

SUMMARY

RESPECT AND RESPONSIBILITY REVIEW.

New Zealand Rugby

September 2017

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LUMiN



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Executive Summary

1.1 INTRODUCTION

New Zealand Rugby's mission is to *Inspire and Unify*. New Zealanders have long held rugby in high esteem. Events prior to and in 2016 began to undermine rugby's place and contribution. In response, New Zealand Rugby (NZ Rugby) commissioned this review of Respect and Responsibility. NZ Rugby has the responsibility for leading change within rugby and can influence change beyond the clubrooms and fields, if NZ Rugby is to realise its ambition *to be a world leading sports organisation and enable all of rugby to be the best it can be*. NZ Rugby has a commitment to *lead, grow, support and promote our game*. These strategic aspirations are underpinned by a series of values that shape the principles and practices of the rugby community.

The NZ Rugby Board cannot achieve this alone, and needs to partner with key stakeholders including the New Zealand Rugby Players Association (NZRPA), Super Rugby clubs, provincial unions, clubs, schools, families and the wider community (rugby and non-rugby). It should leverage its connection with World Rugby and Sport New Zealand (Sport NZ) to good effect, aligning with many of their values and strategic priorities.

NZ Rugby has proven in the past that it can inspire and unify – around Rugby World Cups and other large events, and during times of crisis such as the Canterbury earthquakes and Pike River mining disaster.

This report outlines how NZ Rugby can lead, develop and support people within the rugby system to be better people, and collectively to create better rugby players, teams, volunteers and experiences. It is the result of a comprehensive programme of research and stakeholder engagement. There is a mood for change – rugby is up for the challenge. The ball is already rolling towards the vision of rugby being inspiring and unifying. NZ Rugby needs to uphold its values and create change for the better.

1.2 THE REVIEW

The purpose of this Review is to assess the current situation within rugby and how it reflects the aspirations of the wider rugby community to be a world-leading organisation with a conscience and culture that values respect and responsibility. It guides NZ Rugby and the rugby community as they take a lead and use their influence to shape attitudes and behaviours within rugby and the wider community.

The Review panel comprises: Kathryn Beck (Chair), Jackie Barron, Lisa Carrington, Kate Daly, Liz Dawson, David Howman, Sir Michael Jones, Keven Mealamu and Dr Deb Robinson. Robyn Cockburn (Lumin) was the researcher and author for the Review with support from Lucy Atkinson.

Stakeholder engagement occurred throughout the rugby community, encompassing representative voices from – amongst others – families and volunteers supporting their own in community rugby, emerging young players, provincial unions, Super Rugby clubs, players at all levels, NZ Rugby staff, NZ Rugby Board, Chief Executives, Black Ferns and All Blacks, NZRPA, partners and supporters of NZ Rugby. The engagement process was an important focus of the work, ensuring that the full breadth and depth of NZ Rugby and its work was captured and reflected.

1.3 AREAS OF FOCUS

The following areas of work were identified as the focus for the 2017 Review:

- Induction and education programmes for the professional game
- Codes of conduct and behaviour protocols
- Leadership contributions to attitudes and behaviours
- Personal Development Programme
- Impact of alcohol and use of recreational drugs
- Policies, practices and procedures for complaints about behaviour.

In addition, NZ Rugby has been actively engaged in several initiatives that address issues of respect and responsibility. These include: the personal development programme, mental health and wellbeing, concussion awareness and prevention, Board diversity and building a more inclusive culture.

1.4 RECOMMENDED GOALS

The Respect and Responsibility Panel has, through its extensive research and community engagement, identified six aspirational goals that deliver a range of outcomes. The recommendations include specific areas of implementation, underpinning principles and action.

The Panel believe that the plan clearly outlines the aspirations of people in the rugby community and beyond, and identifies areas for change. By living its vision and leading change in rugby, NZ Rugby can inspire and unify beyond the bounds of rugby; taking a lead in creating positive change in the wider New Zealand society.

Goal One: Inclusive - Inclusive Leadership

NZ Rugby is committed to pursuing inclusive leadership.

- Rugby in New Zealand is an inclusive, dynamic, influential and respected code driven by a clearly articulated charter of values.
- NZ Rugby partners with Māori as Tāngata Whenua.
- Leaders and champions throughout rugby reflect the diversity of New Zealand society and model respect and responsibility and the values of NZ Rugby.
- NZ Rugby actively celebrates women and girls, men and boys, people of all ethnicities particularly Māori and Pasifika peoples, disabled people and the Rainbow¹ community.

Goal Two: Progressive - Developing People

As a progressive organisation, NZ Rugby is committed to developing the capability and success of its people along the participation to performance pathway.

- Engagement in rugby creates better people, who are skilful, well rounded, values-driven, respectful, self-aware and responsible. This covers everyone who participates in the game including: players, coaches, managers, administrators, governors, player agents and supporters.
- Team management provide support to ensure that players make better decisions at critical times.
- Expectations of **all** rugby personnel regarding behaviour are clear and there are clear processes and consequences when these are not met.

Goal Three: Integrity - Nurturing Wellbeing

NZ Rugby acts with integrity to develop and support the wellbeing of people within rugby and expects its community to do the same.

- NZ Rugby people are well-rounded, healthy and able to develop their life plan during and after rugby.

¹ "Rainbow" is an umbrella term that covers all forms of sexual and gender minorities. This is used to identify a community, not an individual <http://www.Rainbowtick.co.nz/files/2013/11/Some-Common-Terms-used-in-New-Zealand.pdf>

Goal Four: Empowering - Gender Equity

NZ Rugby is committed to gender equity and proactively works to empower girls and women to be engaged at all levels in rugby.

- Females participating in all levels and roles within rugby is normal, and actively encouraged.
- All rugby environments, from elite to community, are inclusive.
- NZ Rugby is leveraging the current and potential commercial power of girls' and women's rugby.

Goal Five: Respectful - Proactive Engagement

NZ Rugby has a leadership role within rugby proactively engaging with stakeholders and communicating respectfully in a way that reflects these goals..

- NZ Rugby reflects diverse communities through its branding, marketing and communications. Women and girls, people of all ethnicities particularly Māori, Pasifika peoples, disabled people and Rainbow communities are visible and celebrated.
- NZ Rugby engages with the wider rugby community to inspire change.
- Super Rugby clubs and provincial unions effectively manage crises, using consistent processes including clear roles and accountabilities.

Goal Six: World leading - Accountable and Independent

NZ Rugby commits to being world leading, setting ambitious targets and being accountable through its annual scoreboard to its constituents, partners and stakeholders, and utilising independent processes to preserve its integrity.

- NZ Rugby plans, monitors and reports on the outcomes of the Respect and Responsibility Review.
- NZ Rugby supports its *Duty of Care* processes through an independent complaints and resolution system.
- NZ Rugby establishes an Advisory Panel to be comprised of advisors who have no official connection to rugby to provide advice and receive regular reports.

1.5 ACTION PLANS

Undertaking a significant culture change in any organisation is complex and takes time and NZ Rugby needs to set a long-term programme for action. The following outcomes reflect the Panel's view of where NZ Rugby should be in the short, medium and long-term aligning with the current mid-term review of the 2020 plan and contributing to the next strategic planning cycle focused on 2025. The following recommendations cover areas for development and align with NZ Rugby's values.

1.6 SUMMARY REPORT

This Summary report provides additional information about each of the outcomes including specific areas of implementation, underpinning principles and action. It clearly outlines the aspirations of people in the rugby community and beyond, and identifies areas for change. By living its vision and leading change in rugby, NZ Rugby can inspire and unify beyond the bounds of rugby; taking a lead in creating positive change in the wider New Zealand society.

Introduction

NZ Rugby's mission is to *Inspire and Unify*. For more than a century it has been a critical contributor to the nature of our identity – as athletes, communities and a nation. New Zealanders have held rugby in high esteem, and some have aspired to follow in the footsteps of heroes who have gone before. NZ Rugby has demonstrated its ability to lift the spirit of communities and a nation through competitions, winning events and in times of crisis.

Events prior to and in 2016 began to undermine rugby's place and contribution, with issues that no longer reflected contemporary New Zealand's values and expected behaviours. These issues were of concern to people within the rugby family and the wider community. NZ Rugby has the responsibility of leading change within rugby and can influence change beyond the clubrooms and fields.

Better people make better rugby. This Review report outlines how NZ Rugby can lead, develop and support people within the rugby system to be better people, and collectively to create better rugby players, teams, volunteers, and experiences.

This report is the result of a comprehensive programme of research and stakeholder engagement. Throughout the project, it was clear that there is a mood for change – rugby is up for the challenge. The ball is already rolling towards the vision of rugby being inspiring and unifying.

The following vision for rugby in New Zealand is designed to guide the NZ Rugby Board through its next strategic cycle. The Board cannot however achieve this alone, and needs to partner with key stakeholders including the NZRPA, super rugby clubs, provincial unions, clubs, schools, families and the wider community (rugby and non-rugby). While rugby is often in the spotlight, it also has huge goodwill and there is a real desire for leadership to deliver change. The Panel and researchers have sensed a keen desire for change within the rugby community, and a willingness to help lead the change. This groundswell of support, both internally and externally, should provide NZ Rugby with the confidence to take positive action.

2.1 REVIEW

The purpose of this Review is to assess the current situation within rugby and how it reflects the aspirations of the wider rugby community to be a world-leading organisation with a conscience and culture that values respect and responsibility. It provides guidance for NZ Rugby and the rugby community to demonstrate leadership and use its influence to shape attitudes and behaviours within rugby and the wider community.

While the immediate focus was on attitudes towards women, there are other attitudes and behaviours which come within the scope of the review. The Review benchmarks NZ Rugby policy and programmes against best practice models in New Zealand and internationally.

Specifically, the Review was designed to:

- Assess the current and planned induction and education programmes for the professional game
- Assess the codes of conduct and behaviour protocols applied around the professional and national teams, including team driven rules and protocols
- Assess the contribution the leadership (board members, administrators, coaches, NZ Rugby management etc.) make to the attitudes and behaviours of NZ Rugby's professional teams
- Assess the leadership development within NZ Rugby's professional rugby administration and teams
- Assess the contribution of the *Personal Development Programme* insofar as it relates to issues of integrity, diversity and culture and identify the opportunities for improvement
- Assess the use and impact of alcohol and potential use of recreational drugs by some players, staff and supporters to help them relax either during or after campaigns
- Revisit the recommendations from the 2013 *Independent Review of Player Welfare* and assess the success or otherwise of the implementation of those recommendations
- Assess the policies, practices and procedures that apply to internal and external complaints of behaviour which is inconsistent with the NZ Rugby standards of respect and responsibility
- Make recommendations consistent with NZ Rugby's ambition to be a world leading organisation which inspires and unifies New Zealanders.

The Review was conducted from November 2016 to July 2017 and reported to the Board in August 2017.

2.2 REVIEW PANEL

The review panel reports to the NZ Rugby Board through Brent Impey the NZ Rugby Chair and was directly supported by Steve Tew, NZ Rugby CEO and Tracey Kai, GM Communications.

The review panel comprises: Kathryn Beck (Chair), Jackie Barron, Lisa Carrington, Kate Daly, Liz Dawson, David Howman, Sir Michael Jones, Keven Mealamu and Dr Deb Robinson. Robyn Cockburn was the researcher and author for the Review with support from Lucy Atkinson.

2.3 APPROACH

The Review was conducted using the following methods:

- Desk, case study and literature review to develop a comprehensive understanding of the existing research, policies and protocols, best practice models in NZ and overseas, previous reviews and proposals relevant to respect and responsibility.
- A stakeholder engagement programme including: interviews, problem solving workshops, focus groups and an online mailbox. More than 600 people participated in the process.
- A review process with all documentation, including recommendations drafted into a Summary report which was tested with key internal stakeholders.

Stakeholder engagement occurred throughout the rugby community, encompassing representative voices from – amongst others – families and volunteers supporting their own in community rugby, emerging young players, provincial unions, players at all levels, NZ Rugby Board, NZ Rugby staff, Chief Executives, Black Ferns and All Blacks, NZRPA, partners and supporters of NZ Rugby. The engagement process was an important focus of the work, ensuring that the full breadth and depth of NZ Rugby and its work was captured and reflected.

Review of 2013 Review of Player Welfare

The *Independent Review on Player Welfare*², conducted in 2013, was the result of several high-profile incidents involving players' behaviour. Three key recommendations were made in response to issues that emerged during the review.

Introduce a Life Skills Resource to roll out a Life Skills Programme focused on the 15-19 year age band

Action to date:

- Education Manager appointed in 2014, resulting in new programmes developed for NZ Rugby that include a stronger focus on reaching younger players
- Internal report on education for young players (2016) makes clear recommendations for change and has resulted in the development of an online learning portal³ for secondary school players. Top 4 schools, U18 Super Club Camps, and U18 tournaments are used as an opportunity to provide education on a range of topics including: social media, nutrition, mental skills, character values, the rugby employment environment, agents, Drug Free Sport NZ, life balance, leadership, mental wellbeing and supplements. Further work is underway with the development by NZRPA/NZ Rugby of the Secondary Schools Education Strategy (Draft) 2016
- Respect and Responsibility project focusing on respectful relationships, addressing issues such as sexual violence, relationship violence and bystander violence. Funded as part of an enhanced partnership with ACC's RugbySmart initiative
- Induction programmes refreshed annually with a focus on essential information and improved delivery, with the development of new modules
- *Players Own Handbook* (July 2017) prepared by NZRPA in conjunction with NZ Rugby
- Increased allocation of Personal Development Managers (PDMs) agreed in the Collective Agreement, with implementation in each of the Super Rugby clubs and provincial unions. The scope of this programme includes liaison with schools, engagement with professional players including Black Ferns and Sevens, and to players engaged overseas or who have retired.

All ITM cup players must be engaged in part-time meaningful study or work or not play in the competition

Action to date:

- Expansion of the PDM resource at Mitre 10 Cup level
- Strong education and training planning with some players, although current contracting model makes this complex.
- 24% are studying while playing, and 29% have a tertiary qualification or trade.

Introduce a compulsory savings scheme for players under the age of 21

Action to date:

- The Collective Employment Agreement 2016-2018 establishes a *Player Savings Scheme* with an incentivised contribution rate. Players can access 50% of their retirement benefit at age 34 with the balance able to be accessed at age 40. To date only one player has elected not to participate in this savings programme.

3.1 OTHER AREAS OF DEVELOPMENT

In addition, there has been a focus on mental wellbeing with the following actions:

- Mental health review and a *Mental Health and Wellbeing Strategy* developed 2016. The *Head First* initiative is one outcome of this Strategy.
- Induction programmes have been strengthened and include a more comprehensive focus on mental health.
- Compulsory session on mental health in training camps.
- Free psychological support available through the *Employee Assistance Programme*, available to all NZ Rugby employees.

² Curragh, J. (2013). *Independent Review of Player Welfare*, NZRU, Crowe Howarth (NZ) Ltd.

³ www.onlinelearning.nzrugby.co.nz/

2017 Review Focus

The following areas of work were identified as the focus for the 2017 Review:

- Induction and education programmes for the professional game
- Attitudes to women
- Codes of conduct and behaviour protocols
- Leadership contributions to attitudes and behaviours
- Personal Development Programme
- Impact of alcohol and potential use of recreational drugs
- Policies, practices and procedures for complaints about behaviour.

Areas of Change

NZ Rugby has been actively developing several areas of change since the previous review with relevance to this current focus on respect and responsibility. This section provides an overview of:

- The *Personal Development Programme*, and its recent internal reporting
- Mental health and wellbeing
- Concussion
- Misconduct including key themes from the Bazley Report
- Healthy relationships
- Sexual orientation
- Policies and protocols
- Diversity and themes from the *Recommendations on Achieving Diversity on the Board of New Zealand Rugby*.⁴

It also highlights the opportunity for NZ Rugby to take a lead in creating change in rugby that can create change for the better in society generally.

⁴ Walsh, Dame T. (2016) *Achieving Diversity on the Board of New Zealand Rugby, Recommendations from the Working Group*. Confidential report to the NZ Rugby Board

5.1 PERSONAL DEVELOPMENT PROGRAMME (PDP)

An internal analysis of the PDP identified several issues, primarily relating to delivery inconsistencies and lack of completeness. Many content areas were not even delivered across 50% of programmes. If there is a strong consistent programme at the early stages of a player's career there is less intervention and remedial work to do in the middle and later stages.

NZ Rugby can set a very strong standard of what it means to be a professional rugby player in New Zealand and start to educate our emerging professionals on this. At this age and stage, any programme needs to set a firm foundation of what knowledge and attributes are needed for players to be prepared for an emerging professional rugby career, but also continue to develop as good young people.

Key areas for further development summarised from the NZ Rugby internal report⁵ are outlined in the body of the report, but critical to this are:

Front-load the programme, to provide support to players who are often ill equipped with the necessary skills, tools and strategies to cope with the shift to a professional rugby programme

- Raise awareness around issues such as mental health and wellbeing, healthy and respectful relationships, illicit drugs and gambling and prepare them for the increase in public profile and exposure
- Maintain a deliberate focus on the off-field education, holistic development and wellbeing of young players to enhance performance on the field and provide an incubation system for developing good young people who are successful in sport and life.

The PDP is critical in the support and development of a respectful and responsible culture. In addition, it is central to NZ Rugby's obligations as a responsible employer. The recruitment, selection and training of the Player Development Managers is an important contributor to the successful implementation of the programme. NZ Rugby needs to take greater responsibility and have greater accountability for the PDP's development, delivery and monitoring – working with NZRPA in a true joint venture.

⁵ Price, N. (2016) *Education and Life-skills for Emerging Professional Rugby Players in the 15-19 Age Group*. NZ Rugby Internal Analysis.

5.2 MENTAL WELLBEING

NZ Rugby clearly recognises that the mental health and wellbeing of its players is at least as important as their physical health. The *Head First*⁶ mental health and wellbeing website was launched in early 2017, with the intention that it helps players, coaches, support staff and their families.

Part of a wider project to support mental wellbeing, the intention is to develop and deliver appropriate resources in mental health and wellbeing to New Zealand's rugby players, both emerging professional and professional.

5.3 CONCUSSION

NZ Rugby is fully aware of the documented impacts of concussion and, in partnership with ACC, developed the *RugbySmart* programme in 2001 across all levels of the game. The aim is to ensure that all players are physically and technically prepared before they lace up their boots. Current practice and resources on managing concussion include:

- Recognise, Remove, Recover and Return journey process as part of RugbySmart⁷
- Blue Card initiative⁸
- RugbySmart Coaching Toolbox⁹
- Side-line Concussion checklist
- Graduated Return to Play¹⁰ information ACC/NZ Rugby combined initiative
- NZRPA/NZ Rugby Tip Sheet 10: Concussion – provides information for players to recognise their own, or another's concussion and what to do about it.

5.4 MISCONDUCT

An analysis of misconduct information over the four-year period 2013 - 2017 covered 36 cases of serious misconduct and misconduct dealt with by NZ Rugby. This involved 33 incidents involving players, two involving a team and one involving a club. In this there were four incidents of individuals who were repeat offenders. The primary cause of misconduct was 'poor behaviour' and included the following types of incidents:

- Failure to attend meetings, judicial hearings, assembling with the team
- Lack of compliance with agreed programmes including rehabilitation, team curfew
- Drunk behaviour and associated damage
- Inappropriate sexual behaviour towards others
- Violent behaviour towards others including team members and coaches
- Instances involving alcohol and drugs
- Homophobic slur, overheard by public and complained about.

In more than half of the situations alcohol played a key factor, with drugs and drug/alcohol combinations also having an impact.

5.5 ACC RUGBYSMART RELATIONSHIPS PROGRAMME

As part of its commitment to support people engaged in rugby to be more respectful and responsible, NZ Rugby contracted a Respect and Responsibility Manager to design and deliver programmes focusing on:

- Healthy relationships
- Consent education and sexual abuse prevention
- Family violence prevention.

Starting in December 2016, there has been an early pilot of some key modules throughout the professional rugby system, with the intention of receiving feedback and developing a comprehensive programme for implementation that meets the needs of a variety of different audiences.

It is intended that this programme will take some responsibility to implement recommendations from the Respect and Responsibility Review.

⁶ www.headfirst.co.nz was created to help players, coaches, support staff and families in the rugby community to support their own wellbeing and that of others. It was developed the support of The Health Promotion Agency, Le Va and the Mental Health Foundation.

⁷ <http://www.nzrugby.co.nz/rugbysmart/concussion>

⁸ <https://www.coachingtoolbox.co.nz/rugbysmart/coach-and-referee-education/blue-card-for-concussion>

⁹ <https://www.coachingtoolbox.co.nz/rugbysmart>

¹⁰ http://files.allblacks.com/concussion/concussion_documentv4.pdf

5.6 SEXUAL ORIENTATION

The *Out on the Fields Report*¹¹ showed that sport is not a safe or welcoming place for lesbian, gay or bisexual (LGB) people¹². NZ Rugby took the lead in a New Zealand sport wide initiative¹³ focused on anti-homophobia and inclusion and publically committed to improving diversity in May 2016.

NZ Rugby has adopted a *Respect and Inclusion Protocol* (2016) that articulates the need to act with 'dignity and respect towards others, and not discriminate against any person on the grounds of: gender, marital status, religious or ethical belief, colour, race, ethnicity or nationality, disability (whether mental or physical), age, political opinion, employment status, family status, or sexual orientation.'

It has embarked on a programme of education, policy alignment and awareness raising starting with the establishment of an Inclusion and Diversity group at the national office. In July 2017, NZ Rugby was awarded the Rainbow Tick.

5.7 POLICIES AND PROTOCOLS

NZ Rugby in partnership with the NZRPA has taken a lead in articulating clear expectations of behaviour, which are contained in a number of different policies and protocols. The most recently published *Professional Player Protocols: Key Information (2017)* covers a range of topics including: anti-doping, illicit drugs, medical treatment/prescription medicines, anti-corruption, player conduct, social media, mental wellbeing, handling homesickness, concussion and team functions.

¹¹ Denison, E. & Kitchen, A. (2015). *Out on the Fields: The first international study of homophobia in sport*. <http://www.outonthefields.com/>
¹² The researchers noted that while there are many similarities between homophobia and transphobia, transgender people also experience forms of discrimination unique to them. The authors decided to focus on issues of sexuality, hence the focus on LGB people. (pg3)
¹³ Shaw, S & Zink, R. (2016) *Anti-homophobia and inclusion policies in New Zealand National Sport Organisations*.

Other Reviews

6.1 BAZLEY REPORT

Following the incident in Wellington where a player was eventually charged with serious assault, a review of the Wellington Rugby Football Union (WRFU) systems was instigated in 2016, undertaken by Dame Margaret Bazley. The purpose of the review was to examine the processes, protocols and procedures that the WRFU had in place regarding player recruitment and the management and monitoring of player behaviour. The report makes recommendations to the WRFU,¹⁴ including a *Ten Year Culture Change Programme* that establishes a new framework for player behaviour; a review of standards, policies and procedures for dealing with player behaviour and management; codes of conduct and document management systems.

6.2 DIVERSITY REPORT

In 2016, an independent working group was established to look at achieving greater diversity on the Board of NZ Rugby¹⁵. The working group was made up of a cross-section of NZ Rugby and Provincial Union (PU) representatives. Dame Therese Walsh was appointed the independent chair.

In its executive summary, the working group supported the call for greater diversity on the Board and made several recommendations, five of which required no constitutional change, and three which required a change to the current constitution. The Diversity Report was unequivocal regarding the need for women on the Board of NZ Rugby and the view that the current method of appointment of Directors operates as a barrier to achieving diversity on the Board.

Subsequent to the report being released, the Board accepted all the recommendations not requiring constitutional change and has actioned two of the recommendations already: It has appointed a woman to the Appointments and Remuneration Committee, and reviewed and updated the *Board Skills and Competency Framework* (SCF) to increase the importance of diversity, particularly gender diversity when assessing all candidates. There is still work to be done to change the NZ Rugby recruitment process for appointed board positions.

¹⁴ Bazley, Dame M. (2016), *Report to the WRFU board of directors examining the processes, protocols and procedures that Wellington Rugby Football Union have in place with regard to player recruitment and the management and monitoring of player behaviour*, WRFU.
¹⁵ Walsh, T. (2016) *Achieving Diversity on the Board of New Zealand Rugby. Recommendations from the Working Group*. (2016) Confidential report to the NZ Rugby Board

Further, Dr Farah Palmer was elected to the Board as the Māori representative in December 2016, being the first woman on the Board since its inception.

PU boards are currently comprised of a mix of appointed and elected members, with at least half having 50% of their board appointed. In this case, the PUs are more progressive with their board composition than the NZ Rugby Board itself.

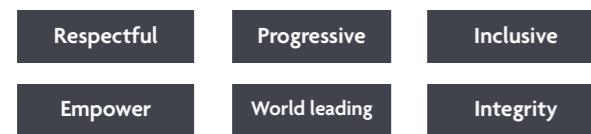
There were a range of recommendations that require constitutional change including: mechanisms for ensuring there are women on the Board, nomination and appointments processes to increase the number of appointed positions. NZ Rugby is currently working through a facilitated process of engagement with its members with a view to being able to put a successful resolution to a Special General Meeting which will amend the constitutional appointment process so that from 2018 there will be an increased number of appointed board members.

Strategic Alignment

NZ Rugby operates in a national and international context, and has a strategic relationship with World Rugby.

NZ Rugby Strategic Plan: 2020 has a vision to *Inspire and Unify*. Its ambition is *to be a world leading sports organisation and enable all of rugby to be the best it can be*, and it aims to achieve this through its commitment to *lead, grow, support and promote our game*.

Figure 1 NZ Rugby Strategic Plan 2020 Values



NZ Rugby's strategic focus areas to 2020 include:

- **All Blacks and other national teams winning pinnacle events** – with goals of winning the 2019 RWC in Japan, the All Blacks Sevens winning gold at Rio and Tokyo Olympics and Black Ferns winning the 2017 WRWC.
- **More players and more communities participating** – its goal is to increase participation, appeal and relevance of all forms of rugby for all New Zealanders and offer differing forms of rugby to new and returning participants.
- **Fans are engaged and numbers growing** – its goal is to ensure that rugby is entertaining and appealing to a broad range of markets and develop programmes that grow the fans.
- **Positive global presence** – its goal is for NZ Rugby to build its value by contributing to the leadership of rugby worldwide and growing its brands in global markets.

- **Rugby is the sport of choice in wider Auckland** – it aims to achieve this by (amongst other things) increasing participation of women, Māori, and Pasifika in all parts of rugby; adapting different versions of the game to connect with teenagers, women, the Asian migrant community and the changing population profile of Auckland; creating governance and operational structures to grow the ability to deliver rugby; and finding out what existing and potential fans want and give it to them through channels that appeal to them.

These and other goals cannot be achieved unless NZ Rugby lives its values.

In order to *Inspire and Unify* and be the world leading organisation it wants to be, NZ Rugby must commit to a process of change.

Recommended Goals

NZ Rugby is an organisation that spans international and community level delivery, and is comprised of a diverse range of owners, stakeholders, members and partners. It needs to work together with these stakeholders to set a long-term programme for action. The six aspirational goals and outcomes reflect the Panel's view of where NZ Rugby should be by 2025, the end of its next strategic planning cycle.

The following goals cover all areas for development. The Respect and Responsibility Panel has, through its extensive research and community engagement identified six aspirational goals that deliver a range of outcomes. The recommendations include specific areas of implementation, underpinning principles and action.

We believe that the plan clearly outlines the aspirations of people in the rugby community and beyond, and identifies areas for change. By living its vision and leading change in rugby, NZ Rugby can inspire and unify beyond the bounds of rugby; taking a lead in creating positive change in the wider New Zealand society.

Goal One: Inclusive Leadership

NZ Rugby is committed to pursuing inclusive leadership.

Goal Two: Developing People

As a progressive organisation, NZ Rugby is committed to developing the capability and success of its people along the participation to performance pathway.

Goal Three: Nurturing Wellbeing

NZ Rugby acts with integrity to develop and support the wellbeing of people within rugby and expects its community to do the same.

Goal Four: Gender Equity

NZ Rugby is committed to gender equity and proactively works to empower girls and women to be engaged at all levels in rugby.

Goal Five: Proactive Engagement

NZ Rugby has a leadership role within the rugby and the wider community, proactively engaging with stakeholders and communicating respectfully in a way that reflects these goals.

Goal Six: Accountable and Independent

NZ Rugby commits to being world leading, setting ambitious targets and being accountable through its annual scoreboard to its constituents, partners and stakeholders, and utilising independent processes to preserve its integrity.

Goal One: Inclusive leadership

NZ Rugby is committed to pursuing inclusive leadership.

9.1 OUTCOMES

Rugby in New Zealand is an inclusive, dynamic, influential and respected code driven by a clearly articulated charter of values.

NZ Rugby partners with Māori as Tāngata Whenua.

Leaders and champions throughout rugby reflect the diversity of New Zealand society and model respect and responsibility and the values of NZ Rugby.

NZ Rugby actively celebrates women and girls, men and boys, people of all ethnicities particularly Māori and Pasifika peoples, disabled people and the Rainbow community.

9.2 IMPLEMENTATION

NZ Rugby commits to leading change, using executive leadership and an internal stakeholder steering group to plan and report through to the Board.

NZ Rugby builds internal collaboration for change with Super Rugby clubs and provincial unions supported by incentives in the funding model.

NZ Rugby develops a *Charter* which is the foundation for NZ Rugby's plans and performance. It captures NZ Rugby's aspirations that rugby is for all – inclusive, dynamic and respectful/humble.

The *Charter* underpins leadership, policies, procedures and programmes at all levels of the game.

NZ Rugby effectively engages Māori through the Māori Rugby Board, Māori development and participation pathways.

NZ Rugby builds a whole of system diversity that reflects gender, ethnicity and sexual orientation, addressing unconscious bias.

Leaders and champions for change are identified within NZ Rugby at all levels.

9.3 UNDERPINNING PRINCIPLES

NZ Rugby needs to create organisational and cultural change in a sustainable way, reflecting the diversity of its community and the priority it places on being inclusive.

The *Charter* is the foundation for NZ Rugby's strategic plan, organisational key performance indicators (KPIs), employment contracts, Super Rugby club and funding agreements and the performance management/appraisal systems that support these.

As Tāngata Whenua, Māori have a unique position in New Zealand that requires continued recognition by NZ Rugby.

The *Charter* fosters, promotes and maintains empowering, positive rugby environments at all levels of rugby. These reflect and respect gender, Māori values (for example, tikanga, manākitanga, wairua, whanau, mana, kaitiakitanga, whakapapa), Pasifika values (for example, honour, respect, service, family, faith, honesty, discipline, perseverance, the Va'), ethnic and cultural difference, sexual orientation and faith.

NZ Rugby as a positive presence complies with the *Human Rights Act 1993* which prohibits discrimination on the grounds of: sex, marital status, religious belief, ethical belief, colour, race, ethnic or national origins, disability, age, political opinion, employment status, family status or sexual orientation.

Leadership starts at the top, with the Chair, Board, Chief Executive and executive team all championing the change. It reinforces expectations in plans, programmes and contracts, and reports against performance indicators as part of business as usual.

NZ Rugby uses its power and influence to guide internal and external change in New Zealand and internationally. It expects everyone in rugby to demonstrate the rugby values in their actions and behaviours, understanding personal and institutional bias and working to reduce this.

NZ Rugby builds wide engagement within the wider rugby family, promoting awareness of an inclusive rugby culture and brand. NZ Rugby and the rugby family actively include women, Māori and Pasifika people.

NZ Rugby has a contractual, funding and governance relationship with provincial unions and Super Rugby clubs. Effecting change will require NZ Rugby to work collaboratively with each of these, although it also has the option to use the funding model to drive change.

Goal Two: Developing People

As a progressive organisation, NZ Rugby is committed to developing the capability and success of its people along the participation to performance pathway.

10.1 OUTCOMES

Engagement in rugby creates better people, who are skilful, well rounded, values-driven, respectful, self-aware and responsible. This covers everyone who participates in the game including: players, coaches, managers, administrators, governors, player agents and supporters.

Team management provide support to ensure that players make better decisions at critical times.

Expectations of all rugby personnel regarding behaviour are clear and there are clear processes and consequences when these are not met.

10.2 IMPLEMENTATION

Implement change within NZ Rugby to ensure that it reflects the diverse nature of its people and of New Zealand society.

Implement the recommendations of the *Diversity Report* in line with current willingness by PUs to change.

Develop and implement a *Secondary School Rugby Strategy* to address the challenges of elitism and sense of entitlement that currently permeate the elite schools' rugby.

Design and implement a *Whole of Rugby Learning and Development Framework* with clear career pathways.

Support accreditation of agents to ensure that players have access to better quality representatives.

Rationalise and implement a fair, transparent and robust *Disciplinary and Performance Management Framework* that explicitly outlines rugby's expected behaviours and attitudes and the process and consequences if these are not demonstrated.

10.3 UNDERPINNING PRINCIPLES

Sport makes a positive contribution to people's lives, promoting a wide range of values and building positive character. People can benefit from this at any point along the participation to performance continuum.

Leadership and change start at the top of an organisation. The Board of NZ Rugby needs to reflect its commitment to inclusion by being more diverse itself.

NZ Rugby has a strong framework of development for some people in the rugby system, and this needs to extend across different roles and to different levels. It needs to reflect the unique cultural context of New Zealand and rugby, including understanding of Māori and Pasifika values and systems.

Team management are key to establishing inclusive environments, setting expectations for values-based behaviour and managing issues and concerns. They work in complex environments, with expectations from senior managers and coaches. There is currently no programme of training and development to build their capability and ensure consistency.

NZ Rugby has a fair, transparent and robust *Disciplinary and Performance Management Framework* including the use of independent investigators where appropriate.

Ensure systems are in place for pastoral care before punishment through the pathway to professionalism and, where appropriate, work with families as part of any process. Use restorative practices that support young people to repair the harm caused by poor decisions.

The most vulnerable people in the rugby system are the young players on the cusp of the professional pathway. Understanding more about them and their whole-of-person development is critical.

The elevation of 1st XV's as a key entry point for players to the professional rugby pathway generates competition within and between schools for players in pursuit of the winning team. Some players are being pursued at an increasingly young age by player agents – whether formally qualified, accredited or otherwise – and given the hope or expectation of a future professional career. As a result of school and agent-driven behaviour, some of these players develop a sense of entitlement that can result in disrespectful and irresponsible attitudes and behaviours.

NZ Rugby has levers that can drive change in schools including health and safety, education about performance enhancing substances, talent pathways and player and coach recruitment. A priority for intervention is education about the key issues, challenges and appropriate responses to these.

NZ Rugby should promote positive case studies.

Goal Three: Nurturing Wellbeing

NZ Rugby acts with integrity to develop and support the wellbeing of people within rugby and expects its community to do the same.

11.1 OUTCOMES

NZ Rugby people are well-rounded, healthy and able to develop their life plan during and after rugby.

11.2 IMPLEMENTATION

Implement a whole of rugby case management system to enable individual support throughout the career trajectory and effective transitions into life after rugby. Include players, coaches, team managers and NZ Rugby personnel.

Front-load development to ensure emerging professional players (under 18s, under 20s, Academy) are prepared for, and understand what it means to be a professional rugby player and are equipped for on and off-field requirements. Use players as role models.

NZ Rugby to take greater responsibility for the contribution the *Personal Development Programme* (PDP) makes to high performance and team success. Build ownership between the programme, coaching and high performance management. Enhance the quality of the programme and its delivery and monitoring, working in partnership with the NZRPA.

Enhance the impact and effectiveness of the PDP, increasing delivery to emerging professional players, with clearly defined learning outcomes and measures of success.

NZ Rugby needs to provide education and leadership around the *Illicit Drugs Regulations* and Prohibited Substances ensuring that players and the people who influence them are aware of the risks of supplement use.

Consistently commit to and deliver mental health awareness and support through all the NZ Rugby community.

Separate rugby performance from alcohol.

Lead changes to the drinking culture in rugby and the wider community, with clear alcohol education that highlights the dangers of excessive drinking and that binge drinking is inappropriate.

Partner with integrity – engaging with appropriate charities, sponsors, government and community agencies.

11.3 UNDERPINNING PRINCIPLES

NZ Rugby has a legal responsibility that they cannot delegate to manage risk and ensure the health and safety of people in their system – players, coaches, team managers and others. To achieve this requires a series of interventions that enable NZ Rugby to track individuals to mitigate risk and optimise performance.

NZ Rugby requires a strong and sustained talent pipeline of world class players. Identifying strengths and vulnerabilities early on, enables targeted planning and support to minimise risk and maximise success.

The PDP provides the skills and knowledge that enable professional players to manage their complex and demanding lives off the field, during and after their playing careers. It is both a risk management mechanism and enhances the return on rugby's investment in individuals. A critical tool for creating better people, this joint venture requires a strong cooperative partnership between NZ Rugby and NZRPA reflecting the roles and responsibilities NZ Rugby has as the employer.

NZ Rugby has the ultimate responsibility for the health and safety and future wellbeing of NZ Rugby and its personnel which it cannot abdicate and should not delegate. It needs to be more accountable than it currently is for delivery of the programme. NZ Rugby needs to clearly communicate the value of the PDP in a high-performance environment, and how it supports sustained team success, getting greater ownership of the programme throughout rugby.

Areas for development include: quality programme and delivery with quality personnel delivering a consistent, nationwide curriculum that uses best practice pedagogy and engagement techniques. The PDP needs to expand its reach from school through Black Jersey teams, with a focus on front-loading towards younger players.

Goal Four: Gender Equity

NZ Rugby is committed to gender equity and proactively works to empower girls and women to be engaged at all levels in rugby.

12.1 OUTCOMES

Females participating in all levels and roles within rugby is normal, and actively encouraged.

All rugby environments, from elite to community are inclusive.

NZ Rugby is leveraging the commercial power of girls' and women's rugby.

12.2 IMPLEMENTATION

Develop highly visible pathways for women through the rugby system.

Create inclusive environments for women and girls in rugby at ALL levels.

Leverage the power of women's rugby.

12.3 UNDERPINNING PRINCIPLES

Rugby has historically been a male dominated game – both in terms of playing and competition – and this has created a culture in some situations which is disrespectful towards women.

Women's rugby is an international success, although women are under-represented in all aspects of the game. Recent inclusion of Rugby 7s into the Olympic programme has created new opportunities for NZ Rugby and for girls and women. NZ Rugby needs to consider the cost of **not** including female talent if the sport wants to remain competitive. Our Australian neighbours have seen the commercial and participation benefits of establishing professional competitions in both AFL and cricket. There needs to be a clear pipeline of talent from participation to performance.

It is fair to enable both girls and boys, men and women to participate at all levels and in all roles associated with the game. Rugby is a game for all, and needs to act on this principle. If NZ Rugby is to realise its vision – to Inspire and Unify – it needs to demonstrate a commitment to developing opportunities and pathways for females at all levels and through all forms of the game including XV's and 7s.

NZ Rugby needs to focus on the contributions, knowledge, skill and assets women can offer. Investing in girls and women is an opportunity. There is commercial benefit to be realised by focusing on women as decision makers about consumer spending, family participation and tickets to games. In addition, more girls and women participating in rugby will have a positive impact on the game's future sustainability.

NZ Rugby balances commercial and sporting success. A sustainable commercial model needs to be developed for women's rugby.

Goal Five: Proactive Engagement

NZ Rugby has a leadership role within rugby and the wider community, proactively engaging with stakeholders and communicating respectfully in a way that reflects these goals.

13.1 OUTCOME

NZ Rugby reflects diverse communities through its branding, marketing and communications. Women and girls, people of all ethnicities particularly Māori, Pasifika peoples, disabled people and Rainbow communities are visible and celebrated.

NZ Rugby engages with the wider rugby community to inspire change.

Super Rugby clubs and Provincial Unions effectively manage crises, using consistent processes including clear roles and accountabilities.

13.2 IMPLEMENTATION

Promote a culture-conscious narrative and brand of the organisation internally and externally.

Share quality stories that celebrate all aspects of rugby.

Engage with new communities, audiences and supporters.

Partner with community organisations for mutual benefit.

13.3 UNDERPINNING PRINCIPLES

Rugby touches the lives of many people in New Zealand and internationally. Engaging people in the journey towards a more respectful and responsible game will require a clear purpose and a process that engages communities within and outside of rugby.

Creating culture change requires processes that create awareness and desire, build knowledge and skills and then support and reinforce the change.

NZ Rugby has some of the most sought-after commercial property in the world. Leveraging this opportunity is critical, in particular, for the Black Ferns XV's and 7s, Māori and Under 20s.

If rugby is to be more inclusive, it needs to reflect this in its images and language, ensuring that the diversity of New Zealand communities see themselves presented in a respectful manner.

The lessons from recent public relations issues show that the NZ Rugby, Super Rugby clubs and PUs need a clear *Crisis Management Framework* that will provide consistency in terms of how issues are managed, and that all key leaders have regular public relations and media training. The challenges and issues around social media require clear policies and processes.

Goal Six: Accountable and Independent

NZ Rugby commits to being world leading, setting ambitious targets and being accountable through its annual scoreboard to its constituents, partners and stakeholders, and utilising independent processes to preserve its integrity.

14.1 OUTCOMES

NZ Rugby plans, monitors and reports on the outcomes of the *Respect and Responsibility Review*.

NZ Rugby supports its *Duty of Care* processes through an independent complaints and resolution system.

NZ Rugby establishes an Advisory Panel to be comprised of advisors who have no official connection to rugby to provide advice and receive regular reports.

14.2 IMPLEMENTATION

Establish an *Advisory Panel*, comprising independent advisors, to support the Board on its journey, providing advice and considering six-monthly milestone reports against the *Respect and Responsibility Review*.

Establish an independent complaints and resolution system.

14.3 UNDERPINNING PRINCIPLES

NZ Rugby has a commitment to the *Respect and Responsibility Review* and has invested in the process of change. Independent support, monitoring and review helps to ensure that any accepted recommendations are translated into action. Success can be measured and barriers to change identified.

Dealing with complaints

NZ Rugby has recently been dealing with several high-profile situations where people have made complaints about the behaviour of an employee, in these cases, rugby players. NZ Rugby needs to act with integrity, and demonstrate to complainants that their concerns are treated with respect and properly investigated. Having an independent complaints system ensures that all complaints are heard, documented, investigated and decisions made about the appropriate course of action, if any.

In organisational cultures which do not encourage complaints, or have inappropriate systems for people to make complaints safely, people suffer in silence, air their grievances through other avenues or leave the code. It is an investment in the organisation's people to ensure that complaints can be made and acted upon without fear of repercussion or ostracism.

Any independent complaint and resolution process needs to comply with best practice.

Independent investigation

Where an external complaint overlaps with the internal *Disciplinary and Performance Management Framework*, to preserve the integrity of the process it will often be appropriate to use an independent investigator to investigate the circumstances and make findings of fact. When deciding whether to appoint an independent investigator relevant factors include: the nature of the allegations; the person complained of's profile, role or seniority; and/or the existence of close relationships within NZ Rugby which would make an internal investigation difficult to conduct or would call into question the credibility of any findings.

Where there is an overlap, it is expected that the independent complaint and resolution process will have the ability to recommend an independent investigation where appropriate.

Any decisions to engage an independent investigator should be consistently applied within the *Disciplinary and Performance Management Framework* and across all NZ Rugby employees.

Independent Advisory Panel

The Independent Advisory Panel provides a resource to NZ Rugby for both advice and a sounding board. It supports NZ Rugby, considering any reports on achievements, offering expertise and independence through constructive feedback that enables ongoing development of NZ Rugby's approaches to enhance respect and responsibility.

NZ Rugby can provide the public with confidence that issues will be managed consistently and independently.

Taking action

15.1 BUILD CAPABILITY

NZ Rugby has a great team of people who are committed to leading change. To achieve this Review's objectives will require additional capability:

- Employ **change agents to lead and drive** the transformation of NZ Rugby
- Create a **strong values Charter** that underpins the people and processes engaged in the wider rugby family, and embed that Charter in recruitment, selection, induction and performance management
- Develop **policies, systems and processes** that support respectful and responsible behaviours, and allow people to safely report concerns where these are not occurring
- Enhance the current **learning and development framework** to develop the skills and knowledge that underpins respectful and responsible attitudes and behaviours in all of those involved in rugby.

15.2 QUICK WINS

The rugby community is already moving on change that creates and supports respect and responsibility. NZ Rugby needs to be agile, embrace the challenge and create contemporary approaches to organisational transformation.

To achieve this will require three tranches of work:

- A short-term focus (2017-19)
- A medium-term focus that completes the current strategic plan (2020)
- A long-term focus that completes the next strategic cycle (2025).

The Review identified a range of interventions which have been proposed in the following pages. These reflect the Panel's current view of priorities and timeframes, and understand that this may change as part of implementation planning.

In the short-term, there are several areas of focus that are set out on the following pages.

15.3 INVESTING IN CHANGE

NZ Rugby, the wider rugby community, the public and change agents are seeking change. While there will be costs associated with implementing this plan, there are greater costs if no action is taken.

There is general societal change – attitudes and behaviours towards drinking among young people, expectations of professional athletes, changing expectations of volunteers and the respect for, safety of and equitable involvement of girls and women.

Sponsors and investors are keen to partner with NZ Rugby as a way of enhancing their own brand, and where incidents within rugby attract negative attention, their commitment to supporting rugby starts to diminish.

NZ Rugby is ambitious – to Inspire and Unify through the inclusive game of rugby. To do this it needs to support participation for all, enabling rugby to be the sport of choice for males and females. NZ Rugby also needs to realise its position in New Zealand society, and use this to good effect – providing leadership and role modelling through its own transformational change.

Many people have invested in this Review, and in good faith they have expressed their concerns and aspirations. There is a significant rugby community that reaches throughout New Zealand society. By engaging fully with this community, providing inspirational leadership and uniting together, NZ Rugby can take a lead in changing society for the better.

15.4 ACTION PLANS

The following section provides a prioritised set of actions that NZ Rugby should take in the short, medium and long term.

15.5 SHORT TERM ACTION 2017 - 2019

Inclusive Leadership

- Commit to leading change within rugby with project resourcing at the executive level.
- Develop a *Charter* which captures NZ Rugby's values and aspiration that rugby is for all – inclusive, dynamic and respectful/humble
- Undertake a stocktake of diversity (including gender, Māori, Pasifika) at all levels - Board, NZ Rugby HQ, Super Rugby clubs, PUs), develop goals and set targets for the future.
- The Board and executive team undertake unconscious bias training
- Recruit Black Jersey and Black Jacket representatives to act as leaders in changing the culture of rugby.
- Complete the review of the leadership role of the Māori Rugby Board
- Create strategies that increase engagement of Māori and Pasifika in participation and performance pathways.
- CEO and Board must lead and set clear expectations for those rugby organisations that do not or will not support the Rainbow Tick.

Developing People

- Simplify the policies and procedures (including protocols, contracts, codes, agreements) within NZ Rugby and NZRPA to ensure that they are clear, consistent and communicated as part of an effective, fair, transparent and robust *Disciplinary and Performance Management Framework* including the use of independent investigators where appropriate.
- Design and implement a comprehensive *Team Managers Capability Development Programme*, using key attributes from the *Coaching Framework*.
- Promote the benefits of using accredited agents to all players in the talent pipeline.
- Work with NZRPA to review and develop the agent accreditation criteria, process and promotion.
- Continue education of coaches and team managers throughout the rugby system about their responsibilities and approaches to model and uphold respectful and responsible behaviours
- Actively engage with the NZ Secondary School Sports Council and the NZ Schools Rugby Union to adopt and implement the *Charter* in school rugby. Support schools to build programmes that incorporate the *Individual Development Plan's Six Pillars* competencies. Build expectations of academic participation and performance. Educate key personnel involved in school rugby about issues and appropriate strategies to address these. Clearly define the processes for and consequences of non-compliance in the *Disciplinary Framework*.
- Build alignment between schools and the performance pathway including clearly defined and *Charter* aligned player, coach, and team management expectations.
- Implement the *Illicit Drug Regulations* through education sessions, testing, investigations, and appropriate consequences.
- Undertake training in unconscious bias and its impact, enabling people to recognise bias and develop and implement strategies to address stereotypes. Systems to reduce unconscious bias are in place.

15.5 SHORT TERM ACTION 2017 - 2019

Nurturing Wellbeing

- Promote pro-social events that meet the need for fun, social interaction and relaxation and that encourage sensible drinking. Promote host responsibility to ensure availability of non-alcoholic drinks, health and safety, and drinking in moderation, with specific reference to clubs and sports performance contexts.
- Provide education and leadership on Prohibited Substances ensuring that players and the people who influence them are aware of the risks of supplement use.
- Further develop the *Coach Development Framework* and programme to include the needs of athletes, coaches and teams in transition and approaches for meeting this need. Include this information in the *Team Manager Development Framework*.
- Respect the spiritual values of Māori and Pasifika cultures and support spiritual practice.
- Actively promote the value of and appreciation of difference through internal communication and professional development channels.
- Continue to develop the PDP in partnership with NZRPA, focusing on the issues, challenges and opportunities that the programme and its delivery addresses. NZ Rugby to build expectations of PDP support and delivery through coach KPIs, and the funding arrangements with Super Rugby clubs and PU teams. Increase the NZ Rugby role as designers, managers and deliverers of the PDP recognising its responsibility as employer.

Gender Equity

- Establish current numbers and breakdown of female participation.
- Set explicit performance targets¹⁶ with a view to normalising women playing so that it is part of the fabric of what NZ Rugby does, and who they are. Women and men play rugby.

¹⁶ Sport New Zealand and the New Zealand Olympic Committee have agreed governance is a priority issue and are working together on initiatives to reach the overall target of sports boards comprising a minimum of 40% women by 2020.

- Review, monitor and report performance against goals.
- Actively invite, train, support and promote women to become coaches, team managers, staff and Board members within NZ Rugby. Actively support and develop women already in leadership roles.
- Lead a comprehensive programme to help PUs identify and develop women onto PU boards. Set a target of 30%¹ of all panels, committees and boards being women.
- Ensure the continued implementation of the *Diversity Panel* recommendations.

Proactive Engagement

- Reflect diversity through all forms of communication, marketing and celebration including: the website, press releases, Rugby Awards, advertising campaigns.
- Gain engagement in the change process at all levels through NZ Rugby by building awareness of the issues, developing a desire to change, providing the skills and knowledge to create change, supporting action and implementation, and reinforcing the benefits of change. Engage partners and stakeholders on the journey.

Accountable and Independent

- Establish an *Advisory Panel* to be comprised of advisors who have no official connection to rugby to provide advice and receive regular reports.
- Report achievement of *Respect and Responsibility Review* in annual Rugby Scoreboard.
- Design and implement an independent complaints and resolution system enabling prompt triage of the issue, a focus on early resolution and where appropriate escalation to formal processes for investigation, determination and resolution or action. Use *Guidelines on Effective Complaints Handling* (Office of the Ombudsman) and *IOC Consensus Statement on Harassment and Abuse (non-accidental violence) in Sport*.
- Clearly outline and publish the exact process for making a complaint, how it will be dealt with, and the process to be followed by the person dealing with the complaint.
- Review the recently published *UK Duty of Care Report* and identify key lessons for the NZ Rugby context.

15.6 MEDIUM TERM ACTION 2019 - 2020

Inclusive Leadership

- Ensure coaches and team managers understand and model the values contained in the *Charter*, and expect others to demonstrate respectful and responsible behaviours that reflect the values of rugby.
- Build an inclusive ethos into teams, valuing the role and contribution of whanau and families.
- Develop greater understanding of unconscious bias and implement strategies to address stereotypes throughout rugby including use of appropriate skills matrices.
- Develop a *No Exceptions Strategy* that envisions 'all people participating in rugby activities of their choice'.
- Monitor misconduct to identify vulnerabilities at an individual, team, club, Super Rugby club or PU level, responding to hot spots of concern. Use the case management approach to identify risks and provide more support for those players who are predisposed to poor decision making.

Developing People

- Map out and support pathways for Māori and Pasifika people to engage – as players, coaches, board members and team managers. Proactively recruit and develop the capacity and capability of Māori and Pasifika people in leadership roles.
- Manage the design and implementation of the *Learning and Development Framework*, with an initial priority being the pre-professional and emerging professional players, coaches, team managers and include the corporate team.
- Apply a career development model including transparent career pathways for everyone in rugby: volunteers, support staff, players, managers, coaches, Academy and High Performance managers and others, Promote the attainment of qualifications. Make visible career pathways for volunteers, staff and players, including where these link with opportunities outside of rugby.
- Build greater cultural awareness throughout rugby, but particularly in the pathway to professionalism, using proactive talent identification and development system to create an NZ Rugby system that reflects the cultural diversity of players.

- Embed a strong focus on leadership development in those engaging with young people, and provide resources, training and development to support this. Extend the foundation of the *Six Pillars Programme* beyond the current player focus to include coaches and team managers. Include cultural awareness in internal capability building programmes, ensuring that people understand Tikanga Māori and Pasifika values and support its practice.
- Develop the *Individual Development Plan's Six Pillars* competencies used in player development to more appropriately reflect the solid foundation of a 'good person' including expectations of: humility, team, inclusiveness, pro-social relationships, sexual ethics, consent and good decision making. Ensure it reflects an inventory of the whole player, and plans development inside and outside of rugby to ensure longer term success beyond a rugby career. Provide appropriate training for dealing with personal crisis situations.

15.6 MEDIUM TERM ACTION 2019 - 2020

Nurturing Wellbeing

- Map the known weekly, event, contest, season and career trajectories of a professional athlete, assess risks and develop plans ready for implementation at the appropriate time. Ensure data contains baseline information about the whole person, and is available for use in establishing a personalised inventory and risk matrix.
- Ensure that all professional players, coaches and team managers complete a personal inventory of skills, interests and attributes and a risk assessment that identifies vulnerabilities, and use this to prepare individual performance plans. Using this data, identify critical support needs (where players leave home, retire, have potential for mental health issues, etc), and develop interventions to address harm and promote wellbeing.
- Assess and monitor vulnerabilities regarding alcohol, drugs, sexual behaviours, violence and gambling, and where there are indicators of mental health concerns.
- Provide alcohol and drug education, ensuring that players, coaches and team managers understand the impact of alcohol and drug consumption on their physical, psychological and social behaviour in the short and long term.
- Implement induction programmes to ensure relevance, consistency and efficacy across NZ Rugby regions and levels, using multiple channels of delivery to suit differing styles. Educational content should be built around self-awareness, balance, intrinsic motivation, respect, continuous learning, integrity, self-reliance, decision making and resilience.
- Encourage responsible use/consumption of alcohol and stop using illicit drugs as a primary means of stress management, relaxation, decompression, celebration or social interaction.
- Create greater awareness and information around the impact of alcohol and illicit drugs on decision-making, and develop individual and organisational approaches that mitigate risk.

- Develop a clear understanding of the physical, social, emotional and psychological development of boys and girls, young men and women using the *Coach and Team Manager Development Frameworks*, and the NZ Rugby *Learning and Development Framework*. Apply this understanding of the duty of care amongst NZ Rugby and the staff and volunteers.
- Increase resourcing for the *Personal Development Programme* to enhance its effectiveness.
- Continue to develop an increasingly comprehensive programme of modules for PDMs to implement, and ensure that these are facilitated in the PU or Super Rugby club context including within Academies. Focus on continuous on-the-job training enabling players to be more equipped for their current role as well as preparing them for the future.
- Develop training and information to include employment and contract rights and the benefit of using an agent accredited through NZRPA.
- Promote the opportunities available for whole of person development through the pathway to professionalism. Plan career pathways that include education, on-job training and transferrable skills, and how to achieve this. Include clear plans for developing the skills, attitudes, experiences and qualifications to enable entry into an employment pathway post retirement (either through choice, injury or non-selection). Actively provide support to identify transferrable skills and experience.
- Develop partnerships with best practice youth providers for quality of care and support especially in the area of mental health.
- Recognise and respond to the vulnerabilities of players and coaches throughout and after their professional careers, and provide appropriately tailored support.
- Provide access to a clinical psychologist to assist with diagnosis and treatment of mental ill-health.

Gender Equity

- Increase the investment in professional/semi-professional women players and the support staff that facilitate the women's game (referees, coaches, team personnel).
- Review female rugby products and competitions with the aim of attracting and developing more women and girls.
- Continue to implement the *Women's Rugby Strategy*, including development of comprehensive pathways to professionalism.
- Develop specific initiatives for female coaching and management to ensure supply and a pipeline that supports the growth in the female game.
- Ensure equitable provision for female players, from club to professional level (awarding of caps, goods in kind, fields to play on, space, quality of coaching and so on).
- Include semi-professional women in the *Learning and Development Framework* and PDP.
- Develop marketing and sponsorship packages appealing to fans and potential sponsors, creating women's rugby products that commercial partners value.

Proactive Engagement

- Actively promote the value of and appreciation of difference - gender, sexuality and ethnicity - through internal communication and professional development channels.
- Clearly state expectations, deliver a consistent message and be consistent in response to undesirable language/behaviours and action.
- Provide stories representing women and girls playing, coaching and supporting rugby. Using gender neutral language and images, showcase hard work, athleticism and courage.
- Share a range of stories that reflect the diversity of rugby, and the values that it develops and represents.
- Actively engage with new communities to introduce them to rugby participation – as players, supporters and volunteers, as families and fans. Proactively engage new communities as staff, volunteers and leaders within the rugby community. Implement the *NZ Rugby Wider Auckland Strategy*.
- Ensure that language and images reflect NZ Rugby's values of inclusion, dynamic/innovative and respectful/humble and reflect their skills, talents and sporting prowess, and not their personal lives and physical appearance.
- Influence media representation of women in rugby, including women as coaches and referees.

Accountable and Independent

- Report achievement of *Respect and Responsibility Review* in annual Rugby Scoreboard.
- Monitor consistency and application of policies/procedures against non-accidental violence.
- Build monitoring and accountability into investment and reporting structures for Black Jersey teams, Black Jacket groups, PUs and Super Rugby clubs

15.7 LONG TERM ACTION 2025

Inclusive Leadership

- Work with Super Rugby clubs, PUs and local clubs to redevelop social environments and entertainment options to become more family-friendly and appropriate for a more diverse community including young people and women.

Developing People

- Leverage media channels to showcase examples of positive case studies and role models across the whole rugby system.
- Develop an education programme for delivery in schools.

Nurturing Wellbeing

- Monitor history and impacts of concussion, on short and longer term mental health.
- Proactively support players whose careers end (either by choice, injury or non-selection) for a period of two years, and longer as required.
- Use any alcohol sponsorship as a vehicle for promoting sensible drinking.

Gender Equity

- Host dual events – All Blacks/Black Ferns, All Black 7s and Black Fern 7s.
- Actively seek gender balance in coaching, refereeing and management.
- Develop a sustainable commercial model of women's rugby including girls' competitions in clubs, secondary school competitions, university and post-secondary school programmes, using a range of versions of the game.

Proactive Engagement

- Build a sense of community within the rugby system, using a community engagement approach.

Accountable and Independent

- Report achievement of *Respect and Responsibility Review* in annual Rugby Scoreboard.
- Review the *Respect and Responsibility Review* and develop next stage of implementation.

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