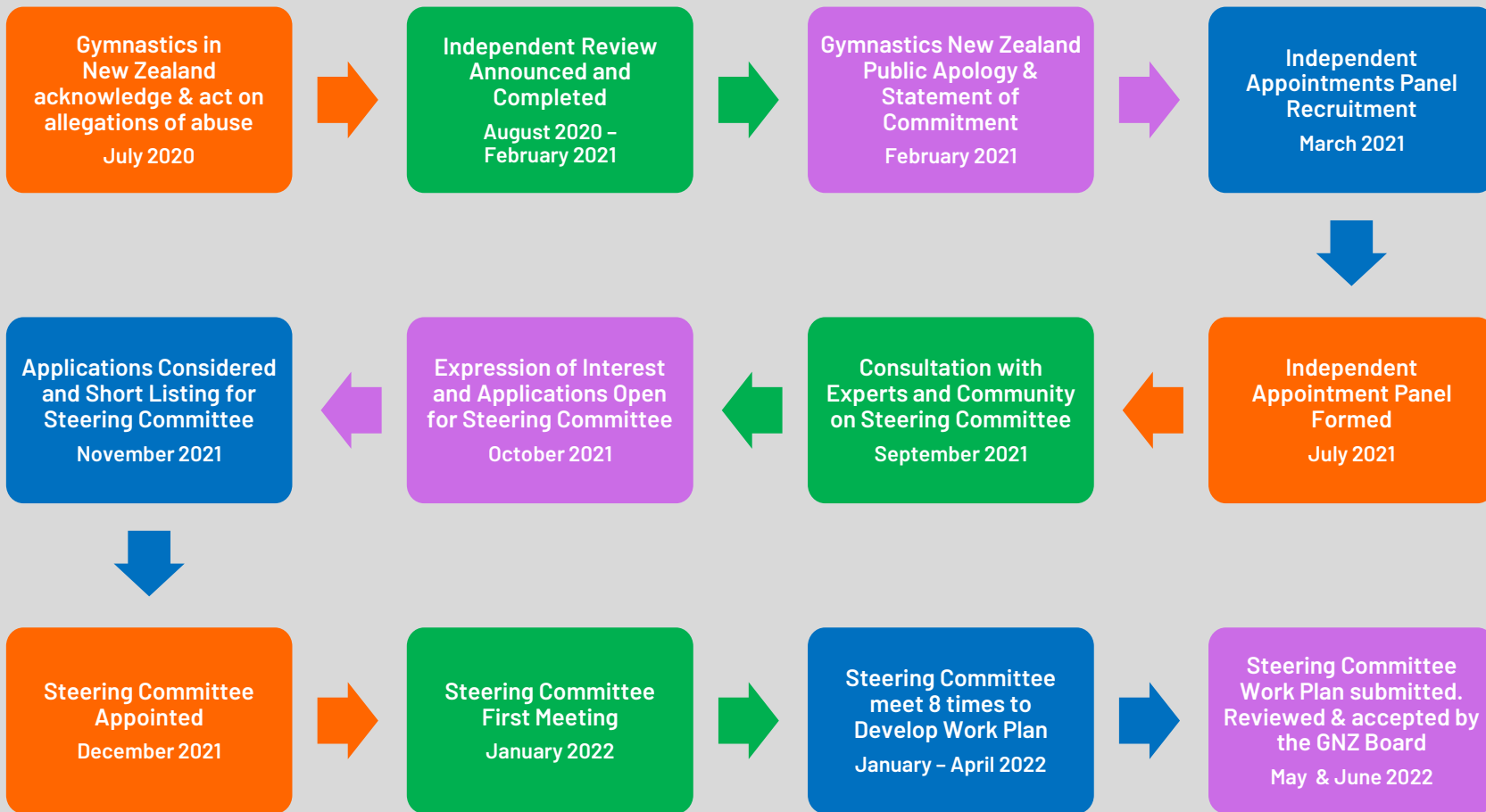
Following comprehensive community consultation, the Gymnastics New Zealand Board appointed Sally McKechnie as Chair of the Gymnastics New Zealand Steering Committee. The recruitment for this appointment was an open and transparent process where community feedback was encouraged and captured by the Independent Appointments Panel.

Sally is a public and administrative lawyer, and partner at Simpson Grierson. Sally has advised on several high profile and sensitive matters, including inquires, investigations, and Royal Commissions.

The Independent Appointments Panel announced the Gymnastics New Zealand Steering Committee in December 2021. The Steering Committee is responsible for 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 - to ensure an inclusive and equitable process is undertaken, as it advises and proposes changes to the Board, to implement recommendations from the Independent Review.

The Steering Committee will make proposals to the Board of Gymnastics New Zealand on changes in the areas of leadership and culture, policies, procedures, and regulations. Its first task is to formulate a work plan, which is outlined in this document.

Timeline to Date



Work Plan

Gymnastics
New Zealand Steering
Committee



Foreword from GNZ Steering Committee Chair

The Gymnastics New Zealand Steering Committee formed in November 2021. The Steering Committee was independently appointed and asked to advise Gymnastics New Zealand on how it should respond to the Independent Review. We were asked to focus on ways to bring about lasting change.

We have five gymnast specialist members spanning the different disciplines and roles within the sport. This gives the Steering Committee a strong foundation of lived experience and of expertise. This is complimented by highly regarded experts in human rights, children and young people safeguarding as well as representation from Sport NZ and my role as an independent chair.

It is clear that, sadly, issues in gymnastics are significant – and are not isolated to New Zealand. They can be seen in Australia, Canada, the United States and Great Britain. All of these countries have issues of serious harm and have engaged in reviews of some description.

For the New Zealand response, we were asked by Gymnastics New Zealand to identify solutions along with changes to policies, procedures, and regulations to give effect to the implementation of the independent review recommendations.

Our first task was to recommend a ‘Work Plan’ to the Board of Gymnastics New Zealand about how it should respond to the Independent Review. To do that, the Steering Committee analysed all parts of the Independent Review and we have endeavored to understand the complexity of the different issues through gymnastics and their impact on the community. The Steering Committee adopted values of integrity, manaakitanga, respect, courage and openness and we sought to reflect these through our process and the work plan we have produced.

This document contains our recommended work plan, adopted by the Board of Gymnastics New Zealand. This work plan is not a final destination, but a waypoint in the sport’s response to the challenges highlighted by the Independent Review. It sets out nineteen actions, projects and work streams for Gymnastics New Zealand and the gymnastics community to undertake, to provide substantive and transformative change. A number of these projects are ambitious and will need the whole gymnastics community to engage with them to achieve real change. This includes engagement with survivors, experts and the wider community, to bring this living document to life and to ensure it is successful.

Sally McKechnie

Gymnastics New Zealand Steering Committee Chair



The Gymnastics New Zealand Steering Committee

The Steering Committee reflects the diverse gymnastics community – those who have lived experience, have participated in competitive and high-performance gymnastics, and are representative of the range of roles and clubs, demographics, genders, and geographies. They also bring relevant experience and expertise from outside the gymnastics community.



Sally McKechnie
Independent Chair



Bronte Coluccio
Gymnast Specialist



Carmel Leslie
Gymnast Specialist



Rebecca Rolls
Sport NZ Representative



Dr. Claire Achmad
Human Rights Specialist



Jacqui Godfrey
Gymnast Specialist



Kierran Tuhi
Gymnast Specialist



Olivia Jöbsis
Gymnast Specialist



Willow Duffy
Child & Youth Specialist

Gymnastics New Zealand Steering Committee Values

Together the Steering Committee determined the values below to guide their work.

Integrity

Integrity is living our values, being honest and authentic.

As a group collectively, integrity is our most valuable asset to build trust.

Individually, it's the constant choice to infuse every action with honesty, fairness, and respect for fellow members and the gymnastics community.

Manaakitanga

Our behaviour will acknowledge the mana of others as having equal or greater importance than our own, through the expression of aroha, hospitality, generosity and mutual respect.

In doing so, all members are elevated, and our status is enhanced, building unity through humility and the act of giving.

Respect

We value everyone and treat people with dignity and professionalism.

We operate with transparency by communicating with unwavering candor, honesty and respect.

We will respect ourselves, each other & the gymnastics community to ensure we achieve the best outcomes through this project.

Courage

We have the courage to tackle complex issues with empathy.

Welcoming hard conversations & relying on each other to explore solutions in a positive way.

Being brave enough to think big, to challenge assumptions, step out of our comfort zones & seek transformational change.

Openness

Being open to thoughtfully consider alternatives & to look at things through a different lens.

Open to listening, learning & being flexible in our thinking.

Opening our minds & combining our different backgrounds, expertise, & experiences to empower us to better serve & support the community through this mahi.



Building the Work Plan

Since the Gymnastics New Zealand Steering Committee's first formal meeting in January 2022, the Committee has met eight times to discuss, review and respond to the recommendations made in the Independent Review.

Early Steering Committee meetings were utilised to develop the Committee's values, build a strong understanding of the current state of gymnastics in New Zealand, and to access development opportunities relating to trauma informed practice, human rights, mediation, complaints, survivors voice and child safe policy and practice.

This included an important opportunity for the committee to meet virtually with the authors of the Independent Review, as well as with Stephanie Dyhrberg and Angela Williams who delivered the connected complaints and mediation process.

The Steering Committee took the Independent Review recommendations and categorised them into four themes to provide a framework for methodical analysis and response. The four themes used by the Steering Committee are:

1. Integrity
2. Health and Wellbeing
3. Environment and Culture
4. People and Programmes

A briefing paper, visual overview and action plan were written for each theme and this analysis included reflection on each of the recommendations, a gap analysis, identification of core concepts, key partners involved, and review of key national and international best-practice to provide further information for the Steering Committee to consider.

Each theme then had a specific Steering Committee meeting to work through and discuss the pre-read documents and then informed the committee's response to the recommendations that were captured in the work plan presented in this document.

The work plan was presented to the Board of Gymnastics New Zealand at its board meeting on the 5th of May 2022. The Board of Gymnastics New Zealand engaged in understanding the work plan and this included Steering Committee Chair, Sally McKechnie presenting to the Board.

The Board of Gymnastics New Zealand has accepted the work plan as submitted by the Steering Committee. The high-level work plan has been captured in this document to share with the community.

There is significant further detail in the operational working documents that sit under the work plan which the Steering Committee and the Gymnastics New Zealand Board will lead and manage.

Shaping the Future of Gymnastics in Aotearoa



The Independent Review included fifty recommendations.

The Steering Committee have carefully reviewed each of these recommendations and categorised them into four themes.

From the four themes, nineteen priority actions have been identified and included in this robust work plan designed to positively respond to the review recommendations.

Overview of the Work Plan Themes



The next pages will walk through the high level work plan. It is shown with the review recommendation on the left and then the connected Steering Committee priority actions on the right.

Integrity

The Independent Review Recommendation on the left is referenced by number. The full recommendations can be found in the appendix.



Recommendation	Priority Actions
<p>Independent Review Recommendations 1.1 and 1.2</p>	<p>1: Restorative processes Engage an appropriately qualified independent expert to explore and to carry out an investigation into the options for restorative processes in the GNZ context and report back to the GNZSC. Included within this is advice and support to GNZ on their role within a restorative process understanding past harm and impact (consider whether a further apology might be needed).</p>
<p>Independent Review Recommendation 1.3</p>	<p>2: Counselling</p> <ul style="list-style-type: none"> a) Report back on the level of counselling support that is available through the Sport and Recreation Complaints and Mediation Service. Investigate what an ongoing recovery counselling function could look like within the recommendation looking to explore restorative process for ex-gymnasts b) Link to Health & Wellbeing Action 8 and mental health, wellbeing, support to educate current athletes for the systemic issues around the transition of finishing competing in gymnastics (preventative initiative).
<p>Independent Review Recommendations 9.1 / 9.2 / 9.5 / 10.1</p>	<p>3: Complaints and Discipline</p> <ul style="list-style-type: none"> a) Complete the SIU review and include a focus on the Gymnastics New Zealand judicial regulations including the Dispute and Disciplinary policy. Recommendations are made through the review and actioned by Gymnastics New Zealand. Independent expertise is incorporated into this to support the review and recommendations. b) Understand the nature of the IWG recommendations around responding to misconduct and assess the extent to which this can be leveraged. Depending on the outcome of that, seek support from Sport NZ to form a collective or group of NSOs to come together to share resources and best practice for responding to misconduct.
<p>Independent Review Recommendations 9.3 and 9.4</p>	<p>4: Tamariki and Rangatahi Focus on Concerns and Complaints</p> <ul style="list-style-type: none"> a) Provide feedback to Sport NZ that certain mediation and complaints processes should be enhanced to better suit the needs of GNZ and particularly its tamariki and rangatahi participant cohorts in relation to child rights, advocacy and participation focus. Strong recommendation that this service needs to be tamariki and rangatahi centric and tamariki/rangatahi welcoming. b) Seek advice from Sport NZ and the Children’s Commissioner and other appropriate organisations on how tamariki advocacy can best be delivered in a sporting context and what resources, support and training would be required for GNZ to be successful in this area. c) Understand the nature of the IWG recommendations around tamariki safeguarding and assess the extent to which this can be leveraged.
<p>Independent Review Recommendations 2.1 / 2.2 / 2.3 / 9.7</p>	<p>5: Gymnastics Athlete Voice and Empowerment</p> <ul style="list-style-type: none"> a) Complete a needs analysis of athlete advocacy, voice and leadership groups and initiatives in partnership with current athletes, Sport NZ and HPSNZ to determine best process to establish, empower and deliver this function at Gymnastics New Zealand. b) Consider the IWG recommendations around athlete advocacy and assess the extent to which this can be leveraged and connected.
<p>Independent Review Recommendation 9.4</p>	<p>6: Tamariki, Rangatahi and Gymnastics Athletes Understand the nature of the IWG recommendations around this and assess the extent to which this can be leveraged. If then appropriate, request in writing to Sport NZ that they consider the establishment of a national independent commission.</p>
<p>Independent Review Recommendation 11.1</p>	<p>7: Ongoing monitoring Provide a range of options that could be considered within and integrated into structures currently recommended or whether a new role, system or structure needs to be created.</p>

Health and Wellbeing

The Independent Review Recommendation on the left is referenced by number. The full recommendations can be found in the appendix.



Recommendation

Priority Actions

Independent Review
Recommendations
1.4 / 1.5 / 1.7 / 1.8 / 5.3
/ 6.2

8: Medical and Health Advisory

A desktop review of Medical and Health Advisory Panels (MHAP), including Medical Directors, is conducted in partnership with current and ex-gymnasts, survivors and HPSNZ to determine the best process to establish, empower and deliver this function at Gymnastics New Zealand.

Following establishment, the MHAP will focus on developing modules, information, education and resources linked to Independent Review Recommendations 1.4, 1.7, 5.2, 5.3 and 6.2 that can then be connected through GNZ strategy and initiatives as well as to the wider gymnastics' community.

For clarity the MHAP will cover the following priority topics:

- Competition and Training Attire (with Athlete Voice)
- Injury Management, Prevention and Communication
- Training Limits and Hours for Competitive Gymnasts
- Guidelines for Primary Health Care Providers
- Sports Nutrition
- Cultural Diversity
- Te Whare Tapa Whā
- Mental Health
- Transition through Puberty / Athlete Maturation

Independent Review
Recommendations
5.2 / 5.4 / 5.5

9: Gymnastics Athlete Framework

A desktop review of long-term athlete development including gymnastic specific age and stage information and best practice to inform advice on training, selection and competition age appropriateness.

Environment and Culture

The Independent Review Recommendation on the left is referenced by number. The full recommendations can be found in the appendix.



Recommendation

Priority Actions

Independent Review
Recommendations
1.7 / 6.6 / 7.4 /
3.7 / 4.5

10: GNZ role in leading culture

- a) GNZ define their position regarding 'seeking excellence' over perfection
- b) GNZ develop a statement that covers their internal and external expectations to support a positive gymnastics culture in New Zealand, that takes a children's rights approach and is athlete centred.
- c) GNZ complete an audit of their materials to ensure they reflect the principles of excellence (not perfection).
- d) GNZ develop and deliver a communication strategy to promote to and engage with the wider gymnastics community.
- e) GNZ review their strategy in the context of these recommendations and utilizes this for future development

Independent Review
Recommendations
1.6 / 7.3 / 8.1

11: GNZ supporting Club culture

- a) Capture and collate community best practice and progress that reflects positive culture change and share this with the community.
- b) GNZ reinforce and promote current programmes and initiatives available to support clubs. Improvements and initiatives will take place from the work plan of the GNZSC in response to the Independent Review.
- c) GNZ will develop and implement a communication strategy to communicate and connect information to clubs and the wider gymnastics community.

Independent Review
Recommendations
(All of Above)

12: Culture of Gymnastics in Aotearoa

- a) Co-design and build an action plan to drive continued positive culture change with the gymnastics community that takes a children's rights approach and is athlete centred.
- b) Foster and lead a collective gymnastics community commitment to respect and wellbeing, to collaborate to support a positive culture.

People and Programmes

The Independent Review Recommendation on the left is referenced by number. The full recommendations can be found in the appendix.



Recommendation	Priority Actions
<p>Independent Review Recommendations 2.4 / 3.3 / 3.5 / 3.6</p>	<p>13: Coaching Continue the creation of the GNZ Coach Development Framework (GCDF) to provide the best possible education opportunities to current and future coaches so they can attain the sport specific and inter-personal coaching skills while supported in their own professional and personal development. As this is already in progress, GNZ to provide an update to the GNZSC including next anticipated timeline, required resources and next steps for implementation.</p>
<p>Independent Review Recommendation 3.4</p>	<p>14: Coaching A scope and budget is developed for a GNZ national coach register that includes what information will be included, what information will be public and the process of registration and management (externally and internally).</p>
<p>Independent Review Recommendations 3.1 / 3.2</p>	<p>15: Coaching Consult current coaches on the option of a gymnastics coaching collective and what priority areas should be focused on. If support exists, then scope how this would be included in the GCDF and determine whether an EOI should be sent to Sport NZ for a wider national coaching collective.</p>
<p>Independent Review Recommendations 4.1 / 4.2 / 4.3 / 4.4 / 4.6</p>	<p>16: Judging Develop a Judge Development Framework to provide a cohesive pathway and mentoring for new judges while supporting best practice for current judges. The framework will connect with the GCDF and be clearly communicated to the community.</p>
<p>Independent Review Recommendation 7.2</p>	<p>17: Technical Committees (TCs) As GNZ have already added athletes to the TCs, GNZ to schedule a review in a two-year timeframe to give athlete advisors time to embed and reflect back on progress. A communication plan is developed and implemented to cover the roles and responsibilities of the TCs and to give the community more context of their functions</p>
<p>Independent Review Recommendation 5.1</p>	<p>18: Tamariki, Rangatahi and whānau Identify the needed tamariki and rangatahi focused modules, resources and onboarding that ensures children have a positive experience in gymnastics in New Zealand. Engage tamariki experts to partner with GNZ Staff to design, develop and support implementation of these elements to ensure high quality communication, comprehension and education.</p>
<p>Independent Review Recommendations 6.3 / 6.5 / 7.1</p>	<p>19: Education GNZ to report back to the GNZSC on progress being made in education and communication areas, including recommendations P1 – P5.</p>

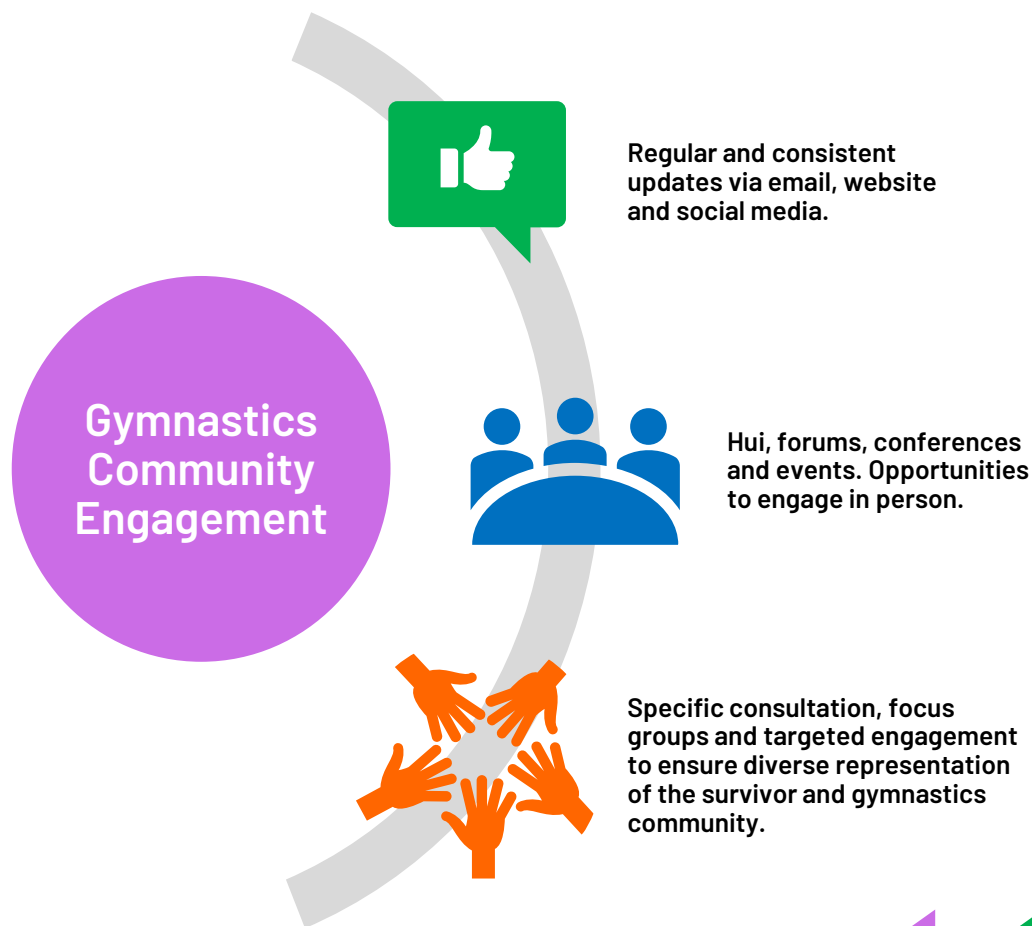
How you can engage and connect

The Shaping the Future of Gymnastics in Aotearoa Work Plan presents genuine opportunities for positive change.

We hope the gymnastics community will get involved in key engagements, working groups and workstreams to help ensure changes are practical, implementable and meet the needs of the gymnastics community. Cultural and behavioral change in our sport will require sustained changes among our gymnastics community so it is important to have a voice and be involved.

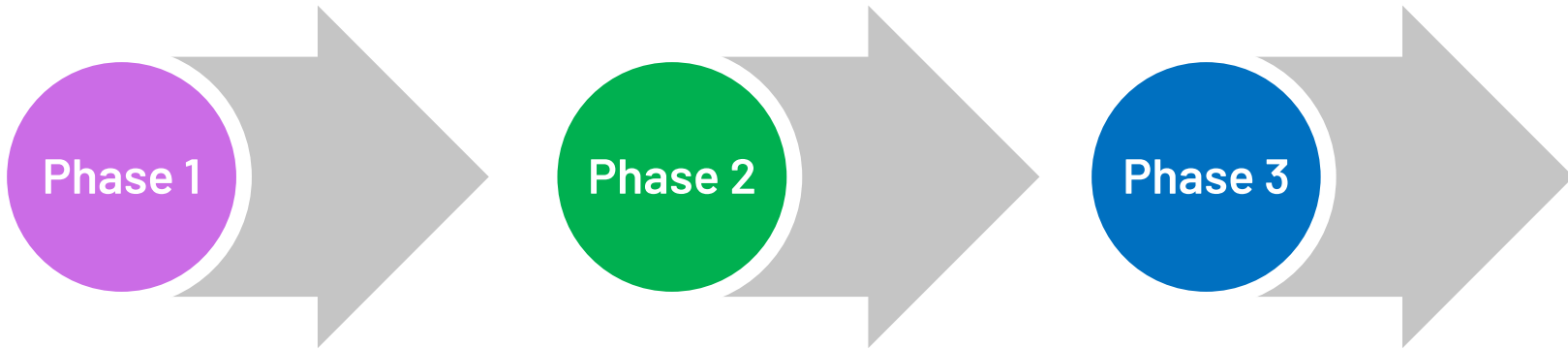
The gymnastics community will be consistently engaged in the work plan progress through regular communication and opportunities to connect with this important mahi. We will share updates with you, with further information always available on the Gymnastics New Zealand website.

The work of the Steering Committee and all of those who contribute to it will help inform a wider conversation about the importance of tamariki and rangatahi and sport in Aotearoa. The progress made through the work plan will be shared across the New Zealand sport system.



Next Steps

The Shaping the Future of Gymnastics in Aotearoa Work Plan is complex and involves a wide range of actions and initiatives. For simplicity, the Work Plan has been broken down into three phases.



Phase 1:

- Engagement with survivors & the community on the Work Plan.
- Work begins from July 2022.
- High priority actions are started first. This includes all Integrity theme priority actions.
- Aspects of all themes will begin in Phase 1 with consultation being an important component.
- Phase 1 is scheduled to run through the last two quarters of 2022 and the first quarter of 2023.
- Formal updates will be provided to the GNZ community at the conclusion of this phase, with progress reports shared frequently.

Phase 2:

- Phase 2 involves work through the second quarter of 2023 till the end of that year.
- This will involve actions that have longer duration periods and require more complex and in-depth action and responses.
- At the conclusion of Phase 2 all priority actions for all themes will be completed.
- Formal updates will be provided to the GNZ community at the conclusion of this phase, with progress reports shared frequently.

Phase 3:

- Phase 3 reflects the ongoing nature of the work plan. Many elements in the work plan will be built into a new way of working for the gymnastics community and require ongoing commitment and monitoring.
- Phase 3 is focused on 2024 and ensuring the positive changes made are sustainable.
- Formal updates will be provided to the GNZ community at the conclusion of this phase, with progress reports shared frequently.

Contact



Quinton Hall

Gymnastics New Zealand Board Chair

E: quinton@vertus.co.nz



Sally McKechnie

Independent Gymnastics New Zealand Steering Committee Chair

E: chair@gymnasticssteeringcommittee.co.nz



Tony Compier

Gymnastics New Zealand Chief Executive

E: chiefexecutive@gymnasticsnz.com

Appendix: Independent Review Recommendations (referenced by numbered)

- | | |
|-----|--|
| 1.1 | Provide a formal apology and acknowledgement of harm to all members of the New Zealand gymnastic community affected by physical, emotional, psychological and other abuse afflicted by or through inappropriate and unacceptable behaviour of other members of the community over the past four decades; particularly noting the harm suffered by young gymnasts. |
| 1.2 | Create and implement a restorative process for all abuse survivors, with appropriate assistance from Sport NZ (SNZ), the Human Rights Commission (HRC), the Children's Commissioner, Oranga Tamariki and other government agencies or crown entities with the necessary skills and resources. Engage appropriately qualified people to carry out the process to completion. |
| 1.3 | Seek a continuation of the counselling services presently available to all gymnastic community abuse survivors through SNZ. |
| 1.4 | Create a Medical and Health Advisory Panel, which should include people with appropriate expertise and an understanding of the nuances of the sport of gymnastics, in order to: <ul style="list-style-type: none">• guide GNZ in respect of general injury management and prevention programs, injury recovery times, and rehabilitation issues;• set up an injury database with advice and guidance from ACC to ensure confidentiality;• consider how to enable parents to have access to medical advice in relation to training following an injury;• advise on training limits and training hours for young gymnasts;• develop resources and guidelines for primary health care providers to guide best practice care for gymnasts including referral to appropriate specialists as needed.• with guidance from a sport dietitian, ideally with expertise in gymnastics, create and implement nutritional guidelines with particular emphasis on appropriate energy requirements for the elite and competitive gymnast.• Incorporate cultural diversity and understanding in the panel and guidelines. Seek advice and guidance from the Assistant Children's Commissioner for Māori in respect to the model of health and well-being drawing upon Taha Tinana (physical), Taha Wairua (spiritual), Taha whānau (family) and Taha Hinengaro (mind). |
| 1.5 | At the elite competitive level consider appointing a medical director in conjunction with HPSNZ to oversee the implementation of the above. |
| 1.6 | Request clubs to allow parents to observe training where there is an appropriate viewing area, provided parents do not intervene in the coaching in any way, and noting that under the SCPP there is a duty for all to report incidents of abuse. |
| 1.7 | Have increased regard for the mental health of all involved in the gymnastics community, but especially competitive gymnasts given the high demands on them physically, mentally and emotionally from a young age. Shifting the cultural mindset from unrealistic perfection to "seeking excellence". Underpinning all coaching, communications and standards of management, from Head Office down with a seeking excellence mindset to improve the mental health and self-worth of all in the community. |
| 1.8 | Consider further review of competition and training attire to address the safety, physical, psychological and holistic well-being of gymnasts. |

2.1	Establish or support the establishment of an athlete group/commission to partake in policy decisions for the sport, among other activities. Take advice from existing athlete groups in other sports as how to best establish and manage this initiative, noting in particular the issues surrounding active engagement of current athletes.
2.2	Create a confidential pathway between current elite athletes and former athletes, preferably through the new athlete group, to ensure issues and concerns can be shared and then advanced without fear.
2.3	Promote athlete empowerment and engagement in governance, encourage athlete career planning, transition to retirement, and athlete to coach transition pathways. Seek ways of enabling longevity in the sport. Empower athletes to make choices within gymnastics at age- appropriate stages.
2.4	Acknowledging that more than 80% of gymnasts are “recreational”, prioritise coaching programs and pathways to pastorally care for them and publish those for parents and children to understand and pursue.
3.1	Promote and support the establishment of a national coaches’ association to provide support, advice and professional development. Consider how this might be implemented with support from SNZ to cover all sports in New Zealand.
3.2	Accepting that the country is too small for every sport to resource education of all its coaches, look to collaboration with other sports and guidance from SNZ as to ways and means of delivering education courses on tamariki development, human behaviour and an understanding of the human stress response for all coaches.
3.3	Encourage coaches to be proactive in their growth as coaches and to utilize resources such SNZ’s “Coaching for Impact” and “Balance is Better” programmes and other online courses.
3.4	Create a national register of coaches with the content to include coaching qualifications (including the year qualified and where), current coaching level, and name of club. Ensure that this information is consistent with FIG coach register regulations. Monitor coach certification annually at all levels.
3.5	Provide ongoing education for all coaches to ensure continuing professional development. Include in this education a focus on “becoming a better coach” and the personal development of each coach.
3.6	Seek a mentoring program for coaches, not focused on technical coaching, but rather on the soft skills and lifestyle demands of coaching. Encourage accessing mentors from outside the gymnastics community.
3.7	Create a culture where coaches from different clubs support and respect each other by working together where appropriate.

4.1	Ensure that judges have access to the education programs for coaches.
4.2	Use best endeavours to ensure that when judges are appointed for National Championships and qualifying championships for national or international events, that there is no conflict of interest for any judge.
4.3	Increase transparency of scoring, particularly at National Championships and competitions that impact selection.
4.4	Provide education material relating to judging for parents, gymnasts and coaches, so there is a better understanding of judging processes.
4.5	Acknowledge the need for respect for judging, but that this respect is reciprocated to all in the community.
4.6	Seek mentoring and support for young judges.
5.1	In partnership with the clubs and through the club portal create module(s) for introducing children to the sport, so that there is a practical and consistent introductory skill-based coaching guide for both children and their parents as to the sport, the process of learning skills, how children advance in levels, how the competitive side of the sport works up to international levels, and what coaching is available to them.
5.2	Examine nationally and internationally the age when emphasis on competition is started to determine whether it is appropriate. Determine the age(s) when international competition is suggested as appropriate time for New Zealand gymnasts to aspire to.
5.3	Set up systems that encourage and support gymnasts through two critical development stages: puberty and leaving high school. Both stages need more information and education for coaches, gymnasts, and parents.
5.4	With expertise provided by the Technical Committees re-explore the selection criteria for gymnasts to partake in relevant international competitions (excluding the Olympic Games and the Commonwealth Games and the Youth Games versions for both) and annually publish these for each discipline.
5.5	Establish a high-performance framework that sets up codes for success on the international stage. In conjunction develop broad athlete development pathways with flexibility to allow for development at different stages of maturity. Publish these frameworks and regularly update them.

6.1	Draw from the 2019 Athlete Well-being Survey and canvas, as separate groups, judges, coaches and parents to best understand the desires and needs of the community for gymnastic-specific future education. Ensure this education not only addresses the areas raised in this report's themes and other specific recommendations; but also addresses soft skills, personal development, lifestyle factors and optimises the human being behind the individual role.
6.2	Create modules that address issues raised in this report by drawing on the wealth of experience and professional knowledge from the ex-gymnast community with expertise in medicine, allied health and sports performance, who are willing to contribute.
6.3	Consider using ex-gymnasts to deliver education sessions, webinars or online courses to weave their experiences and knowledge into professional guidelines to increase engagement.
6.4	Present education modules or courses in a way that is engaging, captivating and resource friendly. Consider using cost-effective and scalable mediums that deliver content to individuals, rather than relying on them to access a website, particularly for younger members. Examples of this exist in other sports and organisations that may be easily replicated for the gymnastics community. Consider a collaborative approach with other minority sports, or with support from SNZ.
6.5	Ensure guidelines, education, decisions and information is based on sound knowledge and has a useful purpose. Ensure messaging is communicated clearly, consistently and with transparency.
6.6	Encourage all members of the community to take personal responsibility for their professional and personal development and to adopt a curious mind, centred around excellence and the pursuit of self-improvement.
7.1	Review communication protocols for communicating with member clubs, and others in the community, to ensure engagement.
7.2	Pay specific attention to the Technical Committees (TC) to take full advantage of their expertise and experience in each code. Consider adding an athlete to each TC. Ensure the whole community understands the role and responsibilities of each TC.
7.3	Continue the good work recently completed in producing the Safeguarding and tamariki Protection Policy and produce a program for clubs to follow to achieve compliance of the policy.
7.4	Develop a culture and environment for the whole gymnastic community and lead by example to ensure that people accept responsibility for calling out misbehaviour, and are respected for that, rather than saying "I wish I had said something earlier about that misconduct".

8.1	The clubs will all require considerable assistance in respect of many of the recommendations, but the core is the acceptance of the paucity of resource available to many clubs to implement and practice the revised rules, policies and programs. Seek ways where gymnastic clubs can share resources, expertise and experiences.
9.1	With the desire to create and sustain a safe sport environment, review the SIU complaint and reporting of abuse process to ensure it is now safe, independent, easy to access, non-complex and appropriate for children, particularly where the tamariki is the complainant. Seek advice from SNZ, the Children's Commissioner, Oranga Tamariki and others as to how this tamariki advocacy can be delivered, and whether there are current resources available for its delivery. This is an area which has not to date been canvassed in other reviews of sport in New Zealand. As most gymnasts in this country are children, it is a most important area to be addressed.
9.2	With the understanding and acknowledgement that the adversarial legal approach is a deterrent rather than an encouragement for individuals to come forward with complaints of abuse or other inappropriate behaviour, in part because of a deep-seated fear of retribution within the gymnastics community, seek advice from SNZ and others, as to how prospective complainants might be able to remain anonymous while allegations are investigated. Then if facts are found to confirm those allegations, what process can then protect the identity of the complainants (the tamariki/ren) in the subsequent process. Suggest to SNZ that work be urgently undertaken to explore whether there are other processes/resources which currently exist in New Zealand and which can be expanded to sport issues.
9.3	Recognising that requiring every club to accept responsibility for the process relating to complaints of misconduct is asking a lot of clubs, ask SNZ whether that responsibility might now be part of SNZ's new initiative engaging Immediation New Zealand at no cost to GNZ and the clubs.
9.4	Request SNZ to give careful consideration to the establishment of a national independent commission as suggested by the Children's Commissioner.
9.5	For non-misconduct cases, undertake an internal review to establish how delays which have occurred recently can be redressed in order to avoid delays in the process going forward.
9.6	Ensure there are qualified investigators available to the gymnastics community when misconduct allegations arise, whether they are to be dealt with as employment cases or disciplinary rule cases.
9.7	Seek the engagement of athletes when reaching decisions on the appointment processes for appointments to the SIU and the JC going forward.
10.1	Examine ways and means of addressing financial paucity, including looking at NSO resource sharing, and collective ways with other NSOs of responding to misconduct cases.
11.1	Appoint an independent monitor to oversee the implementation of these recommendations, and to provide for that person/body to report to the gymnastic community and to the public on such implementation.



Glossary

EOI:	Expression of Interest
GCDF:	Gymnastics New Zealand Coach Development Framework
GNZ:	Gymnastics New Zealand
GNZSC:	Gymnastics New Zealand Steering Committee (also referred to as the 'Steering Committee')
HPSNZ:	High Performance Sport New Zealand
HRC:	Human Rights Commission
IR:	Independent Review
IWG:	Integrity Working Group (independent group set up by Sport New Zealand)
MHAP:	Medical & Health Advisory Panel
RSO:	Regional Sports Organisation
RST:	Regional Sports Trust
NSO:	National Sport Organisation
SIU:	Sport Integrity Unit
SRCMS:	Sport and Recreation Complaints and Mediation Service
SNZ:	Sport NZ
TC:	Technical Committee