



HIGH PERFORMANCE
SPORT NEW ZEALAND

***GUIDE TO
PLANNING FOR
WELLBEING:
EFFECTIVE
IMPLEMENTATION
OF YOUR POLICIES
AND INITIATIVES***

CONTENTS

Background and purpose 1

Step 1:
Planning for Wellbeing
through Policies and Initiatives 2

Step 2:
Implementation of
Policies and Initiatives 3

Step 3:
Using Feedback Loops
for Continuous Growth 4

Recommendations to Optimise
Wellbeing Points of Contact 5

Where to begin:
Conduct a needs assessment 5

How to optimise impact:
Recommendations for NSOs 5

Resources 6

BACKGROUND AND PURPOSE

This guidance document is designed to support National Sporting Organisations (NSOs)/sports in the planning and implementation of policies and initiatives, to fully optimise their benefits and wellbeing.

In response to NSO feedback, and extending the [HPSNZ Wellbeing Programme Resources Hub](#), this document provides practical considerations and recommendations based on best practice principles to help sports from Start to Finish (and back again) with the **HOW** of bringing policies and initiatives to life, including planning, implementation and evaluation steps.

A note: The guidance in this document is intended to be applied to a range of sports. Adaptations should be made to support contextual needs and resources.

STEP 1:

PLANNING FOR WELLBEING THROUGH POLICIES AND INITIATIVES

This section refers to the first of three key steps for this guidance document, i.e., planning.

Below is a series of practical considerations in the form of a tool/table designed to support NSOs to work through planning components. This process is essential for defining both needs and feasibility of policies/initiatives.

Consideration	NSO/sport response
What is the purpose of the policy/initiative? What need/objective does it fulfil?	
How does the policy/initiative align with your and HPSNZ's strategy, mission, values (including core wellbeing principles – transparency, inclusion, continuous growth)? Also see: Wellbeing Programme – HPSNZ	
Who needs to be involved/engaged? In what way (use RACI model – responsible, accountable, consulted, informed)? At which point/s?	
How will you engage stakeholders – for consultation and beyond (consider available resources and preferences)?	
What agreement or approval do you have and/or will you need to proceed? What is the extent of board/leadership support – and what is needed to obtain it?	
What resources do you have and/or will you need to sustainably embed the policy/initiative (consider human and technical resources)?	
Is there required training? If yes, then: (a) for whom, (b) how will this be done, and (c) how will you confirm staff engagement/acceptance (e.g., acknowledgement &/or post-training competency assessment)?	
Are there contextual considerations for your sport that you need to factor? If so, how will you address them?	

STEP 2: IMPLEMENTATION OF POLICIES AND INITIATIVES

This section refers to the second of three key steps for this guidance document, i.e., implementation. This step can be subdivided into three main categories of implementation phases, in particular:

1. Setting the scene
2. Engaging stakeholders
3. Evaluating the policy/initiative

Below is a series of practical considerations in the form of a tool/table designed to support NSOs to work through implementation components. This process is essential for promoting engagement and sustainability of policies/initiatives.

Implementation phase	Consideration	NSO/sport response
Setting the scene	<p>What approach do you need to take to both share and get buy-in for the policy/initiative? What is your plan?</p> <p>What prep or groundwork do you need to do to engage allies and ambassadors (be clear about your plan, roles and objectives to ensure focus and alignment)?</p>	
Engaging stakeholders	<p>Are your stakeholders (as defined by you according to context) clear about the value and benefits of the policy/initiative?</p> <p>Have you established and shared clear feedback mechanisms for stakeholders – to enhance buy-in, hear their voices and continually improve?</p>	
Evaluating the policy/initiative	<p>How will you ensure that the policy/initiative is successful and doing what it was designed to do? What metrics and evaluation tools will you use?</p> <p>How will you ensure that you are impartially reviewing what you find (consider whether an independent person may be helpful for an unbiased analysis)? Do you have or will you need to engage someone with knowledge and expertise for the evaluation process?</p>	

STEP 3: USING FEEDBACK LOOPS FOR CONTINUOUS GROWTH

This section refers to the third and final key step of this guidance document, i.e., feedback loops.

Below is a series of practical considerations in the form of a tool/table designed to support NSOs to gather and optimise feedback. This process is essential for maintaining trust with stakeholders (so they can see their feedback is valued) and informing continuous growth related to policies/initiatives.

Consideration	NSO/sport response
Contingent on the nature and format of the feedback you will gather, what proactive measures have you taken to ensure privacy and confidentiality of data and personal information? Check out: <i>How will you comply with the Privacy Principles?</i> https://www.privacy.org.nz/privacy-act-2020/privacy-principles/	
What is the best approach to report back findings (consider target audiences, 1:1s vs groups, different formats such as emails, webinars, aggregated reports)? How will you adjust/adapt your approach based on the audience and format?	
How will you systematically address feedback (consider whether it may be helpful to again seek support from someone who is sufficiently qualified and independent from your sport)?	
How will you share back with stakeholders who have provided feedback any changes that you will and will not make, so they know their input is valued and (as appropriate) adequately incorporated? In cases where you determine not to make changes based on stakeholder feedback, how you will share the reasoning for that decision (consider a 'response table' that can be shared)?	
What is your communications plan for sharing good news and 'the wins' – internally and externally (consider appropriate media outlets, inclusion of highlights within board reports, visual representations in various HPE settings/forums)?	
What is your plan for ensuring there are regular and ongoing feedback loops?	

RECOMMENDATIONS TO OPTIMISE WELLBEING POINTS OF CONTACT

This section includes general guidance in relation to wellbeing points of contact within sports. These recommendations highlight ways to best include and engage these individuals for optimal benefit to promote health and wellbeing in high performance sport environments.

Whilst emphasising that wellbeing is everyone's right and responsibility, for the purposes of this document, wellbeing points of contact may have roles that are either primarily dedicated (e.g., Wellbeing Manager) or encompass a general remit to ensure engagement and delivery of policies and initiatives that promote health and wellbeing. For sports that have limited resources, the overarching guiding principles remain the same, but implementation should be contextually adapted.

WHERE TO BEGIN: CONDUCT A NEEDS ASSESSMENT

It is essential that NSOs first conduct a needs assessment to clarify the nature and extent of the work required (and expected) of their wellbeing point person/s and, importantly, the role of NSO leadership to support that work. Assessments should be done regularly as needs and resources will evolve over time.

HOW TO OPTIMISE IMPACT: RECOMMENDATIONS FOR NSOS

There are a range of contributions that can be provided by wellbeing points of contact to support health and wellbeing within high performance environments. The following table highlights recommendations (Do's) as well as things to avoid (Don'ts) to optimise the positive impact of wellbeing point persons.

Recommendations for NSOs DO:	Things to avoid DON'T:
Agree and adhere to communication preferences and/or protocols with each other. Top tip: As part of onboarding and/or systems refresh, identify upfront the nature, type and frequency of communication methods (e.g., weekly email updates).	Make assumptions either about what has been communicated/discussed, or what the best way is to connect with different stakeholders.
Proactively engage wellbeing points of contact as part of discussions that directly and indirectly promote wellbeing (e.g., systems, policies, measurement). Top tip: Utilise wellbeing planning documents and consider areas that can be led by your wellbeing point person.	Rely on retrospective involvement of wellbeing points of contact, which results in diminished quality input and outcomes.
Ensure sufficient time is regularly dedicated to discussions about wellbeing issues. Top tip: Include a standing agenda item for wellbeing updates in regular Board/leadership meetings.	Reinforce a lack of or poorly organised meetings, including a reliance on ad hoc catch-ups.
Establish and use monitoring mechanisms to track wellbeing items and initiatives. Top tip: Input relevant objectives outlined in your HP plan to form a table/spreadsheet that is regularly reviewed and updated by your wellbeing point person and the Board/leadership to help you stay on target.	Assume there is monitoring oversight and/or place focus on ill-defined indicators that are not linked to HP plans.

RESOURCES

This section includes resources to support NSOs/sports in relation to policy/initiative planning and implementation to promote wellbeing.

[Wellbeing Programme – HPSNZ](#) (main landing page)

[Wellbeing Framework and Guidelines – HPSNZ](#)

- [HPSNZ Wellbeing Framework and Guidelines.pdf](#)
- [HPSNZ Wellbeing Glossary of Terms.pdf](#)
- [Wellbeing Programme Resources Hub – HPSNZ](#), including:
 - [HPSNZ Wellbeing Planning Template and NSO Health Check Guidance.pdf](#)
 - [HPSNZ Guidance Notes on Selection](#)
 - 2-step Roles and Responsibilities Guidance Notes and Worksheet
 - 4-step Policies and Processes Guidance Notes and Worksheet/materials
 - Multiple guidance documents developed with a wellbeing lens, e.g.,
 - [HPSNZ Code of Conduct Guidance.pdf](#)
 - [HPSNZ Health and Safety Guidance.pdf](#)
 - [HPSNZ Technology Guidance.pdf](#)

[Wellbeing Measurement Guidance and Resources – HPSNZ](#)

[Wellbeing Investment – HPSNZ](#)

- [HPSNZ Wellbeing Investment Application Guidelines.pdf](#)
- [HPSNZ Investment Further guidance and Top tips.pdf](#)
- [HPSNZ Wellbeing Investment Application Checklist](#)
- [HPSNZ Wellbeing Framework-to-NSO Health Check Alignment.pdf](#)



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