

# 6 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

MAY 2023

# AN INTRODUCTION FROM THE BRITISH GYMNASTICS BOARD



**Six months on from the publication of our Reform '25 action plan, this report marks our first update on the actions we have taken and the progress we've made towards creating safe, positive and fair experiences for all in gymnastics. We're grateful to all of you across our sport who are playing your part in making this a reality.**

As a Board, our commitment to ensuring British Gymnastics does everything in its power to change gymnastics for the better remains steadfast. Abuse, mistreatment, and a culture of fear have absolutely no place in gymnastics, and nothing is more important than the safety and wellbeing of everyone involved in our sport at all levels and in all gymnastics environments. The scale of change that our action plan was developed to achieve is therefore unapologetically ambitious – only change of that scale that will create a brighter future for gymnastics and everyone involved in it.

We're working closely with Sport England and UK Sport on the delivery of our plans and keep them updated on our progress. We thank Dr Catherine Bishop for the role she has played since her appointment in October as an Independent Advisor in providing excellent scrutiny and independent perspective on how we approach our work and implement the reforms.

We'll also continue to work with other sports and play our part in creating safe sport throughout the UK and throughout the gymnastics community internationally. This includes advocating for the required changes where necessary reforms are not solely within our remit, as part of doing everything we can to facilitate and support making sport safer.

We know that for us to continue to build your trust and confidence you need to see change happening. There are areas where we need to do more and will be doing so, including working more closely with parents, investing additional resource in reducing the backlog of cases and increasing the speed of the complaints process. The extent and range of actions we've taken so far offer important first steps towards positive change.

Of the initial 40 actions included in the plan we've now completed 11, providing a strong platform for us to build on. Reform '25 is a two-year programme of action, and meaningful change does not happen overnight, but we are continuing to work hard on all the actions within the plan and remain on track to deliver what is a comprehensive programme of transformational activity up to 2025.

The pace and depth of change our actions are driving on the ground is a more challenging question for us to accurately answer at this stage. While in this document we are reporting against our progress to date in delivering the actions in

the Reform '25 plan, we know the process of delivering the actions is not in itself a measure of success. Understanding the impact our actions are having for the people involved in our sport remains an ongoing focus for us and is crucial to delivering systemic and cultural change. It is the conversations and dialogue around what the impact should look like which brings on board everyone in our sport, with each of us playing our part in shaping our sport for the future.

We want to hear from you about what changes you see and what further change you want. As part of that, we are continuing to meet and speak with the community, opening up new channels of communication across the sport with gymnasts, coaches, parents, judges, club owners and volunteers to help us listen and learn. These real-life narratives give a great insight into the impact the changes are having and where we need to pay greater attention.

What those conversations have also done is reiterate more than ever just how much tremendous work is being done by coaches, teachers and volunteers in gymnastics clubs, schools and leisure centres across the country. Every day of the week, thanks to the efforts of the gymnastics workforce, there are thousands of people benefiting from being involved in our sport, and in particular the unique role gymnastics plays as a foundation sport in enabling the natural physical exploration and discovery of what our bodies can do and building skills that stay with you for life.

That positive impact our sport can have on individuals, communities and society is something that is at the heart of Leap Without Limits, launched last month to set out a new vision for gymnastics in the UK. This new vision will be central to everything we do moving forward, underpinned by a commitment to delivering an uplifting gymnastics experience for all. With a united approach across all home nations that was shaped from the outset by input from across the gymnastics community, this is a significant step towards and commitment to delivering lasting and positive change in gymnastics. It is a vision for the whole sport, and we've been really heartened by how it has resonated so strongly with the clubs, coaches and gymnasts we've spoken with, and their united commitment to helping us achieve it.

There is encouraging early progress and the conversations we've had with many of you on our visits to clubs and competitions have been constructive and supportive. To continue that momentum, we remain focussed on doing all we can to develop our sport so that everyone in gymnastics has a safe, positive, and fair experience and invite everyone involved in gymnastics to join us on that journey and play your part.

**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

# AN INDEPENDENT VIEW

by  
Dr Catherine Bishop



From the start of taking up the position as the independent advisor on the Oversight Board six months ago, I have found incredibly open and committed people across the sport of gymnastics who want to play a part in making their sport safe and fair for all involved from the grassroots up to elite levels.

Whilst my role is based around quarterly Oversight Board meetings, I have been keen from the start to identify opportunities to connect with a cross-section of the gymnastics community and staff within British Gymnastics to ensure I can access a broader picture of how cultural change is being experienced across the sport. Attending the Safe Sport forum in November 2022 provided a good opportunity to connect with more members of the gymnastics community. This has helped me to listen to a range of voices and understand the diverse nature of the sport, encompassing all ages, parts of the country, across a variety of roles and involvement in the sport.

It was humbling to connect at the Safe Sport Forum with some passionate, committed and courageous former gymnasts who continue to play a crucial role in calling for deep cultural change. Their ongoing commitment to the sport provides impetus and meaning to the process of cultural change across gymnastics and the drive for greater accountability in how the sport is run.

In no small part helped by the extensive and public nature of the Whyte Review, I have seen no sweeping of cultural issues to one side or lack of prioritisation of cultural change from those I have interacted with at British Gymnastics. In conversations with the CEO, Sarah Powell, I have found her personal commitment and determination to ensure Reform 25 has a lasting impact to be genuine and constant. I applaud her perspective to look up and out of gymnastics to see what can be learnt from others in sport across the UK and internationally, and to share British Gymnastics's experiences in embarking on a significant programme of change openly with others. Sarah has been proactive in using me to challenge her thinking and explore any assumptions that she and colleagues in the leadership might be making in their approach to implementing Reform 25.

In my meeting with the British Gymnastics leadership team in December, I found a similar openness to be challenged and supported to think differently to ensure optimal impact in delivering the Reform 25 programme and build a stronger future for the sport. It's essential to continue in this vein, as there is much within the gymnastics system (as in other sports) that needs continual probing and questioning in order to ensure that 'things aren't simply done the way they've always been done'.

# AN INDEPENDENT VIEW

## by Dr Catherine Bishop

### CONTINUED...

There is an inherent tension that staff at British Gymnastics are learning how to manage daily. On the one hand, there is a need to respond to any issues that arise promptly and to show that change is happening at pace and demonstrate impact quickly, with the media and other external bodies increasing pressure for rapid change. On the other hand, there is a need to be thoughtful to ensure that changes have a lasting, positive impact; and a need to listen and engage in dialogue with others across the sport to develop a more collaborative approach where greater ownership and responsibility is taken by all those who can impact on the experience of a gymnast first and foremost, but also the experience of coaches, parents, volunteers and club managers.

This is not easy to learn and requires an ongoing emphasis on personal development and a 'coaching' approach to develop greater skills, for example in communication and empathy, for all in their roles inside British Gymnastics and outside. A willingness and openness to learn is essential to overcoming any defensiveness around how things have been done in the past. Keeping British Gymnastics staff, coaches, athletes, parents and volunteers open-minded to learning, to recognising mistakes, to appreciating and welcoming those who speak up is one of the most important cultural aims that I am encouraging all those I meet to work towards.

The Oversight Board is finding its feet, ensuring that it doesn't duplicate Board discussions and adds genuine value and useful challenge to British Gymnastics's implementation of Reform 25. It's clear that metrics remain a work in progress and an important challenge and opportunity for British Gymnastics: principally, to shift from measuring inputs, activities and short-term targets to more qualitative information about impact on the ground – there is a lot going on (eg more safeguarding officers, tightened complaints processes) but do we always understand what the impact is to

a gymnast's experience or a coach's experience or a volunteer or parent's experience? Continuing to ask these questions about the end experience will remain crucial to understanding where progress is and isn't being made and checking that the impact is in line with Reform 25's objectives with an ability and readiness to adapt where impact is not optimal. There are some good conversations starting to happen around developing better qualitative metrics, considering how best to capture lived experiences, that provide a good start to continue building on. I hope to see this part of British Gymnastics's work move on further and more clearly over the next six months.

Everyone is working extremely hard at British Gymnastics, but it's important not to confuse activity for positive impact, not to get distracted by short-term targets that could in any way undermine work to reinforce the values and long-term cultural objectives within the British Gymnastics strategy for the future of the sport. Everyone I speak to is aware that there remains a lot of work to do, and I think rightly conscientious to optimise the impact of the Reform 25 agenda and stay alert to any areas of concern that may crop up.

In the next period, I look forward to understanding more about how the culture is being experienced across the sport, working alongside Sarah Powell and her team to tune into both formal changes, but also the small, informal ways that often have the biggest impact in how safe, valued and supported gymnasts, coaches, volunteers, parents and British Gymnastics staff feel. I look forward to discussing how the reforms are landing with others outside British Gymnastics, listening to the perspective from community clubs as well as from the elite environment. I am looking for increased dialogue, a willingness on all sides to have difficult conversations about where change is still needed, and an openness to continue to learn, both how to ensure all gymnasts have a safe, positive experience and how to create a thriving sport for all involved.



# 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. 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.**

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 in order to create the systemic change we want to see.

Our work will be delivered over four phases - we have completed the first phase of work and are now in the second 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 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, 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:

**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 completed



Reform '25 Interconnected Focus Areas

# 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 education 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

# OUR PROGRESS SO FAR

Culture and Strategy was a primary area of focus at the outset of Reform '25 and the actions taken provide the platform and infrastructure needed to support further areas of work. Of the nine initial culture and strategy actions, six have been implemented. The remaining three actions, after initial scoping, have had their delivery phasing adjusted to better reflect the requirements. Additionally, a 10th action has been added so that we ensure the parent voice is heard and integrated into our planning and implementation.

The launch of the new united vision for gymnastics has been a big focus and was created after many conversations and consultations with the community. It has been well received by the gymnastics community, and many feel it reflects the culture they want to see in gymnastics now and in the future.

Feedback about the new vision comes from us now taking time to have more in-depth conversations with clubs, coaches and gymnasts and developing a greater connection with our community. Developing trusted relationships right across our sport is vital, with British Gymnastics, clubs, coaches, gymnasts and parents all united in our pursuit and commitment to creating safe, positive and fair experiences for all.

Culture will be an ongoing focus and something that will require us all to be attentive to the environment in which our sport is delivered. Developing trusted relationships right across our sport is vital, with British Gymnastics, clubs, coaches, gymnasts, parents all united in our pursuit and commitment to creating safe, positive and fair experiences for all. We have therefore put a 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.

## ACTION SUMMARY:

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

- **New vision to create a new era:** Launch of 'Leap Without Limits' – a new united strategic vision for gymnastics in the UK, shaped with input from people throughout the gymnastics community (Read more: page 8)

## 1. CULTURE & STRATEGY



- **Reshaped Board in place:** New Board members were appointed to the British Gymnastics Board last year alongside a reduction of the Executive Director : Non-Executive Director ratio from 4:8 to 3:9. Since then, the British Gymnastics Board has been operating with four new Independent Non-Executive Directors with responsibility for leading on Welfare & Safeguarding (Jo Madyarchyk), Legal (Tracey Singlehurst-Ward), Gymnast Representation (Danusia Francis), and Equality, Diversity & Inclusion (Gary Tolometti). We've also put in place a Head of Corporate Governance to help ensure our Board continues to have the necessary information, skills and experience they need.
- **Additional scrutiny and focus on safeguarding:** The Board has established a Welfare and Safeguarding Sub-Committee, chaired by the Non-Executive Director for Welfare and Safeguarding, Jo Madyarchyk. The Sub-Committee meets once a quarter to scrutinise the work of the restructured Welfare and Safe Sport Team and to provide oversight on the challenges faced by the department and wider sport.
- **A redesigned organisation with key senior appointments:** Our organisation has undergone a redesign that has resulted in significant enhancements in the way we operate. These improvements will be achieved in three ways;
  1. Increasing engagement with the gymnastics community, both by listening to and supporting our members and by rebuilding trust with them
  2. Providing increased support for safeguarding and welfare, ensuring the safety and wellbeing of all individuals involved in gymnastics.
  3. Focusing more on education and development for the gymnastics workforce, particularly coaches.
- **Values & Behaviours:** Our newly developed organisational values and behaviours: Leadership, Engagement, Accountability and People (LEAP) – connect directly to our 'Leap Without Limits' strategy. To ensure these values are deeply embedded in our workplace culture, we're firmly committing to them through all aspects of our work including staff recruitment processes, performance development reviews and objectives.
- **Listening to Gymnasts, Coaches & Clubs:** To ensure all parts of community are involved in gymnastics reform we have established Gymnast, Coach and Club Representative and Advisory Groups, all of which are now fully operational and helping to shape our work (Read more: page 10).
- **Working closely with parents:** We are now a year into a new partnership with Working With Parents in Sport. Our joint mission is to create positive relationships between parents, gymnasts and coaches, so that young people thrive and can reach their full potential in and out of sport. This has been achieved through workshops and webinars with parents and coaches of gymnasts on the performance pathways. We're looking to work more closely with parent groups to ensure the parent voice is reflected in and shapes our thinking.
- **Shaping and influencing the international approach to safe sport:** British Gymnastics, together with FIG, successfully staged the inaugural FIG Safe Sport Journey Symposium in Liverpool in November 2022 coinciding with the World Artistic Gymnastics Championships. A landmark event for gymnastics with over 200 leaders, coaches and gymnasts from more than 50 countries participating in the event, it concluded with a joint pledge for safe gymnastics. (Read more: page 12).

To help drive forward these reforms, we have appointed two new directors; Jay Roper, who will oversee Education & Workforce Development and Andy Dodd, who will lead on Communications & Engagement. Additionally, we'll soon announce a new Director of Welfare & Safe Sport, following successful recruitment.



# IN FOCUS

## 1. CULTURE & STRATEGY

### \* A NEW UNITED VISION FOR A NEW ERA

#### OUR COMMITMENT

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.

#### OUR ACTION

We came together with gymnastics' national governing bodies in all four home nations to create a new vision for the sport - one that puts positive experiences at the forefront. 'Leap Without Limits' sees all five of these governing bodies united in ensuring that gymnastics is enjoyable, safe and open to everyone.

The development of 'Leap Without Limits' was shaped with input from people throughout the gymnastics community; including gymnasts past and present, parents, coaches, judges, volunteers, staff, and partner organisations across the UK.

At the heart of 'Leap Without Limits' is the ambition to harness the power of gymnastics to change lives, enrich and connect communities, building on the aspiration and inspiration the sport provides. It recognises gymnastics' role as a foundation sport, enabling physical exploration and discovery and developing balance, strength, coordination and confidence.

In bringing this new vision to life, British Gymnastics will be taking steps such as modernising its approach, increasing capacity and capability, and developing a 'performing well' culture - all with an explicit commitment to inclusion and accessibility.

**Bryony Page, two-time Olympic medal winning gymnast**

**"Being involved in trampolining gymnastics has given me so much, and definitely much more than what people might only see during those special medal moments. I'm really pleased our sport is uniting behind this important vision of promoting positive experiences and putting the wider impact gymnastics can have right at the heart of the sport."**

**Sally Munday, CEO of UK Sport**

**"This new vision for gymnastics is a positive and significant step forward for British Gymnastics, and is evidence of the progress the sport is making towards delivering genuine lasting and positive change"**

# HOW DID THE GYMNASTICS COMMUNITY FEEL ABOUT THE NEW UNITED VISION?



**Mandi Mellor, Operations Manager at Warrington Gymnastics Club said**

Gymnastics is more than just a sport. It provides the foundations for an active life, can be a stepping stone to multiple sporting opportunities and can teach children valuable life skills through the fun and positive experiences the sport has to offer. It can bring communities together and benefits children physically and mentally through to adulthood. It's amazing to see these values reflected so strongly in this new vision and we hope all involved in our wonderful sport continue to remember the benefits gymnastics has to offer and the value it brings to so many.

**Virtuosity Gymnastics Club**

We were thrilled to see the launch of British Gymnastics new vision for the sport yesterday. We feel it really reflects the ethos of our club and are pleased this is now being supported by our governing body

**Prime Acrobatics**

We believe everyone has the right to enjoy and benefit from the wonderful sport of gymnastics. We are proud to be a leader in helping British Gymnastics to achieve this.

**Berkhamsted Gymnastics Club**

We are so proud to support the vision of British Gymnastics - we strive to deliver gymnastics in a fun, safe and progressive environment where we can develop a child's life skills as well as their gymnastics skills too!

**Elaine Dawn**

Love it love it love it... so true, everyone can do something, so give it a go and free yourself



# IN FOCUS

## \*EMPOWERING THE VOICE OF GYMNASTS, COACHES AND CLUBS

### OUR COMMITMENT

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.

### OUR ACTION

To ensure effective communication and collaboration, advisory groups have been established to gather feedback and provide valuable insights.

The Coach Advisory Group has been instrumental in facilitating open communication between coaches and British Gymnastics staff and board. With four meetings conducted to date and the next one scheduled, this group has been actively engaged in providing feedback on various policy matters, including Flexibility and Academic Education. Drawing on the wealth of experience and expertise of its members, which includes coaches from diverse backgrounds, the Coach Advisory Group has generated valuable insights and recommendations for the Performance Director.

The Gymnast Advisory Panel, coordinated by a British Gymnastics Performance Services Officer who is a former trampoline gymnast, has been working diligently to ensure that the voices of gymnasts are heard in policy development. Through their participation in the panel, gymnasts have been able to provide feedback on matters that directly impact their training and performance. The Gymnast Advisory Panel has recently provided feedback on specific policy development related to Flexibility and Academic Education and has actively engaged in generating actionable requests to the Performance Director for consideration.

The Club Advisory Group have hosted their first face to face meeting where Reform 25, club membership, Rise Gymnastics and cost of living were all discussed. Through this members of the group were given the opportunity to contribute to the development of specific programmes. Outside the formal meeting, members are now involved in specific consultation linked to membership development and Rise Gymnastics implementation.

All three groups are committed to regular reviews of the efficacy and progress of their arrangements. In early 2023, they will begin the process of reviewing the outcomes and impact of their feedback and recommendations.

# 1. CULTURE & STRATEGY

**Kelly Simm, Women's Artistic Gymnast and member of Gymnast Advisory Panel**

**“The importance of the athlete voice and being able to put our opinions and recommendations across to influence decision making is vital to the positive development of our sport. Through the Gymnast Advisory Panel discussions we've had so far we've been able to discuss and where needed challenge thought processes - working in collaboration to continue to make gymnastics even better”**

**Aisha Walters, Coach and CEO of Benchmark Gymnastics, is a member of the Coach Advisory Group, she said**

**“I have agreed to be a part of the coaching panel because I want to be a part of making things better. I want to represent the voice of the coaches. I am pleased that British Gymnastics is ready to listen and evolve. At the moment I feel we have begun by looking at issues that mostly concern the elite sector but I am looking forward to covering issues that relate more directly to the grassroots as that is my area.**

**Sean Ashton, Clubs' Advisory Group member**  
**“I feel that British Gymnastics have a really tough road ahead following the Whyte Review. It's obvious that there is a desire to reconnect with clubs, coaches and gymnasts. I joined the Club Advisory Panel as from recent interactions with British Gymnastics, it's clear that there is an appetite from them to listen and understand the different perspectives of their member clubs. While the format and objectives of these groups are at their infancy and will evolve over time I feel that they have great value and will contribute positively to the future of how British Gymnastics and clubs work in partnership, contributing towards a positive way forwards to Gymnastics in the UK.”**

**Gymnasts' Representative Group - Members:**

<b>Chair:</b> James Hall Alice Leaper	Pegasus Gymnastics Club. Men's Artistic Fylde Coast Rhythmic Gymnastics Academy. Rhythmic
Bethany Ayres Hannah Whelan	Bracknell Gymnastics Club. Team Gym Warrington Gymnastics Club. Retired Women's Artistic Gymnast
Jennifer McIlveen (née Pinches) Joe Fraser	Retired Women's Artistic Gymnast City of Birmingham Gymnastics Club. Men's Artistic
Kelly Simm Kristof Willerton	Dynamo School of Gymnastics. Women's Artistic Andover Gymnastics Club. Double Mini Tramp and Tumbling
Laura Gallagher	Quayside Trampoline & Gymnastics Club. Trampoline
Natasha Hutchinson Kat Short	King Edmund Gym Club. Acrobatics British Gymnastics staff member & retired Trampoline Gymnast
Hannah England	Independent member, ex Athlete and chair of UKA Athletes Commission

**Coaches' Advisory Group - Members:**

<b>Chair:</b> Tracy Whittaker-Smith MBE Aisha Walters Ian Said	British Gymnastics Performance Director Benchmark Gymnastics Club, British Gymnastic South Tyneside Gymnastics Centre) Acrobatic Gymnastics British Gymnastics National Coach for Acrobatics
Laura Hogg	Finesse Rhythmic Gymnastics Club) British Gymnastics Lead Rhythmic Coach, Rhythmic Gymnastics
Lawrence Breslin Northamptonshire Louise Mearns Nikki Woodward	Trampoline Gymnastics Academy) Trampoline Synergy Gymnastics London) TeamGym Abingdon Gymnastics Club) Women's Artistic Gymnastics
Pete Etherington	Waveney Gymnastics Club) Men's Artistic Gymnastics
Tracey Skirton David Kenwright	Clwb Cardiff) Women's Artistic Gymnastics British Gymnastics National Coach & Strategic Lead (WAG Women's Artistic)
Paul Hall	British Gymnastics Head National Coach for Men's Artistic Gymnastics

**Clubs' Advisory Group - Members:**

<b>Chair:</b> Helen Phillips Abigail Jaques Alyson Marks Andi Revell Ben Lawniczak Debi McPhee Debra Courtenay-Crane Emma Doherty Erin Madden Georgina Mitchell Hannah Gibbs Sean Ashton Helen Monks Nila Boulder Sam Thompson Sally Munday	British Gymnastics Non-Executive Director Sky High Trampoline Gymnastics Academy Evolve Gymnastics Academy AAAsports Oakham Gymnastics Jump Gymnastics Club Carterton Gymnastics Club Wire Gymnastics Club Jolly Gymnastics Ambitions Gymnastics Erewash Valley Gymnastics Club Midlands Gymnastics Academy Rothwell Gymnastics Notts Gymnastics Academy Midlands Gymnastics Academy CEO of UK Sport
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# IN FOCUS

# 1. CULTURE & STRATEGY

## \*SAFE SPORT SYMPOSIUM

### OUR COMMITMENT

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.

### OUR ACTION

As the national governing body of our sport, we recognise the significance of collaborating with other international gymnastics federations to promote safe sport practices. In line with these efforts, we hosted

the first-ever International Gymnastics Safe Sport Symposium in November 2022, with support from the FIG (Fédération Internationale de Gymnastique) and UK Sport. This symposium aimed to foster global cooperation and knowledge exchange in safeguarding gymnasts and advancing safe sport initiatives, bringing together athletes, coaches, parents and leaders from Britain and the international gymnastics community to discuss and share ideas and experiences.

By convening and facilitating these discussions, British Gymnastics acted as a catalyst for positive change in the gymnastics community. Through open and collaborative dialogues, we shared our own experiences and insights while also learning from other federations' approaches to safe sport practices, with excellent keynote presentations from USA Gymnastics, the IOC, FIG Ethics Foundation and FIG Athlete Commission to name but a few. This collaborative effort aims to drive global reforms that promote the well-being and safety of gymnasts at all levels of the sport.

It served as a forum for meaningful discussions, workshops, and presentations to advance the global understanding and implementation of safe sport principles in gymnastics. The event was an overwhelming success, so much so that commitments were made to hold a second symposium alongside the 2023 World Gymnastics Championships in Belgium.

In his closing address, **Morinari Watanabe, FIG President**, presented his policy of inverting the traditional model of governance at an international sports federation and placing the athlete at the top. **“We need to bring the elements of enjoyment, friendship and solidarity back into Gymnastics. Urban sports and Paralympic sports are successful precisely because they share these values. Every block in the inverted pyramid, from coaches, judges, national federations and continental unions right down to the President, should work to support the athlete.”**



# PROGRESS REVIEW

## 1. CULTURE & STRATEGY

### COMPLETED ACTIONS

ACTION (CULTURE & STRATEGY)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
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.	Recommendation 16	Green	Grey	Grey	Grey
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.	Recommendation 16	Blue	Grey	Grey	Grey
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.	Recommendation 16	Green	Blue	Grey	Grey
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.	Recommendation 17	Blue	Grey	Grey	Grey
Provide additional scrutiny and focus on all safeguarding and welfare areas by putting in place a Safeguarding Sub-committee of the Board.	Recommendation 16	Blue	Grey	Grey	Grey
Enhance our Strategic Leadership Team with the appointment of a Director for Education and Workforce Development and Director for Communications and Stakeholder Engagement.	Recommendation 1/10	Green	Blue	Grey	Grey



# PROGRESS REVIEW

## 1. CULTURE & STRATEGY




### ONGOING & REMAINING ACTIONS:

ACTION (CULTURE & STRATEGY)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
Ensure we as British Gymnastics embody the culture that we want to see across our sport by appointing people within 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.	Recommendation 2		UPDATED		
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.	Recommendation 3				
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.	Recommendation 15		UPDATED	UPDATED	UPDATED

### NEW ACTION

ACTION (CULTURE & STRATEGY)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
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. Identify and implement a means to ensure we listen to the parent voice, and build it in to our thinking, plans and actions	Recommendation 17				

**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 completed



# 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



# 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. Out of the 13 actions committed to as part of the action plan, three have been completed. This is a positive start but we still have a long way to go to achieve our desired goals.

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 three years. To manage this, our Welfare and Safe Sport team has undergone a restructure to focus on the issues raised, with significant investment into the staffing of the department. As a result, we have so far managed more than half of these concerns to a conclusion, with the outcomes of these cases have ranging from no further action, through advice, guidance and education, to sanctions.

While there remains a large caseload and the timelines for complaints to be handled can still be longer than we want, we are starting to see the positive impact the expanded team is having with a gradual reduction in the backlog of cases. To expediate this we are working with external support and investing further resource to ensure resolutions are achieved in a more timely manner and the backlog of cases is tackled - we recognise this is an area of great concern within the community. A focus of this work will be on the longest standing cases or those most complex, which have been referred to the Case Panel for resolution. We also recognise that these challenges are not unique to gymnastics and that other sports are grappling with similar issues.

As a sport, we believe that our policies and processes should be clear, easy to understand and available to all our members. With this in mind, we have commissioned an external body to undertake a wholesale 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.

## ACTION SUMMARY:

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

- **Ensuring British Gymnastics member clubs remain safe environments:** We are introducing a new 'Sport Support Services' registration type. We're doing this to close a loophole that allowed previously banned individuals to continue to operate at British Gymnastics member clubs by performing another role such as a choreographer or physiotherapist for which individual British Gymnastics membership was not required and over which we had no jurisdiction. This will be introduced in Phase 2 so that those actively delivering such ancillary sport services at a British Gymnastics member club will be required to be registered with us.
- **Increased focus on welfare and proactive prevention of abuse:** We have restructured our approach to put a greater and explicit focus on welfare and safe sport, rather than incorporating this alongside other governance matters as was previously the case. In addition, we have created new dedicated roles for National Welfare Officers to work with and support the community (Read more: page 18)
- **Independent review of policies underway:** We have appointed a leading international organisation, a leading international organisation with expertise in comprehensive reviews of organisational safeguarding provision and policies, to undertake an independent review of our safeguarding policies. This work has commenced during Phase 2 with a desk-based review of the current Safe Sport policies and will continue into Phase 3 as we consult within and beyond gymnastics at home and internationally to develop the gold-standard in Safe Sport Policy making. This work will be completed within the next 6-months ahead of us working with coaches, clubs, gymnasts and parents to ensure these policies are clear, understood and acted upon to keep all involved in our sport safe.
- Development of 'policy principles' to benefit all sports: We have partnered with Sport England to agree additional work to enhance our policies. As part of this, a set of Policy Principles will be created to complement our existing policies. These principles will serve as a benchmark for Safe Sport policymaking across all sports and will help to establish clear guidelines and expectations for ensuring the safety and well-being of all athletes and participants, and reporting.

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

# OUR PROGRESS SO FAR

## CONTINUED...

- **An expanded and expert safeguarding team:** To help reduce our caseload, since the Whyte Review commenced we have invested resources to more than double our safeguarding team, making it one of the largest across any sport. In doing so, we have brought in professionals with expertise and experience from the police, Local Authorities and gymnastics. While there remains a large caseload and the timelines for complaints to be handled can still be longer than we want, we are starting to see the positive impact the expanded team is having with a gradual reduction in the backlog of cases.
- **All complaints now tracked and monitored:** Our processes for tracking and reporting against complaints are now much more robust compared to the period before the Whyte Review. Using Globocol, a complaints management system, we can now ensure every complaint we receive about emotional, physical or sexual abuse can be tracked and reported against, allowing us to keep a record of the nature and number of complaints received and monitor complaint handling performance. We now also use Globocol to review all cases before closure to spot trends and patterns of behaviour, with lessons learnt used to adjust our policies and processes. Further development is planned in Phase 3 to enable more detailed analysis and reporting.

- **Complaints about employees now handled independently:** We have revised our complaints process so that all welfare-related complaints about British Gymnastics employed coaches are handled in an appropriately independent manner, with the new process now to be introduced and added to our Staff Handbook.
- **Publication of list of banned and expelled members approved:** Our approach for doing this was approved by the British Gymnastics Board, and we are finalising the process with the aim of this being communicated and implemented in Phase 2. The publication will provide a list of historic expulsions and any future individuals banned or expelled across all members.
- **Supporting the development of a national coach / workforce register:** A national register of coaches is something that was included by Sport England and UK Sport as one of the actions in their policy response to the Whyte Review, and we have committed to working with them on this. The intention is that this will include what qualifications a coach has completed and when these were awarded, their suitability for work in specific roles. The aim is that this will also provide wider education and support to coaches as valued members of the sport.
- **Involvement in sport integrity pilots:** We have signed up to and are now using the new UK Sport and Sport England sport integrity pilots, which include the provision of an independent disclosure service for those involved in high performance gymnastics.
- **Confidential advice & support now available for athletes:** We have further developed our relationship with the British Elite Athletes Association, and their role in providing independent and confidential advice and support for athletes (Read more: page 19)
- **Approach to providing support for abuse survivors being developed:** We recognise the importance of gaining a deeper understanding of how to effectively provide support to those who have experienced abuse. We are actively exploring potential partnerships in order to move forward with this initiative during Phase 3. To ensure this is impactful, we have reached out to gymnasts who have suffered abuse, so as to involve and work closely with them to shape our approach.

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

# IN FOCUS

## \* INCREASING OUR FOCUS ON WELFARE AND THE PROACTIVE PREVENTION OF ABUSE

### OUR COMMITMENT

- Review and revise our work on Integrity to put a greater focus on welfare and preventative support
- Provide additional welfare support and training for the gymnastics community, and ensure we look beyond the process of safeguarding
- Undertake a review to ensure we have the appropriate level of safeguarding resource and support in place to meet requirements at a regional level.

- 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.

### OUR ACTION

As part of our organisation redesign, we moved elements of our previous Integrity Unit elsewhere in the business – this has allowed our new Welfare and Safe Sport team to focus entirely on the Safeguarding, Welfare and Complaints functions. While we still have a large active case volume, work has begun on increasing our proactive preventative work. As our caseload reduces, we will be developing plans to further reallocate resources from casework to preventative, supportive work including a Safe Sport Officer who will act as a point of contact and support for clubs, members and the region across each of the 11 English Regions.

As a more immediate measure, we appointed two dedicated National Welfare Officers to work with and support the community and provide targeted support to those affected during the safeguarding process, as well as engage with our Performance team to provide information at squad induction sessions and act as a dedicated point of contact. Alongside this, we have actively engaged with Sport England to support the development of their plans for a new national network of local and regional welfare officers as outlined in their own joint policy response to the Whyte Review with UK Sport.

Club Welfare Officers play a vital role in helping to keep gymnastics safe, but we know from listening to them that

at times they can feel overwhelmed and under supported. We are therefore looking at how we can better support and provide continuous professional development (CPD) to Club and Regional Welfare Officers and anticipate being in a position to take steps to do this in Phase 3. This will include a targeted communication channel and community focussed on the Club and Regional Welfare Officer network, opportunities for development and increased support and resource, and plans for a national Welfare Officer Symposium bringing together the welfare officer community.

We have also instructed a law firm to assist us in the preparation of reports for the Case Panel (Safeguarding/ Disciplinary panel) in order to speed up the process for those involved and ensure that all of our regulatory responsibilities are met.

Later this year we'll deliver a Safe Sport Campaign across our community and online channels. The campaign will raise awareness of and support the entire gymnastics community to understand good practice, what is acceptable and not acceptable and how to report concerns.

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

# IN FOCUS

## \* WORKING TOGETHER WITH THE BRITISH ELITE ATHLETES ASSOCIATION

### OUR COMMITMENT

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.

### OUR ACTION

The British Elite Athletes Association (BEAA) exists to provide expert, confidential and independent support to their members and as part of our agreement with them will support our world class programme athletes in a variety of ways. They will deliver induction sessions, the first of which have already taken place, and are available to support athletes in areas such as what to expect in the high-performance environment.

Our agreement also means that gymnasts can contact the BEAA for confidential support on a wide variety of topics including selection, injury, mental health, funding, and safeguarding. They'll be supported by an athlete support manager and referrals will be made to other agencies and support services when required.

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

**Dr Anna Watkins MBE OLY, CEO of the British Elite Athletes Association said, "The British Elite Athlete Association exists to provide world class advice, support, and representation for British elite athletes. We're pleased to be working closely with British Gymnastics and supporting them in their commitments to transform athlete welfare and support as part of their Reform '25 action plan. Our support spans across the world class programme with the primary aim of ensuring athletes engage in support, whilst ensuring they have access to a range of resources, guidance, and expertise to ensure a positive and successful career in gymnastics. This partnership is important as we recognise the work that British Gymnastics are doing to prioritise athlete voice and welfare, and we are proud to be part of that."**



# PROGRESS REVIEW

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

### COMPLETED ACTIONS:

ACTION (WELFARE, SAFEGUARDING & COMPLAINTS)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
Review and revise our work on integrity to put a greater focus on welfare and preventative support.	Recommendation 1/14				
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.	Recommendation 5/3		UPDATED		
Ensure every complaint 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.	Recommendation 5				

### ONGOING & REMAINING ACTIONS:

ACTION (WELFARE, SAFEGUARDING & COMPLAINTS)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
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.	Recommendation 6/7				
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.	Recommendation 8				
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.	Recommendation 9				

# PROGRESS REVIEW

## 2. WELFARE, SAFEGUARDING & COMPLAINTS

### ONGOING & REMAINING ACTIONS CONTINUED:

ACTION (WELFARE, SAFEGUARDING & COMPLAINTS)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
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.	Recommendation 3	UPDATED	UPDATED	UPDATED	UPDATED
Provide additional welfare support and training for the gymnastics community, and ensure we look even further than simply the process of safeguarding.	Recommendation 1/2				
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.	Recommendation 3		UPDATED	UPDATED	
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.	Recommendation 3/12			UPDATED	UPDATED
Undertake a review to ensure we have the appropriate level of safeguarding resource and support in place to meet requirements at a regional level.	Recommendation 1				
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.	Recommendation 2/13				
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.	Recommendation 1/14				

**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 completed

# FOCUS AREAS

## 3. EDUCATION & DEVELOPMENT

**...a new long-term strategy, that will provide a holistic end-to-end pathway for all disciplines including coaches and judges, as well as meeting the wider needs of clubs and facility support teams.**



### WHERE WE WANT TO BE:

**We want to ensure all of the gymnastics workforce have the necessary skills, understanding and support to deliver safe, positive and fair experiences for all, and feel valued and supported by British Gymnastics and the clubs and delivery environments they operate within. We will review and revise our education and development programmes – developing a new long-term strategy, that will provide a holistic end-to-end pathway for all disciplines including coaches and judges, as well as meeting the wider needs of clubs and facility support teams.**

We will modernise our approach to the development of coaches, ensuring formal education is not just predominantly technical but concentrates on 'how' things should be done as well as 'what' should be done.

These skills directly impact the effectiveness and success of interactions with gymnasts and other stakeholders such as parents, and influence approaches taken to problem solving, decision making, and behaviour. Areas include self-awareness, reflection, empathy and emotional intelligence, and will be supported by a comprehensive suite of learning and development modules to meet the needs of individual coaches.

We will ensure that relevant development is mandatory to create a safe environment for all gymnasts, and that coaches are educated about the relevance of societal changes on coaching and about developments in practice, standards and sports science and sports medicine. We will collaborate with external partners to ensure we provide the most up to date courses, development opportunities and learning methods.

### WHAT YOU WILL SEE:

- A gymnast – coach led environment where both feel empowered to create safe, positive and fair experiences at every level
- A proactive organisation at the forefront of coach development across the entire sport
- Coaches supported with continuous learning based on their individual needs
- A cohesive, end to end education pathway in all disciplines
- Increased capacity, with more coaches, clubs and delivery partners, providing increased opportunities to take part and progress
- Highly skilled coaches being developed through a mix of mandatory and voluntary upskilling
- Clear and detailed education about what constitutes acceptable and unacceptable coaching behaviour and about the boundaries between appropriate discipline and abuse
- A cultural understanding that creating a fear of coaches has no place in gymnastics, with this addressed honestly in educational materials

# OUR PROGRESS SO FAR

## 3. EDUCATION & DEVELOPMENT



No actions under the Education & Development area are scheduled to have been completed in first two phases of the action plan, with most of the eight actions either currently being scoped or in early stages of delivery.

To ensure that we are meeting the needs of our community, we are actively engaging with coaches to better understand their learning needs. This feedback will 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 was appointed as our new Director of Education and Workforce Development and his appointment will be key to the delivery of the Education and Development actions. Jay brings a wealth of experience in coaching and athlete development, as well as a deep understanding of the challenges that coaches face in their profession. Under Jay's leadership, we are committed to delivering an approach to gymnastics education that is tailored to meet the needs of coaches now and in the future.

### ACTION SUMMARY:

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

- **Jay Roper, our new Director of Education and Workforce Development** joined us from UK Sport in March. Jay will be responsible for supporting our member coaches and wider workforce by overseeing British Gymnastics' learning and development provision across all environments so that it is appropriate to the challenges of gymnastics at all levels and for all disciplines, underpinned by contemporary learning principles and practices.
- **Listening to coaches and others to shape education provision:** We have taken a thorough approach to identifying and addressing our coaches' learning needs. Through a combination of workshops, questionnaires, and targeted consultations with our advisory groups and experts, we have captured key themes and insights that will inform our future course planning. Our efforts have been particularly focused on updating the High-Performance Coach course and assessment, ensuring that it represents the context. In addition, we regularly engage with key organisations such as UK Sport and Sport England to stay informed and aligned with the broader coaching landscape.
- **New CPD modules for coaches in development:** We're currently working on creating new modules covering Best Practice in Flexibility Training, Eating Disorders Awareness (in partnership with the charity 'Beat'), and Talent Development and hope to launch them during Phase 3. In addition, we've developed a live plan for continuous professional development (CPD), which is designed to align with our Gymnast and Coach Reform objectives. We're committed to keeping our coaches at the forefront of our training framework, and this CPD plan is an important part of that commitment. We're constantly working to improve and update our programmes to ensure that our coaches and gymnasts have the best possible resources and support for their development. We will continue to add and develop modules in the future even after the end of the Reform 25 timeframe.
- **Scoping around coach 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. With new Director of Education and Workforce Development Jay Roper now in role we are continuing to scope this action alongside our plans for a new learning management system. This approach is important in allowing us to make strategic decisions regarding our IT infrastructure in a coordinated way.

## IN FOCUS

\* RE-IMAGINING  
AND RE-FORMING  
OUR APPROACH  
TO SUPPORTING  
THE GYMNASTICS  
WORKFORCE

## OUR COMMITMENT

Enhance our Strategic Leadership Team with the appointment of a Director for Education and Workforce Development (Culture & Strategy action) .

## OUR ACTION

Our newly appointed Director of Education and Workforce Development is developing our strategic plan for workforce learning and professional development. We'll be making sure we're aligned with our key partners and stakeholders through a shared purpose and agreed priorities.

Alongside this we're looking at our learning and development structures and systems and collaborating to make sure our people, processes, structures and systems allow expertise to be harnessed and efficient ways of working to be demonstrated.

We're going to embrace storytelling and sustainability. We'll champion and celebrate the impact of what we do and how we do it, with and alongside others in a joined-up way so we can continue to support the gymnastics community as best as possible, long into the future.

3. EDUCATION &  
DEVELOPMENT

Jay Roper, Director of Education and Workforce Development said **"Gymnastics provides foundations for people of all ages and stages to do amazing things in sport and life and it's a privilege to have the opportunity to play a part in that. I'm looking forward to spending time listening, learning and seeking to understand the experiences of the gymnastics community from recreational clubs to the world-class programme over the coming weeks and months.**

**"We have a platform from which we can re-imagine and re-form our approach to supporting the learning and development of coaches and the wider workforce, building on the existing work the organisation and community has already done together. This role provides a unique opportunity to help shift the dial on this critical area of work. It offers the chance to work with brilliant people to help re-inspire all those who enable recreational participants and elite performers to be amazing in a safe and sustainable way."**



# PROGRESS REVIEW

## 3. EDUCATION & DEVELOPMENT

### ONGOING & REMAINING ACTIONS:

ACTION (EDUCATION & DEVELOPMENT)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
The Education and Workforce Director to work with the Coach Advisory Group to develop a new long-term strategy for education, 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.	Recommendation 10		UPDATED	UPDATED	
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.	Recommendation 10			UPDATED	
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.	Recommendation 13				UPDATED
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.	Recommendation 13	UPDATE	UPDATED	UPDATED	UPDATED
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.	Recommendation 13	UPDATED	UPDATED	UPDATED	
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.	Recommendation 13				
Modernise our learning management system and ultimately launch the 'coach zone platform' giving coaches access to technical learning.	Recommendation 13				
Overhaul our International Coach Accreditation Process to ensure cultural as well as technical alignment.	Recommendation 10				

**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 completed

# 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 processes 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

# OUR PROGRESS SO FAR

## 4 PERFORMANCE



We remain on schedule having now completed two of the 10 actions that form the Performance work strand of our Reform '25 action plan, with these both relating to recruiting key appointments. With these now in place, there is a significant element of scoping and development required across the remaining eight actions that will take place through Phases 2, 3 and 4 of reform delivery over the next 18 months.

We have seen significant medal success on the international stage recently, but medals are not what we are holding ourselves to account for in the delivery of our reforms – our focus is on the care of the people involved in our sport, supporting them to perform well and ensuring they have a positive experience. While medal winning performances have made headlines, what has been most important are the comments and feedback we have received which signal the beginning of a shift towards a more positive culture as a result of the changes we have so far 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. We want every world class programme gymnast to 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 working towards ensuring standards of selection, funding and reform policy implementation are consistent across the disciplines. The policies we are changing and reviewing as part of our Reform Policy Implementation plan will provide clear guidance and constraint (what not to do) and this will in turn encourage creativity and innovation in practice as well as informing the safeguarding process. Ultimately, we want a culture that allows us to embrace the unique qualities of each person and each team, while also being able to take accountability and contribute to the Great Britain team.

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.

### ACTION 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:** We have put in place two new Performance Directors (David Hart and Tracy Whittaker-Smith MBE) as part of our wider reform plans to put the care and welfare of people at the heart of everything we do, as well as appointing Scott Hann as our new Technical Advisor (Read more: Page 28).
- **Implementation of reform policies progressing:** We've developed a detailed roadmap and planned timeline for reform policy implementation to support and drive expected standards across all disciplines and environments, with work having commenced on consultation with gymnasts, coaches and support staff on future policies – including on hydration and academic education. (Read more: page 29).
- **Developing a new generation of performance coaches:** While our broader Coach Reform Programme is being scoped and developed, we have taken opportunities to support the development of a new generation of Performance coaches through involvement in things like the UK Sport coach mentoring programme and Female Coach Leadership Programme, as well as delivering our own High Performance Coach Programme (Read more: page 30).
- **Support in place across all disciplines of gymnastics:** As part of work to ensure welfare is paramount in the development of the non-Olympic disciplines of gymnastics and to create a more consistent experience across the pathway, during Phase 1 we appointed a Performance Manager dedicated to these disciplines to lead this work as well as a Performance Services Officer to provide support. In addition, we have secured Talented Athlete Scholarship Scheme (TASS) funding to provide science and medical support for 25 gymnasts from these disciplines.
- **Reviews underway as part of Women's Artistic Gymnastics (WAG) reform programme:** Having delayed the initial scoping and detailed project plan for the WAG Reform Programme due to the three major championships for WAG last year, this has since been a key priority of our work. The project plan is being developed to focus on the technical changes required such as competition structure and training methodology, but also culture, community collaboration, succession and coaching process. As part of this, detailed reviews of both the WAG competition structure (ages, load, technical progression) and the WAG national squads (purpose, camp & cycle performance planning, ages and load – both physical and psychological) are currently underway.
- **Wider activity reflecting 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 the UK Sport Institute (formerly known as English Institute of Sport /EIS) 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.

# \*NEW LEADERSHIP TO FOSTER A POSITIVE PERFORMANCE CULTURE

## OUR COMMITMENT

- 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
- To enhance greater cross-discipline learning and the development of positive training environments by appointing a Performance Technical Advisor

## OUR ACTION

We now have a reshaped leadership and approach to the British Gymnastics Performance Programme, with the three key appointments we committed to all in place.

David Hart joined British Gymnastics from the UK Sports Institute (formerly English Institute of Sport) in October as Performance Director with specific responsibility for culture, strategy and reform within the Performance programme. David is working closely with leading and respected Tracy Whittaker-Smith MBE who was appointed as Performance Director (Olympic Disciplines) in September and is tasked with the overall responsibility for the leadership of the Olympic Disciplines over the next two years

High performance coach Scott Hann, who has forged a successful coach-gymnast partnership as the personal coach of Max Whitlock, has also been recruited as Technical Advisor for British Gymnastics. Scott is providing leadership and technical advice to the women's and men's artistic programmes to enhance cross discipline learning. His inspirational approach and knowledge is of great value

in the development of coaches across the pathway of all disciplines and his role in the team is having a positive impact. As part of this, he has shared a his knowledge and experiences in presentations at both our FIG Safe Sport Symposium and WAG Symposium.

The new leadership trio are working together with the wider Performance team to collaborate on Reform '25 and to improve Women's Artistic Gymnastics and Men's Artistic Gymnastics. This has included collaborating on various joint squad activities, symposiums, and scoping clinics, as well as sharing good practices across disciplines.

**Jessica Gadirova, Elite Gymnast**

**"I feel proud to be a part of the British Gymnastics team and fortunate to have the support that I do from the team around me. I know that the coaches, medical team and support staff are always there for me and they are key to my journey and development both in and out of the gym. The atmosphere we create as a whole team is amazing and it inspires me to perform and express and enjoy myself in the GB kit"**



# \* CREATING AND DELIVERING A ROADMAP TO POLICY REFORM

## OUR COMMITMENT

- 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.
- 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.

## OUR ACTION

We've developed a detailed roadmap and planned timeline for reform policy implementation and work has now commenced on the consultation with gymnasts, coaches and support staff on future policies. To support this work, we have recruited a Reform Policy Implementation Officer, Dr Natalie Dyas, who brings with her expertise and experience as an ex-gymnast, current coach and recent science and medicine PhD graduate in Physiology.

Natalie is working closely with Dr Tejal Sarika Patel, our Performance Scientist, to progress this work, with input from a wider Gymnast Reform working group for policy implementation that includes the Chief Medical Officer for British Gymnastics from the UK Sports Institute (UKSI) and a UKSI Athlete Health Lead with experience of UKSI policy development, as well as retired gymnasts Hannah Whelan and Jennifer McIlveen (née Pinches) to provide input on

behalf of the Gymnasts Advisory Panel. Importantly, the group contains representation from across the organisation to ensure a broad approach to policy development.

- Gymnast Reform Working Group (Policy Implementation) has been established with numerous UKSI and independent contributors
- Initial research completed on policies including concussion, hydrations, pain and injury, weighing gymnasts and flexibility. These policies will then move to policy development and approval processes.
- Updated Sports Science and Sports Medicine (SSSM) guidance/position statement published on the British Gymnastics website last year, and feedback from these is being used to inform other policy development.
- Research projects are beginning for training load, emotional abuse and power dynamics.
- We have liaised with Coach and Gymnast advisory groups on Academic Education and weighing gymnasts as well as consulting with specialists and coaches

**Julie Stark is Athlete Health Lead at the UK Sports Institute (UKSI) and a member of the Gymnast Reform Working group (policy implementation), she said:**

**"I feel privileged to be involved, to be able to share and offer my experience in support of developing good communications and implementation around policy reform. I hope that British gymnastics will create a system whereby all stakeholders become aware, understand and engaged in policy and how it facilitate best practice within the sport's governing body."**

## IN FOCUS

\*DEVELOPING  
A NEW  
GENERATION OF  
PERFORMANCE  
COACHES

## OUR COMMITMENT

- 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.

## OUR ACTION

We have developed and used a range of opportunities to support the development of the next generation of performance coaches in support of our wider work to focus on performing well rather than just medals and results.

We introduced a High-Performance Coach Development Programme in 2022, with the first cohort of twelve female Women's Artistic coaches having their final gathering in the summer of 2023. The programme focuses on the skills and culture required to coach at the highest level in the future, using expertise from the world of gymnastics, leadership, sports science and coach development.

**Becki Campbell, Women's Artistic Lead Coach, Scottish Gymnastics**

**"It has been a great opportunity to learn and grow with a group of like-minded coaches, passionate and determined to drive positive change in gymnastics in Britain. I've taken great confidence and support, learning as a team, sharing experiences and having a safe space to challenge our current thinking and practices."**

We have also piloted a Mentoring & Leadership programme with nine of our most experienced coaches, to help support coach development, contribute to a culture of lifelong learning and encourage a broader range of coaching and leadership styles.

## 4. PERFORMANCE

**Ross Falsetta, Head of Women's Artistic, South Essex Gymnastics Club**

**"It has opened my eyes and mind to a whole new approach to mentorship and self-reflection. Each interaction has built on the previous and it is safe to say has been invaluable to me as a lead coach and mentor."**

Four gymnastics coaches graduated from UK Sport's HiCAP (High-Performance Coach Apprenticeship Programme) and Female Coaches Leadership Programme in 2022. In March 2023, three further coaches have recently been accepted onto the new UK Sport CiHPS (Coaching in High-Performance Sport) programme and in April 2023, Bobby Crutchley (Head of Performance Coach Development) was among the first group to complete UK Sport's SCiHPS (Supporting Coaching in High-Performance Sport) programme.

**Andy Butcher, High Performance Coach, Leeds Gymnastics Club**

**"The HiCAP course has made me think more about the wider/holistic view of coaching at the highest level, which has improved my individual performance as a coach. I am confident my coaching will continue to improve, as I continue to look deeper into subjects to support my personal learning."**

With UK Coaching expanding their offer to NGB's, we have been able to increase the number of gymnastics coaches accessing their programmes. Thirteen gymnastic coaches were on the Focus, Horizon and Elevate programmes in 2022-23. We are currently in the process of supporting applications for the new cohorts for 2023-24.

**Sarah Camp, High Performance Coach, Poole Trampoline & Gymnastics Club**

**"It helped me reshape my coaching philosophy and practice, which has resulted in better relationships and an improved programme for the gymnasts I work with."**

## COMPLETED ACTIONS:

ACTION (PERFORMANCE)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
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.	Recommendation 3				
To enhance greater cross-discipline learning and the development of positive training environments by appointing a Performance Technical Advisor.	Recommendation 11				

## ONGOING & REMAINING ACTIONS:

ACTION (PERFORMANCE)	THE WHYTE REVIEW	PHASE 1	PHASE 2	PHASE 3	PHASE 4
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.	Recommendation 3	UPDATED	UPDATED	UPDATED	
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.	Recommendation 11	UPDATED	UPDATED	UPDATED	UPDATED
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.	Recommendation 3				UPDATED
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.	Recommendation 4				
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.	Recommendation 11			UPDATED	UPDATED
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.	Recommendation 11	UPDATED			UPDATED
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).	Recommendation 11	UPDATED	UPDATED	UPDATED	UPDATED
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.	Recommendation 17				

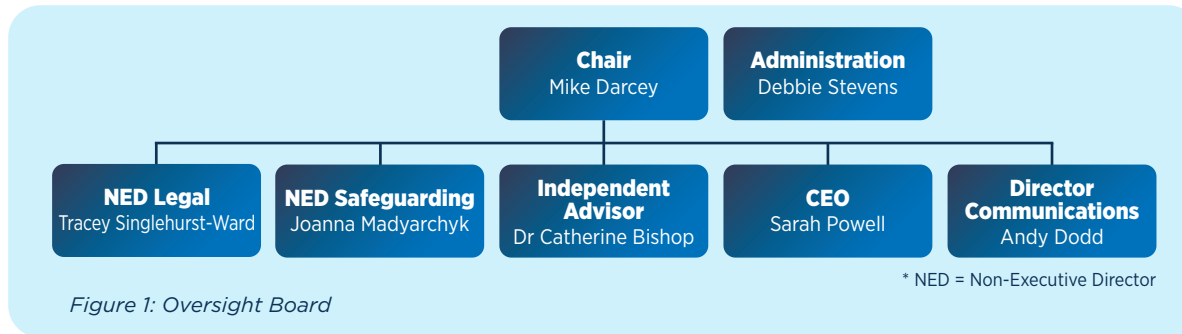
**KEY**  
 Phase 1: July - December 2022  
 Phase 2: January - June 2023  
 Phase 3: July - December 2023  
 Phase 4: January - June 2024

 Involving & Developing  
 Action implementation  
 Action completed

# 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 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, education & 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”**

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.



Figure 2: Collective Oversight





# DELIVERING TOGETHER

The Whyte Review recognised that gymnastics has provided positive, healthy and rewarding experiences for the vast majority of its participants and that most gymnastics coaches are diligent, caring and responsible. For that not to be the case for everyone however is unacceptable.

For our sport to positively impact the lives of all who experience it, gymnastics must change – and we all need to play our part.

As the National Governing Body, British Gymnastics must change, in our role and our approach. As custodian of the sport, we recognise that we must work closely with others to make that happen.

Many in gymnastics are rightly angry at what has happened. This includes gymnasts and coaches who feel their sport has been damaged by our failing and the poor practice of others. We know we got things wrong and are taking the time to understand how problematic cultures had been created and maintained and why they were not identified sooner. Our aim is to prevent any recurrence of unsafe experiences to regain everyone’s trust in gymnastics and British Gymnastics.

The Whyte Review is not the change itself; it is only the call for change. It is now up to us to work together in new and better ways to galvanise the hundreds of thousands of people involved in gymnastics right across the sport – including gymnasts, parents, coaches, clubs, teachers, technical officials, and volunteers – with a renewed shared purpose to create safe, positive, and fair experiences for all who are involved in gymnastics. This shared purpose itself is something that has been developed in collaboration with the gymnastics community.

At British Gymnastics, we recognise that we cannot and should not solely police or use compliance to deliver the reform needed. We must work hard to build and rebuild relationships, to shift mindsets and develop different behaviours throughout the sport to keep everyone safe and bring about deep cultural change.

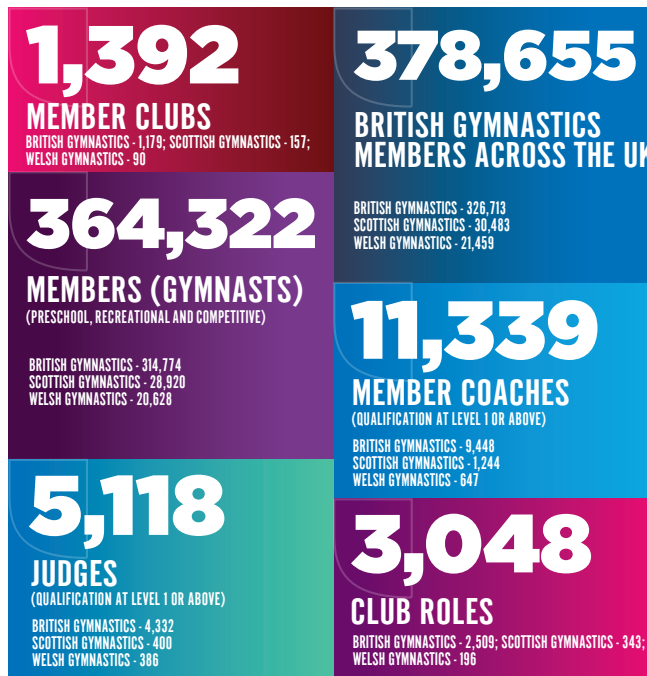


Figure 3: British Gymnastics in Numbers (2021/22 Membership year)

We will need to collaborate with clubs, coaches, and staff more regularly and openly to understand and communicate what is required on the ground, working together to co-create and share ownership of the new standards for our sport. British Gymnastics aims to be a regular port of call and support, ready to intervene swiftly where necessary.

Gymnastics reform must extend beyond British Gymnastics. The Whyte Review is a catalyst for change that will help us look at how we can improve gymnastics in the UK across our membership and delivery partners, but also share best practice and new ideas across the sports sector more widely and internationally.



**As the National Governing Body, British Gymnastics must change, in our role and our approach.**

We have a vital role in convening and facilitating discussions with other international gymnastics federations, sharing insight and knowledge of how we are all tackling and implementing the necessary reforms and how our learning can be applied more widely. As part of this, we will host the first International Gymnastics Safe Sport Symposium in November 2022, supported by the FIG and UK Sport.



Figure 4: Wider Reform

# 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

# 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.

**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).**



# APPENDIX

## Appendix 1: Whyte Review Recommendations



### SAFEGUARDING & WELFARE

British Gymnastics must:

1. Reassess the level of responsibility delegated to volunteers in the sport and must employ sufficient staff, especially at regional level, with appropriate professional expertise and training to support the safeguarding of gymnasts.
2. Revise and update its mandatory safeguarding courses to be more relevant to the sport of gymnastics and, for coaches, to the seniority of coach. In doing so it must consider the gaps and weaknesses that I have identified in this report. British Gymnastics must introduce mandatory safeguarding training for all club owners and managers.
3. Revise and improve welfare provision for high performance gymnasts, and their parents, including:
  - a more thorough induction process;
  - access to an independent disclosure service; and
  - access to a dedicated Welfare Officer from outside a gymnast's club.
4. Review the types and level of support provided to non-Olympic disciplines and ensure these are improved in light of the findings of this report.

### COMPLAINTS HANDLING

British Gymnastics must:

5. Ensure its case management system for complaints is fit for purpose and enables a record to be kept of the nature and number of complaints received in order that complaint handling performance can be (and is) monitored and patterns of behaviour identified.
6. Provide better guidance in its internal policies about how to investigate complaints and concerns, including specific guidance for when a complaint is brought against a coach employed by British Gymnastics. In doing this British Gymnastics must remedy the gaps and weaknesses in this area specifically identified in this report.
7. Require its clubs to have a complaints policy for safeguarding concerns (and make this a clear requirement within the relevant policies and standards for clubs), operate a system for the neutral reporting of low-level concerns about adult conduct towards children and vulnerable adults and make clear to clubs the circumstances in which they are required to report concerns to British Gymnastics.
8. Ensure that all welfare related complaints about its employed coaches are independently investigated and, where relevant, determined by a wholly independent panel.
9. Ensure that it notifies complainants and respondents involved in a complaint about actions, developments and outcomes in a consistent and prompt manner.



## Appendix 1

### STANDARDS & EDUCATION

British Gymnastics must:

- 10.** Appoint a Director of Education with overall responsibility for the education and training of coaches and Welfare Officers and for ensuring that education is adequately co-ordinated with British Gymnastics Standards of Conduct and policy.
- 11.** Review the policies it currently has in place that affect gymnast welfare and update them to remedy the issues identified in this report. These policies should include clear guidance to the gymnastics community about what conduct is and is not acceptable in the sport.
- 12.** Produce and make available to the gymnastics community a Gymnast Handbook which should be reviewed and updated at least every four years and must include:
  - British Gymnastics Standards of Conduct;
  - An explanation of all British Gymnastics key policies affecting gymnast welfare and links to these policies (as updated under Recommendation 11);
  - Information about the role of Welfare Officers and obligations to report, and pathways for reporting, safeguarding concerns; and
  - Any other information that British Gymnastics considers it is important for the gymnastics community to be aware of, in light of my report.
- 13.** Revise and update its educational programme for coaches and Welfare Officers to address the gaps and weaknesses that are identified in this report. In order to ensure that experienced coaches who are already qualified benefit from these updates, British Gymnastics must ensure that all coaches currently holding a qualification of level 4 or above undertake training based upon the updated educational programme within two years of its introduction.
- 14.** Increase its direct contact with registered clubs to promote and monitor compliance with the information set out in the Gymnasts Handbook and provide policy updates.

### GOVERNANCE & OVERSIGHT

- 15.** The British Gymnastics Board must assume responsibility for implementing these recommendations and publish at 6, 12 and 24 months the progress it has made to comply with the report's recommendations, by which time these recommendations should have been implemented.
- 16.** British Gymnastics must appoint independent Board members with relevant professional expertise in safeguarding and athlete welfare.
- 17.** British Gymnastics must introduce effective governance pathways to ensure that the views and interests of athletes and parents; any patterns and trends in complaints; and British Gymnastics performance in complaint handling, are known to the Board and are taken into account in relevant decision making.



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