

# A 12 MONTH **PROGRESS REPORT**

**ON OUR COMMITMENT AND  
ACTION TO DELIVER ON  
THE WHYTE REVIEW AND  
THE WIDER REFORM OF  
GYMNASTICS**

## **REFORM** **'25**

WORKING TOGETHER  
TO CREATE SAFE,  
POSITIVE AND FAIR  
EXPERIENCES FOR ALL  
IN GYMNASTICS

NOVEMBER 2023

# AN INTRODUCTION FROM THE BRITISH GYMNASTICS BOARD



We are now 12 months on from the launch of Reform '25, our programme of work to respond to the issues identified in the Whyte Review and to transform and modernise the sport more broadly by 2025.

This report reflects our commitment to transparency as regards the progress made on this collective journey. We are keen that the wider community of gymnasts, coaches, parents, officials, volunteers, clubs and delivery partners should be aware of the efforts across the sport to ensure that gymnastics offers a safe, positive and fair experiences for all.

The body of the report outlines some of the key steps taken alongside work in development across our four areas of focus, namely (i) culture (ii) welfare, safeguarding and complaints (iii) learning and development, and (iv) performance. The appendix then sets out the updated action

tables. Thus far we've completed 15 of 41 actions and are making good progress on many others.

While pleasing in itself, more important is the approach we are taking to the work, and the real world impact these actions are having. To these ends, a critical element of the Reform '25 work is our engagement with the community. We know that British Gymnasts had become disconnected from the grassroots of the sport, and we've been trying to rectify this, working closely with more members of the gymnastics community than ever before. We have been listening to coaches, clubs, gymnasts and parents as we have formulated and refined our Reform '25 plan, and in our assessment of the degree to which real change is being felt on the ground.

Your opinion matters to us and when things aren't right, we're committed to hearing your views, good and bad. The

priority of this report therefore, beyond the basics of tracking actions, is to provide a narrative update on the state of play in our sport one year into our plan, including honest and unedited feedback from members of our gymnast, coach and club advisory groups as well as from parents.

The report demonstrates that progress is being made, but it is also clear we still have more to do. To that end, we ask for your patience and your continued support, so that together we can deliver on the opportunity to make gymnastics a safer and more rewarding sport for all. Further, if you read this report and think there is something we are missing, especially evidence of progress or lack thereof, please do get in touch. Feedback from the community is the best chance we have of truly bringing about the change we all want to see.

Signed by all the Board Members of British Gymnastics

Mike Darcey

Helen Phillips MBE

Joanna Madyarchyk

Alastair Marks

Howard Marsh

Adam Pengilly

Tracey Singlehurst-Ward

Gary Tolometti

Danusia Francis-Reid

Sarah Powell

Andy Tombs

Gareth Harvey

# \*OUR ACTION: PROGRESS UPDATE

The 40 actions we set out when we published our Reform '25 action plan were developed in collaboration with the gymnastics community and external experts. In addition, after listening to feedback in phase one we added a further action to provide appropriate focus on the parent voice, making 41 actions in total. They are spread across four focus areas, and not only address the 17 recommendations of the Whyte Review but go beyond them to drive the wider reform of gymnastics. To date, we have successfully completed 15 of these 41 actions, marking significant progress in our ongoing commitment to reform and improvement.

We are committed to creating a better future for gymnastics and we've reviewed our wider business plans and priorities to repurpose and reallocate our resources, stopping other activity as necessary to give this the focus it needs. As we outlined at the time of publication, over the course of the next two years there are certain areas where we will need to take more time to fully explore and consider what action is required to create the systemic change we want to see.

Our work is being delivered over four phases – we have completed the first two phases of work and are now beginning the third phase. As we move through the

phases, where for some actions we do not yet have all the answers we'll be working collaboratively with the gymnastics community and beyond to scope how we can best achieve these reforms with lasting positive impact.

In the appendix you'll find the action plan tables, we've indicated next to each action which Whyte Review recommendation it covers and in which of the four phases it will begin. We've also indicated whether our work will be about scoping or implementing. Some actions have already been completed – where this is the case and where we currently anticipate completing future actions soon, this is also shown. The schedule we have outlined is intended to be flexible, to allow us to adjust to learnings as we go along and amend timescales and add or remove actions. The initial scoping work we have done in the first phase has seen us adjust the phasing for some actions to allow for further time to either scope or deliver the work we need to do – where this is the case it has been highlighted.

**We will focus the reforms across four key, interconnected areas:**



*Reform '25 Interconnected Focus Areas*

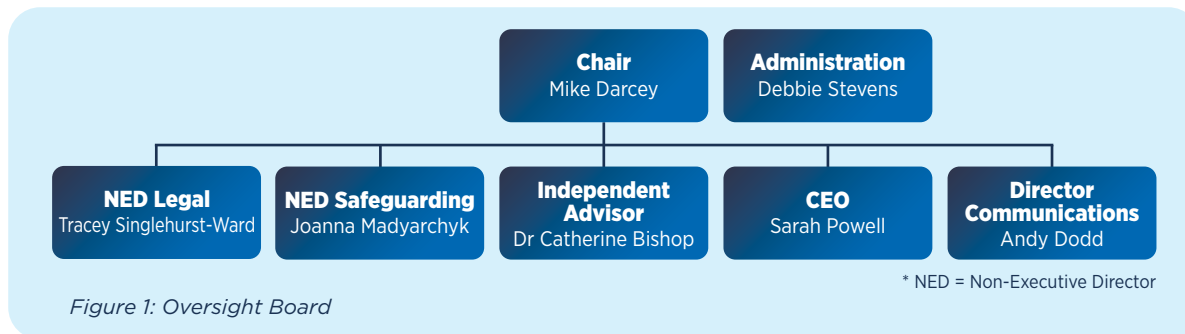


# OUR OVERSIGHT

**The British Gymnastics Board has overall responsibility for ensuring the Whyte Review recommendations are delivered and that the necessary reforms are in place to sustain them.** As Anne Whyte noted in her report, sport should be a positive and safe experience, regardless of age and ability. Through the delivery of actions outlined in this plan, our shared purpose is to ensure that gymnastics provides a safe, positive and fair experience for all by the year 2025.

The Board has already established three new Representative and Advisory Groups – Gymnast, Coach and Club – which will play a vital role in informing and supporting the work of Reform '25. They will provide their lived experience, insight and challenges to inform the ongoing implementation of the actions and response to the Whyte Review. In addition, the Board has set up a specific sub-committee (Oversight Board) with key relevant members of the Board and an Independent Advisor Dr Catherine Bishop, an Olympic rower, former diplomat and leadership and culture coach, to provide additional scrutiny and independent perspective on how we implement the reforms.

The figure below shows how inputs from across the gymnastics community will feed into Reform '25 decision making, to ensure everyone has a say and a level of responsibility in driving positive change. Regular reporting and progress updates will be provided to the Board and published on our [dedicated Reform '25 page](#) on our website, where all our information relating to the Whyte Review is available.



The Reform '25 delivery will be led by an Executive Implementation Team consisting of Directors across the organisation, who will oversee, facilitate, and drive forward the actions identified across the four interconnected focus areas of: culture & strategy, welfare, safeguarding & complaints, learning & development, and performance.

**“Through the delivery of actions outlined in this plan, our shared purpose is to ensure that gymnastics provides a safe, positive and fair experience for all by the year 2025.”**



*Figure 2: Collective Oversight*



# OUR APPROACH

**Our approach will be one of commitment, care and constant learning – a commitment to deliver not only the recommendations but the reforms necessary for meaningful change; care for those who have been affected by our failings and care for all who take part in gymnastics; and a constant learning mindset to ensure that this is not a tick box exercise but a genuine commitment to improve standards and enable safe, positive and fair experiences.**

We will face many barriers, some already known, some still to discover as we implement these reforms. This highlights the importance of a collaborative and open process as we make these changes, so that we can continue to learn from each other about how to create the best gymnastics environments at all levels from recreational settings to performance training centres.

We recognise this work is multi-layered and complex in nature and will take time. Therefore, this action plan will be version 1 of this journey of transformation. We will publish updated versions at the agreed reporting points, as we learn and see the impact of our actions.

**“Our approach will be one of commitment, care and constant learning.”**

**We will be guided by five principles:**

- 1. VALUES LED**  
Our actions will be delivered based on a new, strong set of values and beliefs developed with input from the gymnastics community.
- 2. PEOPLE CENTRED**  
Our actions will take a caring, more personal approach, putting people first in everything we do.
- 3. PREVENTION FIRST**  
Our approach will be proactive in order to prevent the problems, rather than seeking to react to issues when they occur.
- 4. INVOLVE OTHERS**  
We will no longer be insular but instead be open, collaborative and consultative - acknowledging we are stronger together and seeking to work with others to develop and deliver collective action.
- 5. LONG-TERM IMPACT**  
Our actions won't be driven by quick fixes - we will seek actions that lead to meaningful and lasting change.

*Figure 5: Five principle approach*



# AN INDEPENDENT VIEW

## by Dr Catherine Bishop



A year ago, I was appointed an independent advisor on the Oversight Board (OB) set up to oversee, scrutinize and challenge British Gymnastics (BG) as it responds to the Whyte Review's recommendations and implements wider reform. As I look back over this first year, I am reminded that a journey of cultural change is never a straight line, nor an easy process to lead, yet it can revitalise an organisation as it reorientates towards what matters most and reconnects to its purpose – in this case, listening to, serving and collaborating with members of the gymnastics community.

There has unquestionably been huge effort and commitment over the last year from the BG leadership team. I applaud those leaders for taking our OB discussions and feedback from stakeholders across the sport seriously and for continuing to learn and adapt on their mission to improve experiences of gymnastics for everyone involved.

There has been a growing understanding through OB discussions that ways of working have traditionally been set up primarily to record activity, rather than to understand and measure the impact of that activity on gymnasts, parents, coaches, volunteers and everyone involved in the sport. This applies whether it's a question of changing policies, holding an event or employing more safeguarding officers. It's a positive area of learning and change to see leaders and staff at BG start thinking not about whether, for example, a policy has been rewritten

and published, but instead focusing more on firstly, how it is designed - bringing in voices and expertise from across the sport - and then, on how it is best shared, understood and implemented effectively, and continuing to consult with members and follow the impact of changes felt by the gymnastics community.

Shifting the focus from actions delivered by BG to the impact and experiences of members, has led to a realisation that existing metrics are not always coherent and sufficient to understand impact. It is a vital, ongoing piece of work to unravel these and build a set of more meaningful metrics.

To continue and deepen cultural changes, BG leaders understand the importance of engaging all colleagues to connect their own roles to the bigger vision of i) ensuring a positive experience of gymnastics for all involved, ii) providing a healthy sport in support of communities across the country, and iii) role modelling how an NGB can prioritise and pursue a path of positive culture change alongside its other responsibilities. This connection to the bigger picture is essential for change across the organisation. There is more work to do to ensure this process continues – cultural change programmes can fall down if middle levels of an organisation can't see clearly their part in making change happen and work out why and how to start thinking differently, asking different questions and prioritising different parts of their roles than in the past.



# AN INDEPENDENT VIEW

by Dr Catherine Bishop

## Continued

Trust-building is a clear priority for the leaders in British Gymnastics and the last year has been about turning that priority into action, inviting different conversations, increasing listening and setting up new collaborations. This is a work in progress. Some of the communications and explanations of the positive step forwards in creating a Banned & Expelled Members List showed that there are lessons still to learn about how to engage, learn from and support members. I was impressed, though, by the open spirit of learning and accepting where missteps may have been made.

Our in-depth discussions and agenda items at the OB include an open, honest look at some of the most challenging areas to address. The day-long OB discussions show how important it is to give sports leaders time and space to reflect on what's required to lead culture change. Typical packed Board agendas often squeeze discussions of culture into too short a space. It offers an example and experience for other sporting bodies to consider how well their leadership teams and Boards are set up to consider questions of culture.

The large backlog of long-standing complaints and their slow processing remain distressing for all involved. BG's urgent demand for greater support, seen in BG Chair Mike Darcey's call on the government in May to create an independent welfare body to protect athletes across all sports offers an important moment for sport in this country – the need is by no means restricted to BG. Real progress is needed nationally to create better independent integrity structures that go beyond minimum compliance standards to transform our safeguarding cultures, training and performance environments and set higher cultural standards across the whole of sport.

I have always said I can't do justice to my role if I simply read documents prepared for the OB and I've been keen to listen to voices across the sport. A range of different people have come to speak to the OB and reflect on their roles and work within this process of culture change. Having met a range of members of the gymnastics community at the Safe Sport Symposium in Liverpool a year ago, I have since enjoyed meeting advisory groups of parents and coaches and hearing their discussions and personal stories of key issues they face. All show incredible commitment to improving their sport, whilst openly navigating the inevitable challenges that change brings. These discussions show how a journey of cultural reform is not a black and white task. Feedback remains critical in this journey. I look forward to connecting with more members of the gymnastics community over the next year.

A year is never going to be a point of completion or celebration when serious cultural reform is the aim, but crucial building blocks are in place: effective, committed leaders open to learning from others inside and outside their sport, growing dialogue between BG and members of the gymnastics community, a developing values-based culture in BG and a commitment to long-term change.

I am grateful to fellow members of the OB and colleagues across the community of gymnastics for their continuing warmth and openness to me in my role to provide external support and challenge on this important journey of cultural change. I look forward to continuing to work together,

Dr Cath Bishop



# THE IMPACT OF OUR ACTIONS

In delivering the Reform '25 action plan we've been working with gymnasts, coaches, clubs and parents to get their feedback and insight. We asked representatives of the Gymnast Advisory Panel, Coach Advisory Group, Cub Advisory Group and the Gymnast Parent Alliance for their honest opinion on where they believe we are in our journey towards the goal of creating safe, positive and fair experiences for all in gymnastics by 2025. These words are as provided by the contributors and haven't been edited.

*"I chose to be part of the Gymnast Advisory Panel (GAP) because I feel as though I have a certain responsibility as an older gymnast to look out for the health and well-being, mental and physical, of future athletes. It's a chance to put across the unique perspective of not just myself but gymnasts as a collective and move gymnastics in Britain forward. When I took on the role, the only thing I wanted was an organic change in culture and I maintain that still now. I mean that in a sense where the younger athletes have better decision-making capabilities inside and outside of the gym and much more freedom in their choices as opposed to new rules being put in place which don't create an autonomous culture.*

*I think British Gymnastics is doing well to make it a positive experience. I think with the development of new schemes for Gymnastics for All (GfA) shows that their head and heart is in the right place as it's a push to evolve gymnastics. I'm sure there's consultation going on with various clubs and coaches on a grassroots level to collect as many opinions and data as possible but it'd be good to know if this is the case. On a high performance level, there's certain elements that have been introduced which have helped such as more information being collected after camps and competitions on "user experience" but I'd like to see more collaboration on this.*

*BG is listening to what we have to say. There have been various discussions on policies such as weighing and academic policies that have seen much discussion and amendments have been made with our consultation. We appreciate that there are a lot of moving parts to the gymnastics world so things may be slow going in some areas.*

*There have been some challenges in terms of schedule as a lot of us in GAP are still active athletes and everybody works in different industries which is certainly a plus in terms of having an eclectic mix. Another challenge is drawing the different groups together and aligning ourselves with the coach group and reform groups etc.*

*I think the future hopes for the group as a collective is to hone in on what we can control. Once again, we have a unique perspective from an athlete side of things and we know what we want to see from a culture. We have past athletes who have been part of the 2012 Olympic team and current athletes from all different disciplines such as Tumbling, TeamGym and Acrobatics. We have identified that autonomy amongst gymnasts is paramount, finding a way to facilitate that is a challenge in itself but a lot of time and effort is going into it."*

**James Hall, Men's Artistic Gymnast and Chair of the Gymnast Advisory Panel**



Photograph: Simone Ferraro



*"While progress has felt slow, working behind the scenes has opened my eyes to the enormity of this task and the importance of getting it right. It's been great working with so many other gymnasts and ex-gymnasts from different disciplines, learning about each other's experiences and building a great team to help move the sport in the right direction. Going into this group as an ex-gymnast I felt it was important to share past experiences and concerns and I really feel that BG are finally listening to us and respecting our input. I am also aware that BG are taking on board input from many different stakeholders and individuals within the gymnastics community and this can only help towards creating a positive, uplifting gymnastics experience for all."*

Hannah Whelan, Assistant Head Coach, Warrington Gymnastics Club and member of Gymnast Advisory Panel


*"From a club perspective it's clear that BG are listening. The harder thing is to please everyone. I still feel at times the filtering down of key communications to less prominent regional clubs needs to improve and that there is a lack of consistency in fairness, between regions in terms of what members get, and how the member clubs are treated but we do know that this is on BGs agenda to address and govern better."*

*I am particularly keen to see the output of the membership consultation I have been involved with and remain motivated to do everything we can to support on this continuous road of improvement that BG are clearly on."*

Sean Ashton, Midlands Gymnastics Academy and Club Advisory Group member







**Although we acknowledge that there is still progress to be made, the ongoing conversations and research endeavours provide grounds for optimism that we are indeed moving forward.”**

*“I am heartened by the level of engagement exhibited by numerous members of the BG staff who have actively reached out to gain a deeper understanding of the requirements within the gymnastics community. Their commitment to listening and engaging in discussions on potential improvements is evident. Although we acknowledge that there is still progress to be made, the ongoing conversations and research endeavours provide grounds for optimism that we are indeed moving forward.*

*It is evident that the Membership is cognisant of the imperative for a revised framework that aligns with the evolving operational dynamics of clubs. They recognise that clubs are aspiring for a heightened level of support from their membership. Thus, I am pleased to note their efforts in endeavouring to integrate additional benefits into the available memberships, thereby enhancing their perceived value. Whilst this is not evident immediately, I can see this medium-term project is moving forwards in a bid to make progress.*

*I am pleased to see the new recreational competition framework that has been created and is being rolled out. I am hugely disappointed that BG have decided a recreational voice is not needed on the Gymnasts Advisory Panel. Particularly when recreational members constitute 91% of the membership base. When policies are being shaped based on the varying panel's input then this is not only a gross oversight but the lack of willingness to remedy it is concerning. If the panels do not shape policies, then we must begin to wonder the purpose of them.”*

Aisha Walters, CEO Benchmark Gymnastics, member of Coach Advisory Group



*"In October 2021, upon her appointment as CEO of British Gymnastics, Sarah Powell pledged to collaborate closely with others to "drive positive and sustained change" in the culture of gymnastics. The Gymnast Parent Alliance (Gympal), an organisation which supports gymnasts and families affected by abusive coaching, warmly welcomed this commitment, though with an understanding of the significant challenges ahead.*

*Gympal serves as a 'critical friend', robustly challenging whenever appropriate, particularly when confronting the established norms that contributed to the pervasive abuse revealed by the Whyte Review. Over the past two years, Gympal has engaged in numerous meetings with Sarah and other key members of the senior leadership team at British Gymnastics, actively contributing insights across a wide spectrum of policies, processes, and campaigns.*

*There have been setbacks, of course, and the pace of change is slower than some might hope. Nevertheless, we continue to see that, by and large, the overarching direction remains clear with a determination for long-term change to become deeply rooted. Crucially, the British Gymnastics leadership team has proven itself open to listening to and learning from our views, which are grounded in our lived experiences and those of our members. We recognise that this alone is huge progress.*

*Gympal shares Sarah's determination to drive positive and enduring change in the sport and to ensure that there is a zero-tolerance approach to abusive coaching methods."*

Gymnast Parent Alliance



# CEO REFLECTION

## LEARNING, LEARNING, LEARNING.

**Learning starts with listening, and at the heart of this journey we have heard the voices of individuals who make gymnastics possible every day, from gymnasts' elite to recreational, from club members to coaches and parents alike.**

This work is fundamentally about greater understanding and recognition to develop trusted relationships, as the foundations to enable us across gymnastics to work together and to act. In a world where things are rarely black or white and various roles and dynamics coexist, uniting around a common goal is paramount; indeed **“safeguarding is everyone’s business.”**



**Sarah Powell**

### Learning and Development

Positive coaches are so vital to the experience children and adults have in any sport. Developing their skills, providing motivation and encouragement, making informed decisions, and contributing so significantly to athletes' success and development, at whatever level that might be.

I have met many coaches up and down the country and it is right for us to recognise that coaches are less confident of their practices since the Whyte Review, and it is essential that we provide the right information and support, to ensure coaches can undertake their role, in a way that supports a positive culture and brings the best out of them.

We undertook a cultural survey of over 1000 respondents and follow up interviews and unsurprisingly, where the respondents feel safe and are enjoying the sport, there are clear correlations with the coach being positive and creating a supportive environment. This is the foundation for the playtheirway.org initiative recently launched too.

**We have a clear and pressing responsibility to work alongside and develop the next generation of coaches to have the confidence, skills and attributes to meet these expectations and to recognise that ongoing learning and development, is part of the role, as it is with any gymnast.**

Michelle Vernon-Way and Bobby Crutchley continue to help coaches across participation to high-performance environments. Supporting coaches to better understand themselves, develop their practice, create safe and secure learning environments and to coach gymnasts holistically, alongside developing their discipline specific technical knowledge and skills.

They are doing this through a range of group interactions

and individual support from a Coach Developer. We are also working to have in place a new coach licence scheme and are already signed up with CIMSPA to be a lead in the pilot work to develop a wider UK Coaching Register.

We are committed to developing policies and guidelines that facilitate informed decision making and offer clarity to coaches, gymnasts and parents about their role and rights in areas such as weight management, and the importance of education, nutrition, and hydration. We will be sharing more on this in the coming weeks, but implementing these in a way that ownership is jointly held between the club, the coach, the gymnast, and the parent will be key to seeing this move from policy to practice.

### Learning and Resolution

**Welfare and Safeguarding is a complex area, and we have taken a multi-layered approach to this work, to ensure all interventions reinforce our commitment to everyone being safe in gymnastics. Developing a preventative web of safeguarding interventions from policies, awareness campaigns, and published bans, to learning and development schemes and initiatives, to help protect everyone and ensure what we do has a lasting impact.**

Through our new Director of Welfare and Safe Sport, Geraldine Costello and her team, significant focus has been placed on case management and resolution. There are many cases that have taken too long to reach a resolution and we have listened and acknowledge this is having an impact, causing frustration and anxiety for all involved and that is why it remains our immediate and top priority.



## Continued

Policies and process are never the solution alone, but they are the important foundation to ensure we all understand that expectation. We want everyone to have confidence that those situations can be dealt with fairly, swiftly, and robustly. Providing greater understanding to complainants and respondents of the process, the roles of Independent Complaints Process (ICP), Sports Resolutions and ensuring greater ongoing communication and contact with all parties is a focus.

I acknowledge the level of communication and engagement with all involved in the complaints process has fallen short of what we should be delivering, and I am sorry for this. Be assured we are working to bring in additional support and provide a real emphasis on this across the team. We are also with agreement of the Independent Person making changes to the (ICP) Protocol and our own process to ensure learning from people's experience of the process is informing better ways of working.

We know that this level of reform does not happen overnight and we keep looking ahead to how we can put the next building blocks in place. Beyond our immediate focus on current cases, we will move towards concentrating on prevention, looking at how we can support greater cultural assurance in clubs, ongoing training, webinars and workshops to support safe practice, mediated resolutions and a greater emphasis on trauma-informed practice and restorative justice.

## Learning and the wider sport sector

We have widened our thinking beyond the world of gymnastics, establishing opportunities to learn from and collaborate with others – including other sports, other gymnastics federations, government, and other experts in safeguarding. This collaboration spans from recreation, grassroots sport to elite sport and has allowed us to share experiences and reflect on our progress, failings and decisions. The support and advocacy of UK Sport and the Home Nations Sports Councils has been vital to this, as is our work with Sport Resolutions, UK Coaching, UK Sports Institute, CIMPSA and the British Elite Athletes Association.

We must also acknowledge the potential for overload and confusion, so it is vital we work across the sector to join the dots and keep this work clear and coherent for the gymnasts, coaches and parents alike.

British Gymnastics is committed to working with others, from recreational to elite across the UK, to create a preventative web of people who are highly skilled, confident and caring in their practices, supported by a single framework of policies, standards and systems, which are underpinned by legislation and rights, to ensure sport is safe for all involved. British Gymnastics is committed to this and continues to play a key role in this work.

As a sector, we must consider legislative changes and work with Government on this, including the Victims Bill and the introduction of mandatory reporting, and consider these developments in our policies and processes. I believe we can learn a lot from other sectors, Education as an example, I send my daughter to school with a level of confidence and knowing that she will be safe and secure because of the system; we can and must do the same in sport.

Rest assured, I know there is much more for us to do and my commitment to reform is unrelenting. We owe this to those who we have let down in the past, those now in our sport and those who will join in the future.

We must never forget the essence of gymnastics – from Gymnaestrada to World Championships, I see hundreds of people enjoying gymnastics and see the sport being delivered with a smile and performed with grace, power, and joy.

In delivering our reforms we are on a journey of progress, and so the more we can continue to learn, the more we can make those positive, uplifting experiences the case for everyone!



**Sarah Powell**  
British Gymnastics CEO



## FOCUS AREAS

# 1. CULTURE & STRATEGY

“More than anything, we want to ensure that gymnast emotional, mental, and physical wellbeing and welfare is at the centre of the culture of our sport.”

## Where we want to be:

British Gymnastics and the home nations have a united approach to gymnastics across the UK, working to one clear vision based on shared values and beliefs – **LEAP Without Limits**. We work with our gymnastics community from gymnasts, parents, coaches, clubs, volunteers and others to create clubs and training centres where all in gymnastics can thrive, knowing they will have a safe, positive and fair experience.

We know that means big changes for us as a governing body: firstly, providing more effective governance for our sport, ensuring welfare and safeguarding our paramount across the UK; secondly reforming our learning and development work; and thirdly working more in partnership with clubs and gymnastics groups to transform our sport for the better.

More than anything, we want to ensure that gymnast emotional, mental, and physical wellbeing and welfare is at the centre of the culture of our sport.

## What you will see:

- A sport where everyone is supported, and the welfare of gymnasts is paramount
- A clear and united vision, strategy and culture underpinned by collective values and beliefs
- A shift in British Gymnastics' approach to develop and strengthen relationships across the gymnastics community
- More support and development opportunities for coaches, officials and volunteers
- Greater integration and collaborative working in British Gymnastics to improve our delivery and impact
- British Gymnastics taking a lead role in sharing knowledge to feed into wider sector changes with other sport National Governing Bodies, UK Sport, Sport England, FIG and Government to ensure sport is safer for all



# \* A VISION FOR THE FUTURE

Culture and Strategy have been important focus areas from the outset of Reform '25 and the actions taken to provide the platform and infrastructure needed to support further areas of work. The launch of the new united vision for gymnastics in phase one has continued to provide direction for all British Gymnastics activities and decisions. While the vision sets out the end goal, the future we want for gymnastics, Reform '25 is central to us delivering that vision. The vision to deliver an uplifting experience for all in gymnastics is driving all our work.

Through club visits, conferences, and events we are getting closer to the deliverers of gymnastics than ever before. Developing a positive culture will require engagement and commitment from all parties, building trusted relationships across our sport and outside. We have continued to place specific focus on recruiting staff to key positions based on values as well as knowledge and skills, as well as work to instil a growth mindset and a culture of constant learning across the organisation. While recruitment in key roles is a reoccurring task across the organisation as people develop and grow, we are seeing and appreciating the benefits of staff members with varied external expertise, outside experiences and influences.

To help us measure the impact of our work and ensure our actions and efforts lead to the positive change we intend we have joined forces with The True Athlete Project (TAP). TAP is a prominent UK and US based charity that reimagines the design, experience and impact of sport using a creative, mindfulness-based approach. Our work with True Athlete Project began with the creation of a

"Theory of Change" which will help us ensure our work leads to positive change. We are one of a few British National Governing Bodies to adopt this approach and are proud to be taking action that will help us deliver significant change felt in every part of the gymnastics community.

**Feedback from Sam's initial workshop highlighted the importance of having a wide variety of voices around the table when we make plans and decisions.**

**"Being exposed to strategic thinking, especially in the context of 'Leap Without Limits', was a refreshing shift from my usual focus on details."**

We've spoken before of the ambitious scale of change Reform '25 is aiming to deliver, and that scale of change is complex. For example, modernising and rewriting policies may not lead to the adoption of those policies if issues of communication, capability and training are not considered or addressed. A Theory of Change can help us work through the many underlying factors and how they influence each other.

Following the creation of our Theory of Change, we will work with TAP to develop and implement an Impact Measurement Framework to act as our scoreboard for monitoring progress. This newly created tool will precisely outline our goals, strategies and assessments. As we advance, our commitment is to engage in regular evaluations, adjust strategies as needed and transparently share both our progress and learned insights with the community.

## 1. CULTURE & STRATEGY

**We asked the founder and CEO of The True Athlete Project, Sam Parfitt what its been like working with British Gymnastics**

***"It is a privilege to contribute to the important efforts undertaken by the BG team to ensure gymnastics is a force for good in the world. The thing I have been most struck by is the seriousness with which the team are going about this process. They probe and challenge and take every effort to examine the different levers of change, to ensure that everyone has an experience of gymnastics which is safe and uplifting. They work well as a team to shift between blue sky thinking about what they want gymnastics to become, and practical conversations about what can be done right now. I have no doubt that if every national governing body became as intentional as BG in relation to their short, medium and long-term impact strategy, then in ten years' time we would see a vastly improved sporting landscape, with significant benefits to society."***



# \* EXPLORING AND PRIORITISING WELLBEING

## 1. CULTURE & STRATEGY

### Sharing experiences and perspectives at our inaugural Wellbeing Festival

**Wellbeing is a broad concept that covers many aspects of someone's life including physical, mental, emotional and even spiritual dimensions. It impacts and reflects the overall quality of life and how someone feels about their life.**

This summer a brand-new event took place at Lilleshall National Sports Centre as we hosted our first-ever Wellbeing Festival in partnership with UK Sports Institute (UKSI). We were excited to welcome gymnasts, coaches, staff and their families in reflection of the commitment from British Gymnastics to support everyone's exploration of wellbeing and what it means to them.

Hosted by Betty Glover from BBC Sport, the festival boasted an impressive lineup of keynote speakers including Olympic medal-winning gymnast Kristian Thomas, Dr. Arabella Ashfield, Olympic Race Walker and LGBTQIA+ advocate Tom Bosworth and The Gut Life's Emily Prpa, along with Sam Parfitt (True Athlete Project), Josh Saydraouten (UK Sport), Milly Kellyman and Tully Kearney who jointly delivered a Powered by Purpose keynote following the UK Sport social impact strategy.

Alongside the speakers engaging the audience with their insights and perspectives on wellbeing, the festival featured immersive workshops covering topics such as neurodiversity, breathwork, and yoga, compassion in sport and identity and values.

**Maimee Titmuss-Morris, UK Sports Institute Performance Lifestyle Coach & Wellbeing Lead said,**

***"About four months ago I gave freedom to an idea that had been building in my head and announced I wanted a Wellbeing Festival at Lilleshall for British Gymnastics this summer. Thanks to so many amazing people, tireless commitment, and passion, it happened. We designed the day to connect attendees on a human level, recognising our broader identities, and understanding what wellbeing is truly all about, all with a background of science, research and experience. The sessions explored new ideas and strategies for understanding and looking after ourselves and each other so all those present could leave empowered to prioritise and take responsibility for our own wellbeing."***

**Parent of men's artistic pathway gymnast Noah Darboe, Laura Monaghan said**

***"My son Noah really enjoyed the Wellbeing Festival that was organised by British Gymnastics as it promoted the message that elite gymnastics is not only about how talented or hard-working you are, but it also encompasses many other aspects including the importance of wellbeing. Noah found Kristian Thomas***

***to be an inspiring speaker as he looks up to him and has the same dreams that Kristian had when he was 9 years old. There were lots of activities for the whole family and everybody was incredibly friendly and helpful on the day."***

Following the event, key lessons have been learnt and will be taken into future events. Feedback told us that those who attended enjoyed the day, found it insightful and helpful. However, we would have liked to see greater attendance from both World Class Programme gymnasts and coaches, however the timing in the build-up to a major international championship may have had an effect. Future events would be planned with greater notice to ensure the availability of those we want to invite and allow people to plan their travel. In addition to the excellent session held at this first event, we have identified even more topics we'd like to cover, including sessions that would be aimed at our younger pathway gymnasts and their parents.



Watch our Wellbeing Festival Highlights

# \* HEARING AND SUPPORTING PARENTS

## 1. CULTURE & STRATEGY

**Sports Parenting can be one of the most challenging parental journeys and there is no such thing as a perfect sports parent.**

**There is very rarely a one-size-fits-all approach and yet there are so many things that parents need to navigate to give young sports people the very best support. Working With Parents in Sport are leading our work to help support parents, gymnasts, and coaches to have positive relationships so young people thrive both in and out of their sport.**

It has been great working across the performance pathway and in numerous clubs around the United Kingdom over the last 12 months. All of our workshops and webinars are interactive sessions that provide the opportunity for parents to reflect and share the very best of being a gymnastics parent but also the challenges that they face. This has allowed us to tailor content and support parents where possible whilst also informing the work that we then deliver with management and coaches. Everyone has a role in helping our young people to fulfil their potential both in and out of sport and it has been a privilege in working to bring all stakeholders closer together.

We have delivered several sessions to parents in the performance pathway at all stages of the journey with our introduction to sports performance parenting, managing

disappointment and sports parenting the teenage brain just some of the areas we have explored.

The release of our new book 'Sports Performance Parenting' into the performance pathway for all parents along with its release to the wider gymnastics community is a huge step forward in helping parents in how to best support their young people on their gymnastics journey.

We are looking forward to the next 12 months where we will be visiting an increasing number of gymnastics clubs with some new relationships on the horizon as well as strengthening existing relationships that we already have in place.

**Gordon MacLelland**  
CEO, Working with Parents in Sport



WATCH

Working with Parents  
in Sport





# FOCUS AREAS

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

**“we must prioritise and transform the quality of welfare and safeguarding across everything we do and everywhere gymnastics is enjoyed...”**

### Where we want to be:

The care of gymnasts is always paramount. British Gymnastics with our clubs, partners and stakeholders must ensure the welfare and care of all involved in our sport. For those that have suffered abuse, we will work with and listen to gymnasts to understand how we can best continue to support them, for instance through a restorative programme or one-to-one support. Beyond this we must prioritise and transform the quality of welfare and safeguarding across everything we do and everywhere gymnastics is enjoyed, from the community hall, leisure centre and club, right through to the National Training Centre at Lilleshall.

We will ensure the same consideration is given to emotional and physical abuse as to sexual abuse. We will work with gymnasts, parents, coaches, clubs, and volunteers, to ensure the community understands how they can raise any concerns, and feel confident that they will be listened to and these concerns will be acted upon, swiftly and robustly, so that together we can create a better experience for all.

### What you will see:

- A zero tolerance of abuse – whether that be emotional, physical or sexual
- The reporting of banned members on our website
- Gymnastics environments where everyone cares about and prioritises positive and safe experiences for all
- Greater understanding and prioritisation across the sport of the requirements and responsibilities for safe sport
- An improved complaints process and experience, with increased communication and welfare support for those involved
- An increase in the employed staff at both a national and regional level with a remit to support safe sport
- A culture where lower-level misconduct is responsibly identified and managed
- Access to independent reporting and investigation through UK Sport Integrity Service and Sport England Investigation Service
- More focus on proactive aspects of safeguarding such as club contact, policy monitoring, and education, with greater monitoring, tracking, reporting and insight being shared on concerns and issues, to ensure appropriate and early intervention
- An increase in our support for and work with our clubs and partners to ensure resources and training are provided in an accessible, consistent and practical way across all levels
- Physical and emotional forms of harm featuring more highly in safeguarding education and training for the gymnastics community, including Welfare Officers
- Timely updates communicated when changes to policies are made and when new materials can be accessed



# \*LEADERSHIP AND DIRECTION IN WELFARE AND SAFE SPORT

**Continuing the journey focussing on case management, backlogs and supporting Welfare Officers, following the appointment of Geraldine Costello as Director of Welfare and Safe Sport.**

**During my initial four months as the Director of Welfare and Safe Sport at British Gymnastics I have observed a dynamic exciting sport, run by passionate, dedicated people. I was happy to join a team full of talent, experience and capability who have been dedicated to responding to and managing concerns within a complex process.**

In addition to addressing immediate challenges, setting a strategic vision for the department was a key priority for me. Designed alongside the Leap Without Limits vision for gymnastics, the Welfare and Safe Sport vision encompasses prioritising the safety and protection of all participants, from gymnasts to coaches, fostering a positive and inclusive environment where everyone is encouraged and motivated while promoting a culture of fairness, understanding, empathy and mutual respect. Preventing harm and abuse within gymnastics is key to this vision. Protection, Prevention and Promoting positive wellbeing are key. Working closely with Learning & Development, increasing awareness and engagement with a range of people and stakeholders, effective response and improved case management.

A key activity aligned with this vision is the National Welfare Officer Conference planned for 17th November, set to take

place alongside the Trampoline World Championships in Birmingham. This conference aims to be a pivotal event in promoting welfare and safety in the sport, providing a platform for learning, connection and collaboration among welfare officers, the Welfare and Safe Sport Team and other key stakeholders, including the NSPCC, Sport England and Working with Parents in Sport.

One of the significant challenges I observed was the backlog of cases, many of which originated in 2020. Despite significant effort from the whole team and investment in resource we continued to see delays. The reason for these delays varies across cases but includes issues such as statutory hold-ups, non-engagement from involved parties, the complexity of cases, emerging complaints during ongoing investigations, initial limitations in resources, the lack of effective triage and case allocation processes. Addressing this backlog was set as a top priority. Strategies implemented include prioritising ICP and urgent cases, continuing to provide staff learning and development opportunities, engaging stakeholders for expedited decision-making, leveraging technology for case management, considering external mediation for resolution and implementing feedback mechanisms for continuous

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

improvement. I'm confident that we can continue to reduce backlogs and increase the number of cases reaching resolution.

We are dedicated to elevating our safe sport policies to best practice standards and have engaged with Lime Culture, UK's leading sexual violence and safeguarding experts, for guidance. This collaboration aims for a thorough review and enhancement of our policies, ensuring they are clear, fair and resonate with all members, reflecting best practice in every aspect.

The team's focus is on delivering uplifting experiences for all involved in the sport, making gymnastics a welcoming and positive space. The journey in the first quarter has been promising, and the foundation is already in place with engaged and caring team members supporting the gymnastics community. By responding effectively to concerns, making necessary improvements to systems and processes and continued listening and engagement there will be a transformative impact on welfare and safety in the sport.

Geraldine Costello





# \* PROTECTING PEOPLE IN OUR SPORT

## Publication of current banned and expelled list to protect members now and in the future

We want gymnastics to be safe, positive, and fair for everyone. As a result, we believe its important people of all ages are protected through the publication of current banned and expelled members on our website. While anyone banned or expelled had already been removed from the environment, we believe publishing this list is in the best interest of the sport and the wider public.

The published information includes whether an individual has been either expelled from membership of British Gymnastics or is subject to a time-limited ban from the sport where their return is subject to safeguards and conditions. It also details whether this is because of a safeguarding investigation, a criminal conviction (which may not relate to gymnastics) or conduct and disciplinary reasons. Members who are subject to a temporary suspension of membership due to an ongoing process will not be included in the published list.

We'd like to thank those who have contributed to making the list happen, including the feedback we have acted upon to make it a list that incorporates historic expulsions. It is one part of a much bigger programme of reform that we

are continuing to put in place with the input of gymnasts, coaches, clubs and parents so that we can ensure we deliver an uplifting gymnastics experience for everyone involved in our sport.

Publication of the list reflects the commitment made when we launched our Reform '25 action plan. We hope it will give further reassurance to our 400,000 member gymnasts, parents, coaches, officials and volunteers that by being part of a British Gymnastics registered club you can have confidence that you can experience the sport within a safe environment.

The list will continue to be updated as cases are considered, and further decisions taken. Should a member be readmitted to British Gymnastics, the personal information for that member would be removed from the list.

We see this as a first step forwards, and publishing further information is something we will explore with our members.

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

Read

See the Banned and  
Expelled Member List

# \* EMPOWERING AND INSPIRING EVERYONE TO #BETHECHANGE

**Safe and Fair Sport Campaign to help gymnasts, parents, coaches and welfare officers understand what is ok and what is not as well as inspiring them to 'See something, say something'.**

This Autumn we'll be launching a Safe and Fair Sport campaign for gymnastics across the UK. We've been taking the time to speak with other sports, Sport England and our home nation partners to share ideas and best practices, as well as spending time understanding what help and support would be most beneficial for parents, gymnasts, coaches, welfare officers and clubs.

We want to provide greater clarity on what is OK and not OK and the new norms and behaviours we all want to be a part of by listening and learning together. It's important that this outward facing work resonates to help

keep everyone safe in our sport through education and empowerment. The campaign will highlight that it's OK to not know the answers all of the time and encourage people to reach out for help where they need it.

We want to encourage everyone in our sport to make a difference and think about positive changes they could commit to whether that's raising a concern for the first time, investing in learning opportunities or taking more time to reflect and think about what they could do better next time.

## New sport policies to support gymnasts, coaches, staff and parents

New policies have been developed through the Reform Policy Implementation plan, informed by sports science and medicine experts and extensive consultation with specialists in relevant fields and our own gymnastics experts from the club, coach and gymnast advisory panels.

The communication of these policies will provide clear guidance and constraint (what not to do) and this will in turn encourage creativity and innovation in practice as well as inform the safeguarding process. Policies aim to be

a support for gymnasts, coaches, staff and parents to make informed decisions and minimise confusion in areas that were previously found to be challenging. We are prioritising creating a culture where every person feels comfortable speaking up if they have concerns and coaches feel free to be creative and driven.

The series of new policies will be published as part of the Safe & Fair Sport Campaign. The first ones will cover hydration, weighing and academic education, with support and guidance provided to help with the implementation of them.

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

Although this is being called a 'campaign' our work here will never be done as there will always be something we can do to make gymnastics better. We've created a Safe & Fair Sport identity that can be applied to many different areas we will promote through this activity, be that awareness of new policies, toolkits or CPD with all these resources having a life far beyond the initial launch.

**We want to provide greater clarity on what is OK and not OK and the new norms and behaviours we all want to be a part of by listening and learning together."**



#BETHECHANGE

# FOCUS AREAS

## 3. LEARNING & DEVELOPMENT

“a long-term strategic plan that demonstrates cares for and develops confidence in people, embracing the best of the past and present, and enhances it with new ideas and methods to better support people both for now and the future.”

### Where we want to be:

A positive culture of learning and development throughout is vital. To do this we'll offer world-leading personal and professional learning and development opportunities to the gymnastics workforce, collectively unleashing the true power of gymnastics. We offer a web of care and support for our people to help them feel confident and be even more effective and ethical in their practice, whatever role they play in the sport. This is the core of what we do and why we exist as a department.

Without the gymnastics workforce, our sport doesn't exist and we must do more to support people. As the recognised national governing body for Gymnastics in the UK, we work with people to help them to be more **capable** at doing their current role and be better prepared for future roles. We will be more **consistent** in the quality of experience we offer through the supporting resources provided and the practice of the people facilitating our learning experiences. We will ensure people have greater voice and choice in their **continuous** learning journey because we recognise learning happens everywhere, all of the time and we are committed to finding ways to recognise and celebrate this more.

We've re-branded as the 'Learning and Development' department (previously known as 'Education') to recognise that whilst part of people's learning and development in life happens through formal education experiences, even more happens on-the-job or through other less formal and social interactions with others. Supporting effective and ethical practice is at the core of everything we do, there'll be a more **coherent** approach to learning and development across roles, environments, disciplines and stages of the participation, talent, and performance pathway, without losing sight of the bespoke needs of individual people, groups or aspects of our sport.

We want to be more visible, listening and observing to better understand and support the workforce's needs. This will help us to better support people and inform our decision-making around current and future learning and development initiatives and lead to a more **contemporary** offer of support from British Gymnastics that meets emerging needs.

### What you will see:

- More confident and capable coaches and wider workforce who feel cared for and supported in and beyond their role.
- Greater visibility in clubs across the community to help them and generate insight to help us be even better at what we do.
- People feeling more trusted, aligned and empowered to work autonomously towards achieving our aspirational goal.
- Even more effective and efficient learning and development provision that is recognised as 'best in class' across UK industry and worldwide gymnastics community.
- Deeper and more meaningful conversations internally and externally whereby people work in a partnership driven way.

# \* HELPING PEOPLE LEARN AND GROW

***A re-focussed and re-imagined approach to learning and development to support and re-inspire anyone who delivers gymnastics.***

The Learning and Development (L&D) Strategic Plan sets out our direction to re-imagine the way we approach learning and development in gymnastics through re-focusing on the things that are most important to best support and re-inspire people.

It describes how we must celebrate the brilliant people that do incredible work across our community and recognise their effort, experience, and expertise. It seeks to embrace the best of the past and enhance it through new ideas to make the most of our future, together. The Plan has been created through lots of conversations with many of you across the community and with people outside our sport too. The strategic plan looks to support people to feel more cared for, feel supported and be even more confident in the role or roles they play across the community. It outlines six underpinning strategic principles, which are evidence-informed and practically applicable to help make the change happen across all roles, disciplines and environments.

The Plan gives us purpose and focus, ensuring we know why we're here, what we're aiming for, and what things we might do to get there from a learning and development perspective. It gives us a lens to look through when making choices about where, when and what to pay the most attention to so that we have the best chance of better supporting people now and for the future.

The Plan guides how we prioritise time, energy and resources and must emerge with the evolution of our sport and community needs. It has been developed through consultation with many people individually and in groups, in a variety of ways; from individual club visits

and club engagement events to wide-spread consultation activities with our existing workforce, advisory groups, external representative steering group and strategic partners.

We have re-organised what is now known as the L&D department to better align our people to the problems we are trying to solve and the opportunities we want to accelerate. Alongside Jay as Director of Learning and Development, we now have three very clear, interdependent functions of the department with responsible members of staff leading each function. These are; Operations (led by Richard Smith), Learning Design and Research (led by Katie Richards), and Coach Development (led by Michelle Vernon-Way for community and talent pathway environments, and Bobby Crutchley for performance and high-performance environments). The new structure will be effective from 1st January 2024.



**Read all about our new Learning and Development Strategy**



Jay Roper



# \* AMPLIFYING AND NURTURING COACH DEVELOPMENT

## 3. LEARNING & DEVELOPMENT

**Inspiring coaches to continue their development beyond technical qualifications through focus on continuous personal and professional development (CPD).**



Michelle Vernon-Way has been appointed to lead British Gymnastics' approach to supporting coaches beyond formal courses and coach education experiences, in participation and talent pathway environments. This formed phase one of the re-organisation of the Learning & Development department structure. Michelle has piloted a series of 1:1 and group interventions in support of coaches across our community across a range of clubs. These interventions include problem-solving sessions built around the real-life challenges coaches face in their clubs, as well as bespoke workshops like understanding self, coaching individuals and developing a thriving learning environment. Michelle has also led a project alongside the True Athlete Project to help enhance self-awareness and personal flourishing in coaches so that they are better equipped to establish a culture that nurtures the holistic long-term development of each athlete they support. We are now pulling together a coach development offer for non-Olympic BG funded disciplines.

Bobby Crutchley moved over from the Performance Department to form the final piece of the L&D Department leadership team from 1st June 2023. The purpose was to

ensure the approach British Gymnastics takes to supporting coaches across the breadth of the participation to the high-performance pathway is even more coherent and consistent in the way it is designed and delivered, without compromising individual needs or discipline specific nuances. This formed phase 2 of the re-organisation of the L&D department structure.

Bobby sits across both Performance and L&D leadership teams to help provide a closer link between the two departments and encourage collaboration to support performance coaches. Within the performance environment Bobby is helping coaches explore ethics in their practice alongside UK Sport colleagues, as well as developing a new high-performance coach development programme for Olympic disciplines that uses 1:1 bespoke coach development support through the help of a Coach Developer. The intent is to individualise the experience and tailor it to meet individuals where they are at and with their personal and professional needs. Bobby also continues to support a group of critical Women's Artistic Gymnastics coaches working in performance environments.



### 3. LEARNING & DEVELOPMENT

Katie Richards and the design and development team continue to create innovative continuous professional development (CPD) to meet the emergent needs of our community and support the embedding of key policies and practices published by British Gymnastics. We will launch three new CPD modules in early 2024 related to flexibility, eating disorders awareness and holistic talent development. This leads us into a major review of our Level 1 and Level 2 coaching qualifications from 1st April 2024.

Here's some of the feedback from our coach development interactions so far,

*"It has been refreshing to have open & inspiring interactions with the newly developing Learning & Development team at BG. To now be engaging directly with them both at Lilleshall events, and through staff visits to our club to talk with us, listen to each other, understand our challenges & deliver workshops, has enabled us to discuss ideas collaboratively, creating a really positive outlook. Working together is vital to pave a new path for coach development. Recognising and embracing the expertise of both BG staff and the coaches/clubs out in the community will give us the greatest opportunity to achieve the coach development and education support needed in our sport. Working with Jay, Michelle & Harriet over the past couple of months has opened my eyes that positive change is on its way, and I look forward to what comes next for our whole community".*

Nila Benfield, Nottingham Gymnastics Academy

***"We have been involved in some Coach Development group workshops and these thought provoking sessions have really given us a more rounded support to assist our gymnastics coaching. The sessions were fun, engaging and insightful."***

Jemma Parry, Park Wrekin



# \* FOCUSING ON THE HOW OF COACHING, AS OPPOSED TO THE WHAT

## 3. LEARNING & DEVELOPMENT

**Piloting a new approach to high performance coach courses with the 'Professional Practice in High Performance Coaching' (PPIHPC), helping create a more rounded experience.**

Watch

PPIHPC - Changes to our High Performance Coaching Course



The coaching course previously named 'Level 5' re-launched as the 'Professional Practice in High Performance Coaching (PPIHPC)' qualification as a pilot in August, with 24 coaches from across the community joining at Lilleshall for the inaugural workshop. The course had a completely re-vamped learning approach and content and curriculum design to focus much more on the how of coaching, as opposed to the what. Attention will still be paid to the technical/what of high-performance coaches practice, but at a different time.

Following the pilot there were a number of things we learnt for the future, particularly in terms of how the day flows and but the general feedback has been excellent. Delegates appreciated being allowed more time to discuss topics with other learners rather than just listening. Spending time generating ideas and solutions to real-life problems rather than going through pre-determined content that may or may not be useful to the coaches in practice were also identified as being valuable parts of the day. Focusing much more on the principles of how people learn and develop, rather than how we coach technical skills, was very well received and has evidently set the group up for longstanding relationships to be developed that will impact their practice in a positive way well beyond the course itself.

Here's what some of the coaches on the programmes told us about their experience:

*"The tutors were engaging, communicative and openly encouraged you to ask questions, it was a brilliant connection of critical thinking and self-analysis within real-life situations. There was a strong connection of people willing to ask more of each other and question ideas that they didn't understand or wanted more information on."*

*"Lots of great opportunity to discuss topics, share ideas and connect."*

*"I really liked how we were continually asked to work with our table and develop a confidence to talk openly and honestly. What we did was fantastic, I just want more, or to do it again."*

*"Tutors have a depth of knowledge and a message to deliver that was indeed inspirational."*

*"You could clearly see their (tutors) passion to deliver the message and that was addictive, and easy to buy into."*

The principles of how this formal course has been redesigned form the foundations for what the remainder of the coach education pathway might look like. Our learnings from this experience will inform the review of Level 1 and 2 beginning 1st April 2024.

# FOCUS AREAS

## 4. PERFORMANCE

**Gymnasts will be involved and have a meaningful say in decisions about their development, collaborating with experts in every aspect of training, recovery, wellbeing and rehabilitation, as part of a united team.”**

### Where we want to be:

We work across our Performance Pathway environments to support every gymnast to have a positive experience at every level and develop understanding that success rests on a demonstration of excellence across all aspects of a World Class Programme, not solely on medal hauls. We support the gymnastics community to foster a culture centred on values, a people first focus, strong relationships, and cross-discipline learning - where there is a recognition that striving for and achieving success is not the same thing as wellbeing.

Athlete welfare reforms are central to developing a positive and open culture, and the encouragement of athlete autonomy. Modern coaching process are developed, and we adopt a more hands on approach to disseminating good coaching practice. We move from a coach led environment to a gymnast-coach led environment, ensuring both gymnasts and coaches have a voice. Gymnasts will be involved and have a meaningful say in decisions about their development, collaborating with experts in every aspect of training, recovery, wellbeing and rehabilitation, as part of a united team.

We continue to work with external experts in developing safe sport policies that are relevant to everyone who is involved in the gymnast's experience in either in clubs, regional or national centres. These will be effectively communicated, monitored and supported.

### What you will see:

- A more open and transparent culture focused on values with safety prioritised and the integration of performance and wellbeing
- Increased contact and oversight of Performance clubs and their culture, supporting them to implement best practice and make improvements where required
- The gymnast's voice central to the decisions that shape their competitive journey
- Coaches confident in how they improve performance with their gymnasts, supporting wellbeing and personal growth
- Clubs and parents clear about the part they can play in the competitive pathway
- Sports science embedded across all disciplines and continually evolving
- A focus on performing well, not just winning



# \*LEADERSHIP AND DIRECTION IN PERFORMANCE

British Gymnastics' Performance Directors David Hart and Tracy Whittaker-Smith reflect on the last 12 months leading reforms in Performance, and look ahead as to what is still to come.



## 4. PERFORMANCE



*"One of my main responsibilities has been the WAG reform... We've introduced individual athlete plans, so that every gymnast can own their own journey and contribute to that in a very supportive way."*

Tracy Whittaker-Smith MBE  
Performance Director - Olympic



*"The focus in Performance has been on co-production - we want coaches, gymnasts and staff to have a seat at the table and work together to produce the performances and experiences that are important."*

David Hart  
Performance Director - Culture & Strategy



# \*FOCUS ON NON-OLYMPIC GYMNASTICS

## 4. PERFORMANCE

**Ensuring leadership and strategic direction for the non-Lottery funded disciplines of gymnastics and that welfare is paramount in the development of these disciplines, with the objective of creating a more consistent experience across the pathway.**



British Gymnastics remains committed to supporting non-Olympic disciplines – Acrobatics, Aerobics, Double-Mini Trampoline (DMT), Rhythmic, TeamGym, and Tumbling – ensuring they receive strategic direction and support comparable to Olympic disciplines. This included the appointment of Performance Manager for non-Olympic disciplines and Performance Services Officers, all of whom provide consistent support alongside other gymnastics disciplines.

Ian Said, Laura Hogg and Stacey Godden have been entrusted with leading roles for Acrobatics, Rhythmic and TeamGym respectively, adding to the re-appointment of GBR Performance Coaches for DMT and Tumbling. These appointments not only signify an investment in talent identified through our coaching development pathways but also aim to instil a positive culture and enhance collaboration with our Home Nations.

For the first time British Gymnastics is proactively investing in the [Talented Athlete Scholarship Scheme \(TASS\)](#), underscoring our recognition of its value. This initiative commenced in September 2023, extending

support to 25 gymnasts from non-Olympic disciplines. This marks a significant expansion from previous years, where TASS had allocated only a limited number of places to us. To ensure consistency and transparency, selection policies have been meticulously revised to mirror those of Olympic disciplines, with the added trust of involving independent observers from our Home Nations in the selection process.

There's also a noteworthy emphasis on cross-discipline collaboration, with staff from various disciplines engaging in a knowledge-sharing initiative for mutual learning and mentoring. Additional support mechanisms have been put in place, including securing an Athlete Performance Award (APA) for Rhythmic gymnast Marfa Ekimova and assisting the Rhythmic gymnastics community in a comprehensive review and strategic planning for the discipline, with community consultations in the pipeline. These concerted efforts and strategic appointments underscore British Gymnastics' unwavering commitment to the holistic development of non-Olympic disciplines, with a focus on welfare and consistency for all participants.

**TeamGym Coach Louise Mearns said:**

***"Since the appointment of Morgan Jansson as Performance Manager of non-Olympic disciplines, there has been a notable impact to the TeamGym community. First and foremost, the visible support through stability, time and energy dedicated to supporting the discipline has been invaluable. The visibility she provides the discipline has already brought the attention of senior British Gymnastics representatives whom have not engaged with the sport previously. Additionally, she has active role in collaborating with the technical committee to problem solve where required and has also set a new professional standard within the discipline with regards to the introduction of the national coach role and the supporting infrastructure which we anticipate will help with the continued success of British TeamGym at the elite level and the growth of the sport overall from grassroots upwards."***

# \* NAVIGATING ETHICAL CHALLENGES IN HIGH-PERFORMANCE COACHING

## 4. PERFORMANCE

### Working with Dr. Julian North and UK Sport to encourage learning and growth among high-performance teams, enhancing both their performance culture and operations

The Ethical Explorations is a collaboration project between British Gymnastics and led by Dr Julian North (Leeds Beckett University) and Laurie MacDonald (UK Sport). It aims to gain a greater understanding of some of the challenges involved in gymnastics coaching and the wider performance environment. Dr Julian North, a seasoned social and sports researcher with 30 years of experience, is Director of the Centre for Sport Coaching at Leeds Beckett University bringing invaluable insights to the project along with UK Sport Coaching Advisor Laurie MacDonald. They'll work closely with seven elite coaches, including our Performance Director for Olympic Disciplines, Tracy Whittaker-Smith MBE, five Women's Artistic Coaches, and one Rhythmic Coach, fostering ethical understanding and practices in high-performance sports environments.

The project is designed to encourage learning and growth among high-performance teams, enhancing both their performance culture and operations. It acknowledges the intricate layers of ethical issues within performance environments and takes a cultural rather than bureaucratic approach to addressing these issues. Leadership plays a key role in with activities designed for leaders, coaches and practitioners to explore together ethical dilemmas and grey areas in their field.

These activities include face-to-face events and online sessions over four to five months, and have provided a platform for sharing stories, challenges, and insights encouraging participants to reflect on their assumptions and practices. The project will also include a parallel research process to document and learn from the pilot, with findings consolidated into reports for British Gymnastics and UK Sport, subject to participants' approval and comfort with the shared information.

#### Rhythmic Coach Laura Hogg said

*"The ethical exploration's project has been a breath of fresh air. To be able to connect with coaches from different disciplines and discuss experiences, stories, and the general day to day life as a coach has been*

*immensely helpful for many reasons. It has given me a sense of ownership and strength in my ability as a coach and reassurance that the work or knowledge I do know is of high quality. The strength and confidence to use my voice and not be afraid to express concerns or feelings and building connections with other coaches and sharing stories has stripped away that sense of loneliness and fighting a battle alone.*

*For me there are certain people that I feel want to change the ethical culture within British Gymnastics, however actions are too slow and not at a pace that will drive and motivate the community. Coaches at present don't feel a sense of value nor do they trust the correct thing will be done. I consider myself to be a pro-active and positive character but over the last 12 months, the struggle has been hard to remain driven, focused and motivated. The main reason for my drive is the gymnasts, however I haven't felt supported. I've felt very much alone. So having this group and meetings has given me the lifeline needed."*



Laura Hogg

# \*A NEW ERA FOR BRITISH WOMEN'S ARTISTIC COMPETITIONS

## 4. PERFORMANCE

British Gymnastics have been working closely with the Women's Technical Committee and other technical experts to update the Women's Artistic Gymnastics (WAG) Competition Framework. We want each child to feel included and to have something to strive for, whilst also ensuring the very best young gymnasts are still able to progress to the very top of the sport.

**Women's Artistic Gymnastics Head National Coach,  
David Kenwright said**

*"The new WAG competitive framework provides clarity and alignment and promotes more choices of pathways for gymnasts and coaches. There's a new focus on increasing rewards for work done well, and a move away from the more harsh deductions that had been a part of our old culture. We hope these changes are affirmative for all involved. For coaches and judges, the process has been more consultative with a working group, information sessions, and opportunities to provide feedback and*

*suggestions. This will be ongoing. The new step and phase approach and review of the philosophies and rationales will provide more direction and clarity than before, and the alignment of the National Development Plan (NDP) and the Compulsory/Voluntary programmes will steer all to a safer and more enjoyable experience."*

Working with the Women's Technical Committee, head national coach David Kenwright and other technical experts a new framework was written. We held a consultation day at Lilleshall National Sports Centre where members of the technical committee, regional and club representatives were invited to hear the details of our proposed framework, see practical demonstrations and share their feedback. The session was very positively received by the group of coaches present with open, enthusiastic discussion and excellent feedback provided. Further consultation then took place with all women's artistic gymnastics coaches able to review the framework, watch videos and provide feedback and pose questions.

The final framework will be released after all feedback and questions have been addressed. This will be followed up with extensive engagement activity in clubs and regions through workshops, club visits and the British Gymnastics Symposium.

**Coach Ross Falsetta attended the Lilleshall consultation event, he said**

*"It's been a good open session, we've discussed things and been able to ask questions. It's always good to come to Lilleshall and learn from the national staff. And when British Gymnastics put on an event like this we've got to support it if we want things to move and evolve, we've got to continue to get better."*



**WAG Competition  
Framework Update**

# APPENDIX



# OUR REPORTING

Since the publication of the Whyte Review, we have communicated our initial response, our Reform 25 plan, and our new united vision. We've shared these with the community and continue to share all major updates members and partners through our e-mail communication and digital online channels. We have a dedicated page on our website where all updates and progress can be found and in addition, we're using our social media channels to provide specific updates to policies, processes and to make announcements.

[www.british-gymnastics.org/reform-25](http://www.british-gymnastics.org/reform-25)

We will continue use our communication channels to explain our reforms and implementation plans as well as how everyone in the gymnastics community can help shape and support the reforms.

We are engaging with gymnasts, parents, coaches, clubs and wider members to provide the platform for people to tell their stories. Our highly successful campaign Find Your Amazing, tells the stories of gymnasts, coaches and volunteers, young and old who have experienced immense positive effects from their involvement or participation in gymnastics. We celebrate the positive impact this has had on their lives through illness, disability, and coping with adversity and hope to inspire others to find their amazing through gymnastics.

The key focus for this will be collaboration and feedback across the sport. We will work closely with the Coach, Gymnast and Club Representative and Advisory Groups to try and improve our communications approach. This will also help us both check the effectiveness of what we are doing and the impact we are having.

This plan is a living document that is the beginning of an important journey for our sport. We will regularly engage with our members, partners and people connected with gymnastics to hear their ideas and help us work out the detail of these programmes of work, ensuring we make a real, positive difference together. You can read our original Reform'25 action plan published in October 2022, including the recommendations of the [Whyte Review the plan addresses](#).

**If anyone has any questions or suggestions about this plan or would like to be involved further, then please do contact our CEO Sarah Powell directly, on [ceo@british-gymnastics.org](mailto:ceo@british-gymnastics.org).**



# OUR PROGRESS SO FAR

Culture and Strategy have been a primary area of focus from the outset of Reform '25 and the actions taken to provide the platform and infrastructure needed to support further areas of work. Six actions were completed in the first phase with four remaining actions continuing throughout the remaining phases. The focus on Culture and Strategy will not end with the completion of Reform '25 we will continue to listen and learn. The launch of the new united vision for gymnastics in phase one has continued to provide direction for all British Gymnastics activities and decisions.

Through club visits, conferences and events we are getting closer to the deliverers of gymnastics than ever before. Developing a positive culture will require engagement and commitment from all parties, building trusted relationships across our sport and outside. We have continued to place specific focus on recruiting staff to key positions based on values as well as knowledge and skills, as well as work to instil a growth mindset and a culture of constant learning across the organisation. While recruitment in key roles is a reoccurring task across the organisation as people develop and grow, we are seeing and appreciating the benefits of staff members with varied external expertise, outside experiences and influences.

## Summary:

Some of the actions we have taken and things that are now in place are:

- **New vision to create a new era:** the launch of LEAP without Limits
- **Values & Behaviours:** Our newly developed organisational values and behaviours: Leadership, Engagement, Accountability and People (LEAP) – connect directly to our 'Leap Without Limits' strategy
- Reshaped Board in place
- Additional scrutiny and focus on safeguarding
- A redesigned organisation with key senior appointments
- Listening to Gymnasts, Coaches & Clubs
- Working closely with parents
- Shaping and influencing the international approach to safe sport

## 1. CULTURE & STRATEGY

Actions delivered or progressed in Phase 2:

- Working with True Athlete Project to develop an impact measurement framework - beginning with the creation of a "Theory of Change" document. This signals a significant change in the way we manage change. You can read more about this piece of work on page 15.
- High level Diversity Inclusion Action Plan (DIAP) developed in partnership with inclusion specialists and providing critical scrutiny to our work in this area.
- First wellbeing festival. You can read more about this piece of work on page 16.
- Established a partnership with Working With Parents In Sport (WWPIS) to enhance parental involvement and support in the sport and engage Gymnast Parents Alliance for input and collaboration. You can read more about this piece of work on page 17.



# SUMMARY OF PROGRESS

## 1. CULTURE & STRATEGY

### The actions we are taking – Overview:

WHYTE REVIEW RECOMMENDATION #	ACTIONS	PHASE 1	PHASE 2	PHASE 3	PHASE 4	STATUS
16	Work with the Home Nations and the gymnastics community to develop and put in place a clear vision and strategy for our sport, underpinned by a set of shared values and beliefs, to create a united approach to gymnastics across the UK.					Undertaken
16	Provide appropriate governance for our sport by reshaping the Board to ensure we have the necessary skills and experience to guide what we do, including experience in safeguarding and performance gymnastics.					Undertaken
16	Ensure we are fit for the future by redesigning the organisation, putting a greater emphasis on working together with our gymnastics community, and building trusted and valued partnerships across and beyond our sport.					Undertaken
2/All	Ensure we as British Gymnastic embody the culture that we want to see across our sport by appointing people from throughout the organisation to lead by example, role model our values, reinforce behaviours and guide others in a supportive way, so that we continue to embed, evolve and shape a safe, positive and fair culture in everything we do.					In Progress
17	Listen more to the gymnasts, coaches, and clubs at the heart of our sport through three new Representative and Advisory Groups – Gymnast, Coach and Club – supporting, developing and empowering them to advise the Board and Executive team on key policies and programmes to ensure our thinking and action is fully informed, relevant and connected to all involved.					Undertaken
16	Provide additional scrutiny and focus on all safeguarding and welfare areas by putting in place a Safeguarding Sub-committee of the Board.					Undertaken
1/10	Enhance our Strategic Leadership Team with the appointment of a Director for Learning & Development and Director for Communications and Stakeholder Engagement.					Undertaken



# SUMMARY OF PROGRESS

## 1. CULTURE & STRATEGY

### The actions we are taking – Overview Continued:

WHYTE REVIEW RECOMMENDATION #	ACTIONS	PHASE 1	PHASE 2	PHASE 3	PHASE 4	STATUS
3/All	Take a leading role in driving forward wider sector changes by working with other National Governing Bodies of sport, international federations and the UK Government to support cross sector reforms to ensure safe sport for all.					In Progress
15	Ensure the changes we make have the desired impact by undertaking regular reviews of this Reform '25 action plan, evolving it as necessary, and update our gymnastics community and the wider sector on progress made, with updated versions published as we review and learn from the impact of our actions.					In Progress
17	Identify and implement a means to ensure we listen to the parent voice and build it in to our thinking, plans and actions.					In Progress

#### KEY

Phase 1: July – December 2022

Phase 2: January – June 2023

Phase 3: July – December 2023

Phase 4: January – June 2024

	Involving & Developing
	Action implementation
	Action undertaken
	Updated

# OUR PROGRESS SO FAR

We are dedicating significant time and effort to the crucial areas of welfare, safeguarding, and addressing complaints. It is a top priority for us, but we acknowledge that there is still much work to be done. The introduction of Geraldine Costello as Welfare and Safe Sport Director has had a very positive effect, and you can read more about Geraldine's first four months in the role on page 19.

Out of the 13 actions committed to as part of the action plan, 4 have been completed. This is a positive start, but we still have a long way to go to achieve our desired goals. A key focus in phase two was the publication of our banned and expelled members list. This is a difficult step to take as there are many varying opinions on the correct approach to take however since the publication in September we are continuing to listen to the opinions of our independent partners, commissioning bodies UK Sport and Sport England and the gymnastics community.

Since 2020, when concerns were raised with British Gymnastics and to other organisations, we have continued to receive an increased number of concerns and complaints in relation to the wellbeing and safeguarding of those within our sport, with the annual average for concerns raised having risen by 43% in the last four years. Through the Independent Complaints Process, working with Sport Resolutions and our internal processes, we have made good progress in not only managing the backlog of cases, but ensuring that any current concern is appropriately triaged and managed.

The timeline for cases to be handled can still be longer than we want, but we continue to see the positive impact the expanded team is having with a gradual reduction in the backlog of cases.

We recognise that these challenges are not unique to gymnastics and that other sports are grappling with similar issues. This is why we called for an independent body for safeguarding in sport and we were pleased to see this

reflected in the recently released government strategy on sport, including their call for evidence. This will be a key step to ensuring sports of all kinds are set up to be able to appropriately support safeguarding in sport.

As a sport, we believe that our policies and processes should be clear, easy to understand and available to all our members. We continue our work with LimeCulture, a national sexual violence and safeguarding organisation based in the UK. Our work with them will result in a full and comprehensive review of our current safe sport policies with a view to ensuring that they are easy to understand, fair and are provided in the appropriate voice for all our members.

## Summary:

Some of the actions we have taken and things that are now in place are:

- Refined Integrity initiatives with a focus on welfare and preventative support.
- Actively engaged with UK Sport and Sport England in the newly introduced sport integrity pilots. These pilots encompass an independent disclosure service for individuals involved in high-performance gymnastics, providing a secure platform for voicing concerns.
- Implemented Globocol, a system for tracking and reporting all abuse-related complaints, monitoring handling performance, and identifying behavioural patterns.

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

Actions delivered or progressed in Phase 2:

- Appointed Geraldine Costello as the new Director of Welfare and Safe Sport.
- Implemented a policy for the independent investigation of concerns about employed coaches, aligning with UK Sport's Independent Elements policy, ensuring an independent process and panel for welfare-related complaints.
- Initiated a project with subject matter experts LimeCulture to independently review and revise our safeguarding policies.
- Launched and actively maintaining a partnership with the British Elite Athlete Association (BEAA) to support athletes, led by the Performance Sport team, ensuring continuous support for all athletes.

# SUMMARY OF PROGRESS

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

### The actions we are taking – Overview:

WHYTE REVIEW RECOMMENDATION #	ACTIONS	PHASE 1	PHASE 2	PHASE 3	PHASE 4	STATUS
6/7	Independently review and revise our safeguarding policies, and work with the coaches, clubs, and parents to ensure these policies are clear, understood and acted upon to keep all involved in our sport safe.					In Progress
8	Put in place a revised complaints process to ensure all welfare related complaints about British Gymnastics employed coaches are independently investigated and, where relevant, determined by a wholly independent panel.					Undertaken
9	Put in place a revised system to ensure we notify complainants and respondents involved in a complaint about actions, developments and outcomes in a consistent and prompt manner.					In Progress
1/14	Review and revise our work on integrity to put a greater focus on welfare and preventative support.					Undertaken
3/5	To engage with UK Sport and Sport England as part of the new sport integrity pilots, which will include an independent disclosure service for those involved in high performance gymnastics.					Undertaken
3	Build a strong and collaborative relationship with the British Elite Athletes Association (formerly British Athletes Commission) and their role in providing an independent and confidential advice and support service for athletes by putting in place a new Service Level Agreement and memorandum of understanding with them.					In Progress
1/2	Provide additional welfare support and training for the gymnastics community, and ensure we look even further than simply the process of safeguarding.					In Progress



# SUMMARY OF PROGRESS

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

### The actions we are taking – Overview Continued:

WHYTE REVIEW RECOMMENDATION #	ACTIONS	PHASE 1	PHASE 2	PHASE 3	PHASE 4	STATUS
3	Work with and listen to gymnasts who have suffered abuse to understand and explore how we can best provide support, for instance through a restorative programme or one-to-one support, as well as continue to support all those involved during the complaints process.					In Progress
5	Ensure every complaint that we receive about emotional, physical or sexual abuse can be tracked and reported against by putting in place a new fit for purpose complaints management system (Globocol), allowing us to keep a record of the nature and number of complaints received so that complaint handling performance is monitored, and patterns of behaviour can be identified.					Undertaken
3/12	Raise awareness of and support the entire gymnastics community to understand good practice, what is acceptable and not acceptable and how to report concerns through the delivery of a Safe Sport Campaign.					In Progress
1	Undertake a review to ensure we have the appropriate level of safeguarding resource and support in place to meet requirements at a regional level.					In Progress
2.13	Work with the gymnastics community to develop and support the delivery of new resources for safeguarding, providing support to help embed their use across the sport.					In Progress
1/14	Enable the adoption of a preventative and active safeguarding culture throughout gymnastics by working with our regions to build capacity, competence and support for safeguarding.					In Progress

#### KEY

Phase 1: July – December 2022

Phase 2: January – June 2023

Phase 3: July – December 2023

Phase 4: January – June 2024

Involving & Developing

Action implementation

Action undertaken

Updated

# OUR PROGRESS SO FAR

## 3. LEARNING & DEVELOPMENT



Actions under the Learning & Development (previously 'Education') were scheduled to complete in the latter part of the Reform '25 plan, with 1 action completed till date. Many of the actions continue to be developed with completion scheduled for phase three and four. To ensure that we are meeting the needs of our community, we are actively engaging with coaches to better understand their learning needs.

We have been using this feedback to inform our future course planning, allowing us to develop a curriculum that is relevant and practical for coaches in their day-to-day work.

Jay Roper our new Director of Learning and Development has prioritised the development of the new British Gymnastic Learning and Development Strategic Plan alongside the re-organisation of the department to create more effectiveness and efficiencies operationally through the re-use of existing resources to better support our community and workforce, helping to address the capacity challenge our sport faces whilst remaining focused and committed to driving quality. We are confident this approach will deliver Learning and Development tailored to meet the needs of gymnastics coaches now and in the future.

### Summary:

Some of the actions we have taken and things that are now in place are:

- Jay Roper, our new Director of Learning and Development joined us from UK Sport in March.
- Listening to coaches and others to shape education provision. Through a combination of engaging with people by visiting their clubs and events, workshops, questionnaires, and targeted consultations with our advisory groups, external steering groups set up and convened, and wider experts, we have captured key themes and insights that will inform our future course planning.
- Focus on updating the High-Performance Coach course and assessment methodologies to better help coaches with their role in being effective and ethical in their practice.
- New non-technical CPD modules for coaches in development related to flexibility, eating disorders and holistic talent development.
- Professional Practice in High-Performance Coaching (PPiHPC) you can read more about this pilot on page 26.
- Coach Developers. You can read more about our new approach to coach development including our new Coach Development manager and the integration of performance and high-performance coach development into the department on page 24.
- Scoping around coach recognition and 'licensing' underway but requires more time: This project was paused when initial scoping identified the need for a new learning management system to be implemented to complete this associated action, in line with the industry wide workforce governance project being driven by the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA). With new Director of Learning and Development Jay Roper now in role we are continuing to scope this action alongside our launch of a new learning management system (LMS) early 2024. This approach is important in allowing us to make strategic decisions regarding our IT infrastructure in a coordinated way.

# SUMMARY OF PROGRESS

## 3. LEARNING & DEVELOPMENT

### The actions we are taking – Overview:

WHYTE REVIEW RECOMMENDATION #	ACTIONS	PHASE 1	PHASE 2	PHASE 3	PHASE 4	STATUS
10	Director of Learning and Development to work with the Coach Advisory Group to develop a new long-term strategy for learning and development, appropriate to the challenges of gymnastics at all levels and for all disciplines, ensuring it meets the needs of all involved in delivering a positive and safe gymnastic experience with an appropriate focus on how to coach as well as what to coach.					In Progress
10	Listen and work with the coaches, external partners and specialists to ensure we reflect the needs of a modern coaching approach by reviewing and adjusting the coach educational framework, to include athlete development, health & wellbeing and sports psychology.					In Progress
13	Support coaches with their commitment to constant learning by introducing a suite of Continuous Professional Development modules that meet individual needs and appropriate to every level of learning across the disciplines.					In Progress
13	Ensure that all Performance coaches remain up to date with current best practice by working with coaches, CIMSPA and other sport NGB's to develop an appropriate approach to coach licensing.					In Progress
13	Inform and shape our approach in what is a vital area of change for gymnastics by establishing a steering group to undertake research partnerships, with the group to include UK Coaching, UK Sport and academic experts.					Undertaken
13	Work with a variety of specialists in safe sport to develop new resources for safeguarding and delivering courses to upskill the community and support these being embedded.					In Progress
13	Modernise our learning management system and ultimately launch the 'coach zone platform' giving coaches access to technical learning.					In Progress
10	Overhaul our International Coach Accreditation Process to ensure cultural as well as technical alignment.					In Progress

KEY  
 Phase 1: July – December 2022  
 Phase 2: January – June 2023  
 Phase 3: July – December 2023  
 Phase 4: January – June 2024

 Involving & Developing  
 Action implementation  
 Action undertaken  
 Updated



# OUR PROGRESS SO FAR

We remain on schedule having now completed 4 of the 10 actions that form the Performance work strand of our Reform '25 action plan.

We have also seen significant progress in many other actions, and we are on track to complete this in the final two phases of the Reform '25 plan. Safe Sport policies for Hydration, Weighing Gymnasts and Academic Education are due for publication this autumn following consultation with numerous stakeholders including gymnasts, coaches and clubs.

We have continued to see significant medal success on the international stage, but those medals have been delivered within a supportive environment where gymnasts and coaches can see and recognise the positive steps and progress being made. Our goal is to create a culture where everyone works together to produce performances and experiences, we want to do this through accountable coaches, gymnasts, support staff, and clubs. The Los Angeles 2028 Performance Plan will be the first performance plan to place culture as the focus of its brief.

All funded gymnasts now have an Individual Athlete Plan (IAP) that is age and stage appropriate and to which they feel connected. Our 'Live, Train, Compete' education and coach development package helps gymnasts and coaches make informed decisions about their IAP.

We're advanced in our plans for a safe and Fair Sport campaign which will launch in November. This campaign will combine deliver a comprehensive plan of messages around how to ensure gymnastics is safe and fair, including how to recognise problems and raise your concerns through the 'See something, say something' concept. The campaign will also include the communications and awareness building of new or rewritten policies produced through Reform Policy Implementation plan. You can read more about the campaign on page 21.

Following the success of the first FIG Safe Sport Symposium at the 2022 Artistic World Championships in Liverpool, David Hart delivered a session at the 2023 event in Antwerp on 'the importance of culture in elite sport'.

## Summary:

Some of the actions we have taken and things that are now in place are:

- New leadership of the Performance programme making a positive impact specifically Performance Directors David Hart and Tracy Whittaker-Smith MBE, and Scott Hann Technical Advisor.
- Support in place across all disciplines of gymnastics, including a focus on welfare and improving consistency in the pathway experience, all supported by Performance Director David Hart and the appointment of Morgan Jansson as Performance Manager dedicated to the British Gymnastics funded disciplines. You can read more about the impact of this work on page 29.
- Wider activity reflecting the cultural shift towards putting the care of people at the heart of what we do: beyond the specific actions included in Reform '25, we are seeing other elements of work happen that demonstrate the cultural shift being made towards prioritising the welfare and wellbeing of all those within the Performance programme. These have included working with Grey Matters to recruit a psychologist to support both coaches and athletes working within the World Class Programme, as well as a programme of work that is at the forefront of driving change within the sport sector in supporting better female athlete health - covering things such as body confidence and the importance of athlete apparel, education around the menstrual cycle and pelvic floor health, and bone health.

## 4. PERFORMANCE

Actions delivered or progressed in Phase 2:

- Collaborated with the UK Sports Institute for policy development through a research group approach. Consulted subject experts during the creation of position statements and policies.
- Development of reform policies progressing with implementation beginning during Safe and Fair Sport campaign in October 2023.
- The Women's Artistic Gymnastics (WAG) Reform Programme has been a key priority of our work. The plan has focussed especially on the technical changes required within the competition structure and we are pleased to have begun the rollout of this with members of the Women's Artistic technical committee, regional and club WAG representatives at an event in Lilleshall at the end of September. The event marked the beginning of the rollout of the new framework which will now reach all WAG clubs through our online training guides and videos. The new competition framework has a focus on positive scoring rather than deductions as has historically been the case and so far, feedback has been excellent. We're excited by the positive impact this will have within WAG in Great Britain. WAG form will continue with review of training methodology, but also culture, community collaboration, succession and coaching process.
- Developed a Gymnast Advisory Panel for informed decision-making. Initial tenures are set until December 31, 2024, with subsequent tenures lasting four years. Advisory Groups will be a permanent fixture and will have links to the British Gymnastics Board to ensure their views and perspective are present in decision-making.
- Developing a new generation of performance coaches through the Coach Reform Programme, in collaboration with the Learning & Development department.



# SUMMARY OF PROGRESS

## 4. PERFORMANCE

### The actions we are taking – Overview:

WHYTE REVIEW RECOMMENDATION #	ACTIONS	PHASE 1	PHASE 2	PHASE 3	PHASE 4	STATUS
3	Drive the cultural and welfare reforms required within performance environments by appointing a second Performance Director with specific focus on Culture, Strategy and Athlete reform and a remit to connect this work across the organisation.					Undertaken
3	To work with the gymnasts, coaches and support staff to develop expected standards across all disciplines and environments by defining and embedding a framework for High-Performance Cultural and Athlete reforms.					In Progress
11	To work with the performance coaches to support and develop a Coach Reform Programme, to aid the development of the next generation of performance coaches.					In Progress
11	To enhance greater cross-discipline learning and the development of positive training environments by appointing a Performance Technical Advisor.					Undertaken
3	Produce and deliver a digital Gymnast Handbook for all gymnasts and parents that clearly sets out information including our Standards of Conduct, an explanation of and links to key policies, and information on safeguarding and how and where to report concerns.					In Progress
4	Ensure leadership and strategic direction for the non-Lottery funded disciplines of gymnastics and to ensure welfare is paramount in the development of these disciplines by appointing a Head of Non-Olympic Disciplines, with the objective of creating a more consistent experience across the pathway.					In Progress
11	Ensure the risk and challenges associated with Women's Artistic Gymnastics are given the appropriate focus by establishing a WAG reform programme. This will include coach succession and development, application of sports science methodology and creating an open and transparent culture.					In Progress

# SUMMARY OF PROGRESS — 4. PERFORMANCE

## The actions we are taking – Overview Continued:

WHYTE REVIEW RECOMMENDATION #	ACTIONS	PHASE 1	PHASE 2	PHASE 3	PHASE 4	STATUS
11	As part of the wider review of policies, work with relevant experts to review and rewrite all the Sports Science and Sports Medicine related sections, ensuring they provide clear expectations and guidance to all clubs, coaches and support teams who impact on the gymnast experience and clearly set out what conduct is and is not acceptable.					In Progress
11	Establish, together with the UK Sports Institute, a research group to capture and develop policies and practices that put the gymnast's health and safety central to our thinking (including looking at training loads and competition age limits).					Undertaken
17	Develop the Gymnast Representative Group so that it becomes skilled, autonomous, and effective, enabling quality consultation, communication, decision-making and reporting to its gymnast constituency and the British Gymnastics Board.					Undertaken

### KEY

Phase 1: July – December 2022

Phase 2: January – June 2023

Phase 3: July – December 2023

Phase 4: January – June 2024

	Involving & Developing
	Action implementation
	Action undertaken
	Updated



**REFORM**  
**'25**

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