



Culture Development in UK Sport

Dr. James Bell
World Rowing Coaching Conference
November 2019



Culture: Derived from the Latin word for "CARE"

VISION

A NATION INSPIRED BY OLYMPIC AND PARALYMPIC SUCCESS

Drive Medal Winning Success through World Class Programmes (WCPs)

OBJECTIVES

Enable Team GB & ParalympicsGB's most successful away Games in Tokyo 2020

Enable record Olympic & Paralympic medal hauls in Pyeongchang

Ensure every WCP adopts a winning HP Culture

Ensure WCPs have a supply of athletes capable of delivering sustained medal success in 2024, 2026 and 2028

Intelligently invest the right resources to the right athletes to drive medal winning success

Deliver an expert Directorate and Institute that is courageous, agile and capable of driving sustained medal success

MISSION

Context - a stratospheric rise



HOW SPORTSMAIL LED THE WAY...

Martha Kelner has been breaking stories on cycling this week

I was told to go and have a baby... and my bum was too big



SUTTON BANNED
...and GB coach faces new claims of para-cyclist insults

PUNCTURED!
● Coach Sutton quits after bullying and sexism claims
● British Cycling to probe sale of GB kits on ebay
● As £10,000 team bikes go missing, who's cashing in?

2017: A different set of headlines



GB rowing coaching culture 'hard' but falls short of bullying, says review

1 February 2017 | Rowing

Dame Katherine Grainger urges improvements in athlete welfare

By Dan Roan
BBC sports editor

20 November 2017 | Sport



Rebekah Wilson: Ex-GB Olympic bobsleigher says pressure led to self-harm

Exclusive by Dan Roan
BBC sports editor

27 July 2017 | Winter Sports



British Swimming: Bullying claims by Paralympians are investigated

Exclusive by Dan Roan
BBC sports editor

23 March 2017 | Disability Sport

STATE OF SPORT

British Swimming is conducting an investigation after multiple bullying claims were made by Paralympians about a coach, the BBC has learned.

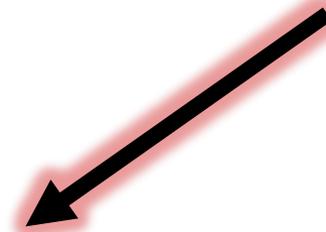
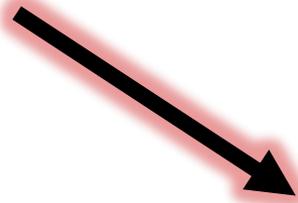
The sport's governing body began an internal review after several

UK Sport Levers for influencing Culture

Policy
e.g. Funding Agreement /
Governance Code



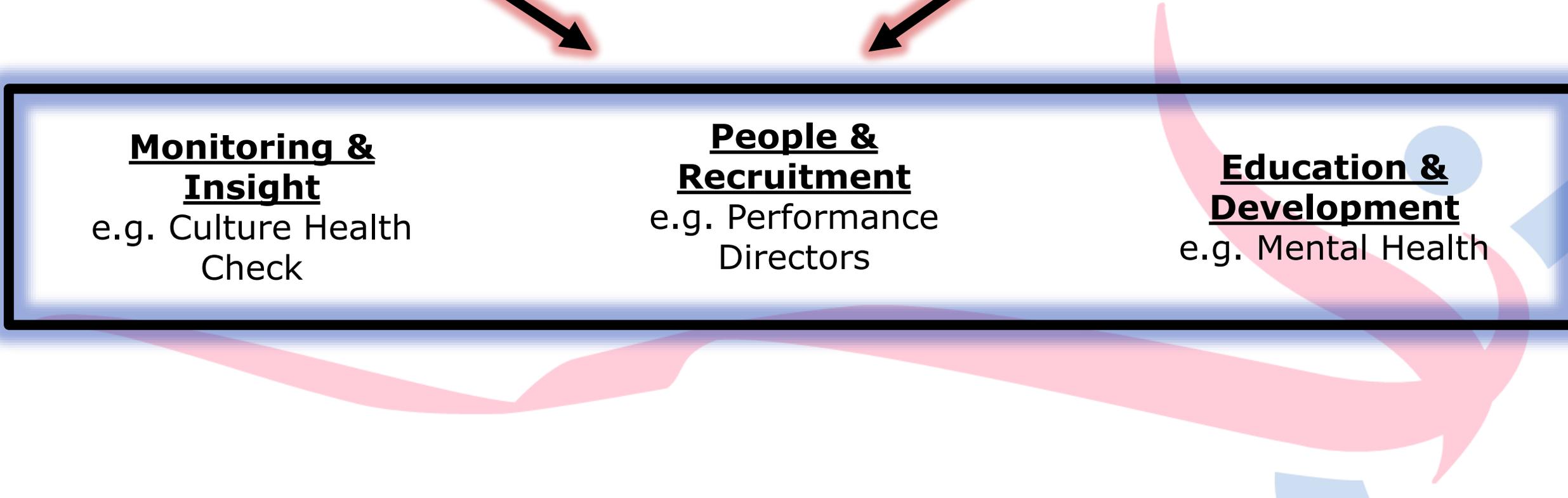
Funding
e.g. Conditions



**Monitoring &
Insight**
e.g. Culture Health
Check

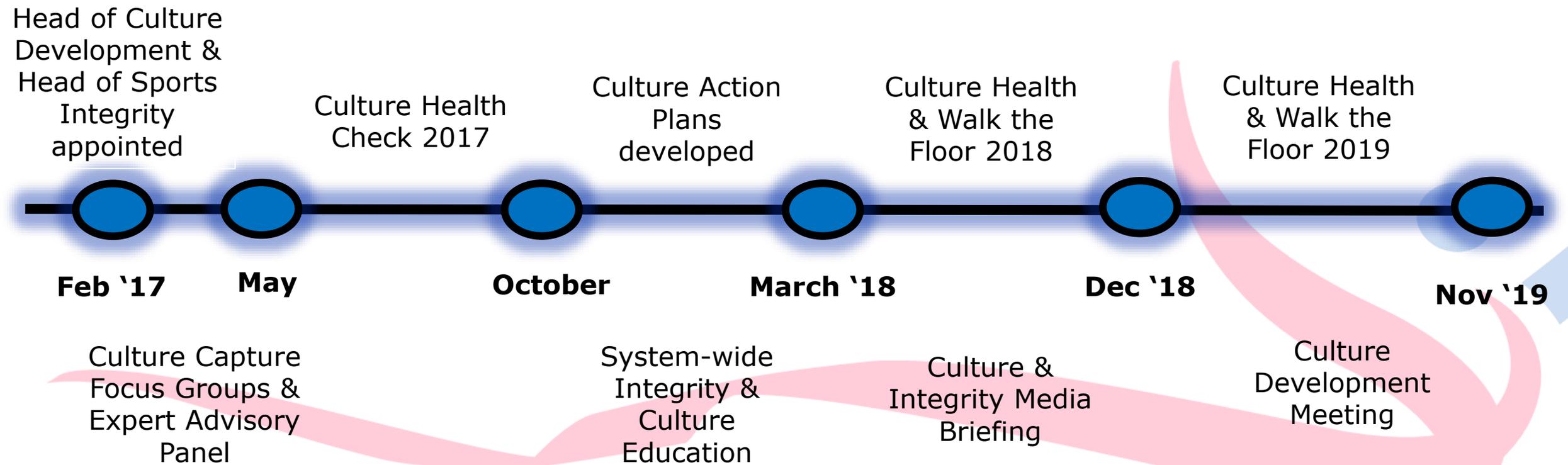
**People &
Recruitment**
e.g. Performance
Directors

**Education &
Development**
e.g. Mental Health



Timeline

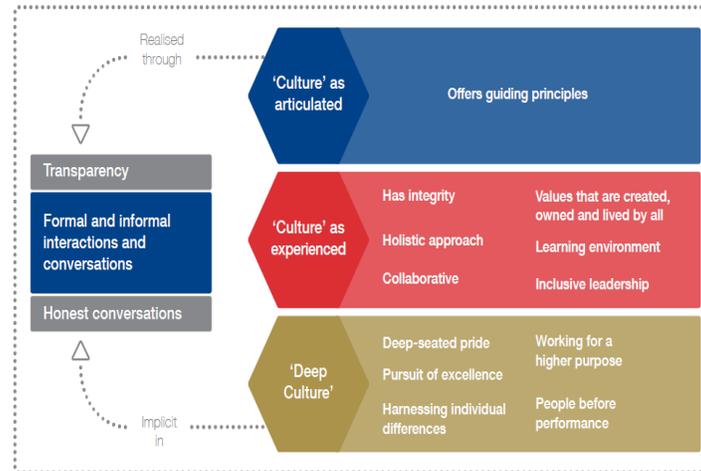
Culture & Integrity work in the UK High Performance System



Education & Understanding: Culture Capture Report



What does good look like?



Monitoring & Actionable Insight

2017 Culture Health Check

Your opportunity to let us know what it is like to be an athlete or staff member in your sport.

This survey provides a chance for you to feedback on what you SEE, HEAR and FEEL on a daily basis in your Programme.

It is totally anonymous, run on behalf of your sport by an independent company called 'Future Thinking'.

Your views are really important and the feedback will be used to ensure that we continue to build on the success of Team GB and Paralympics GB and provide the best environment in which you can excel.

You will shortly receive an email invitation containing a link to the survey from uksportsurveys@euro.confirmif.com

If you do not receive your email invitation please contact your Performance Lifestyle Advisor.

futurethinking

Culture =

“What you HEAR, SEE and FEEL on a daily basis”

Purpose:

To take a high-level temperature check of the cultural health of the High Performance System



In 2017 we designed the CHC an independently administered survey for athlete, staff and stakeholders



1,525 participants **32** Sports

Internal Executive Review Group analysed findings on sport by sport basis

15 Culture Action Plans reviewed by an Expert Advisory group (including diving & para-swim)

7 Culture Roadshows to 300+ attendees

16th May 2018 Media Report

Culture Health Check: Options for Monitoring Culture

3 methodologies used to measure Culture:

Culture Health Check



11

Culture Health Check 'Lite'



11

Walk the Floor



8



Number of people invited to take part

3000+



Number of Summer Olympic & Paralympic Sports involved

30

In addition, every Sport has received a Culture Development Meeting to (i) debrief the results, (ii) scrutinise the culture action plans and (iii) identify key support required moving forward

Who took part?

2017

2,074 were invited to take part and 1,525 completed the survey

73%
Response rate



2018

2314 were invited to take part and 1801 completed the survey
*includes stakeholders

78%*
Response rate

Athletes**

895 Athletes were invited to take part and 682 completed the survey



76%
Response rate

Staff**

787 Staff were invited to take part and 630 completed the survey



80%
Response rate

Athletes**

1129 Athletes were invited to take part and 894 completed the process



79%
Response rate

Staff**

933 Staff were invited to take part and 766 completed the process



82%
Response rate

**Athlete and Staff figures include CHC and Walk the Floor data

The words that Athletes, Staff and Stakeholders use to describe what they SEE, HEAR and FEEL on a daily basis in the WCP



2018



HPS Top CHC Strengths

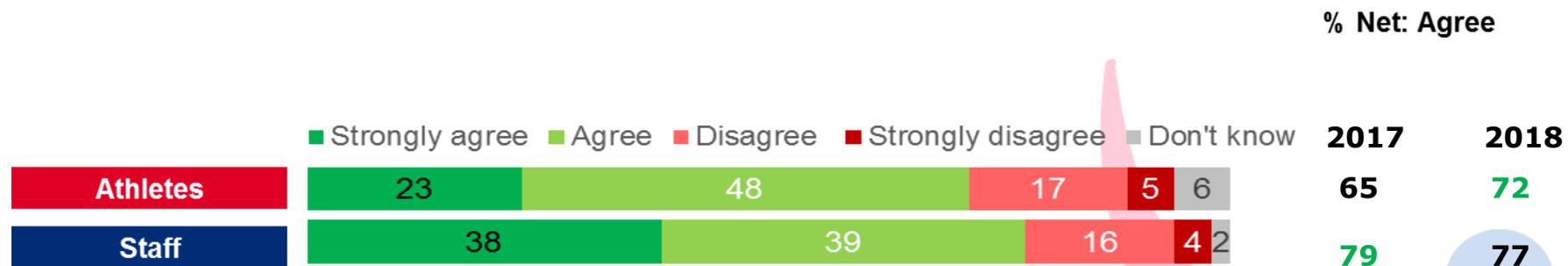
% Net: Agree

■ Strongly Agree
 ■ Agree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know



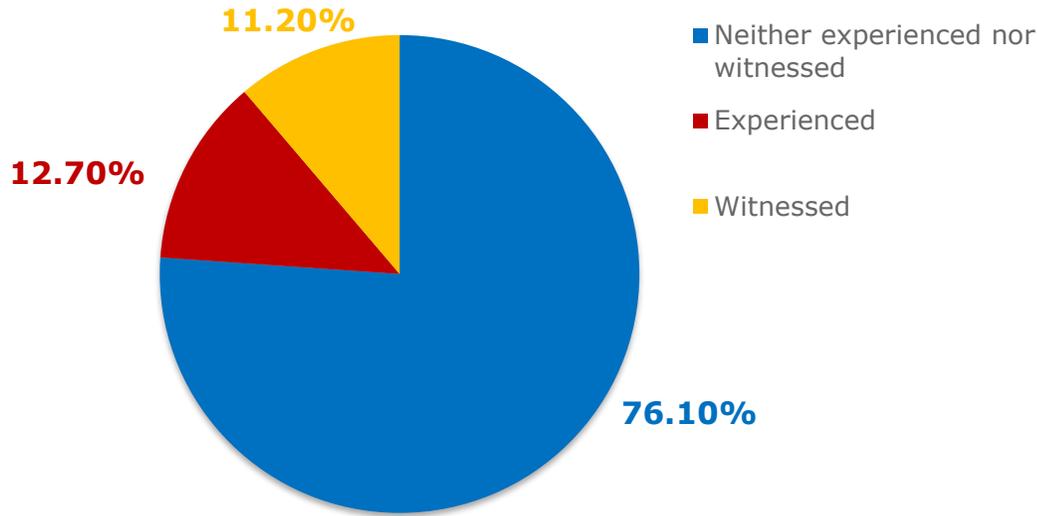
Areas that have Improved from 2017

Opportunities to give feedback without fear of negative consequences

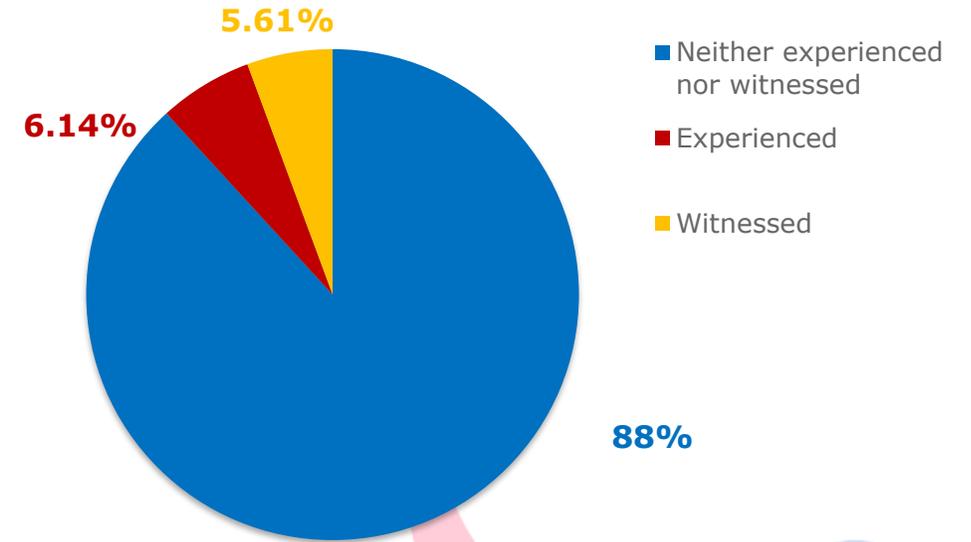


Areas that have Improved from 2017: Have you Experienced and/or Witnessed Unacceptable Behaviour?

2017



2018



Total Number experienced and/or witnessed	Formally Reported	Dealt with Satisfactorily	Wiling to speak to UKS / FT
2017: 24% (365) 2018: 11.75% (199)	2017: 27% (99) 2018: 30% (59)	2017: 24% (86) 2018: 28% (56)	2017: 19.5% (71) 2018: 34% (68) FT: 3% (6)

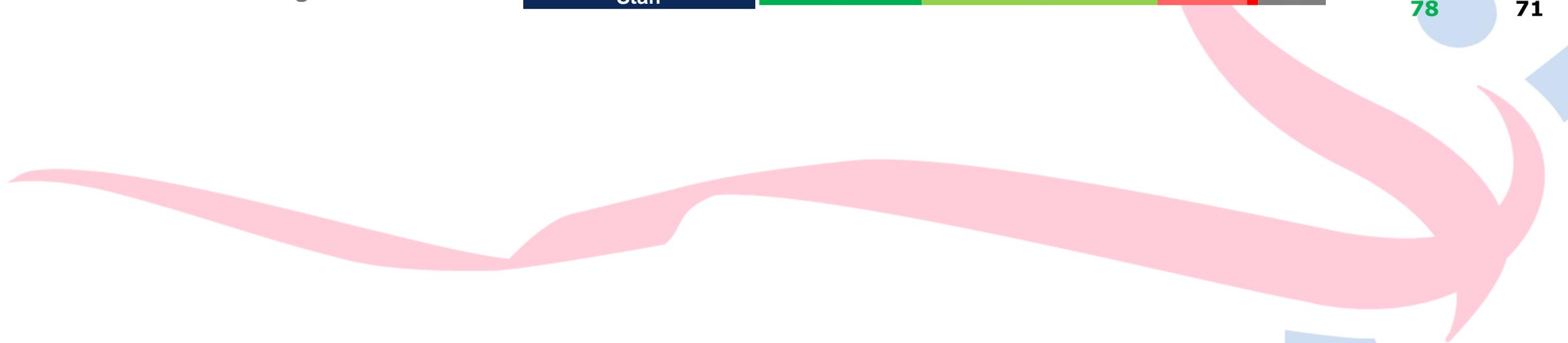
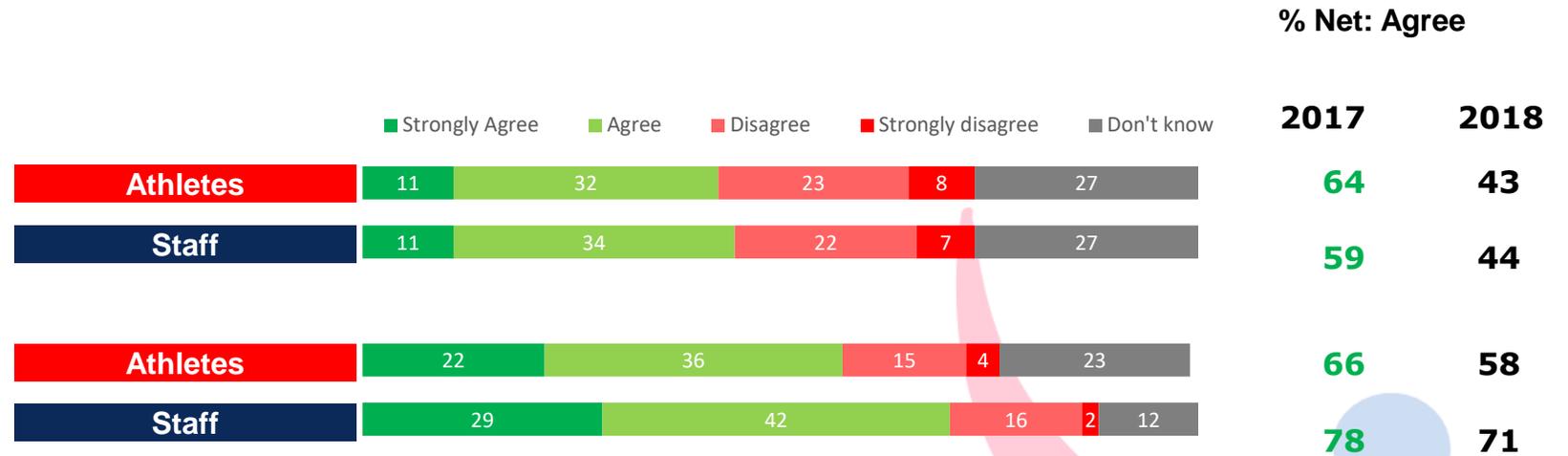
89% best described as low level professional disagreements, e.g. "feet on the table"

11% (3 incidences) deemed unacceptable warranting disciplinary action – all dealt with satisfactorily

CHC Key Areas for Improvement

In my WCP, there are consequences when people/ staff or athletes behave inappropriately

Measures have been taken to improve Mental Health and wellbeing



Progression: Athlete & Staff



2017

75%



2018

77%

Average agreement to quantitative questions



2017

84%



2018

81%

Athletes

Staff



It feels like people care about me as a person



Staff and athletes work effectively together as a team



Opportunities to give feedback without fear of negative consequences



Confidence in the future direction of WCP



Athletes and staff have been consistent



There has been effective leadership



Feel proud to be part of WCP

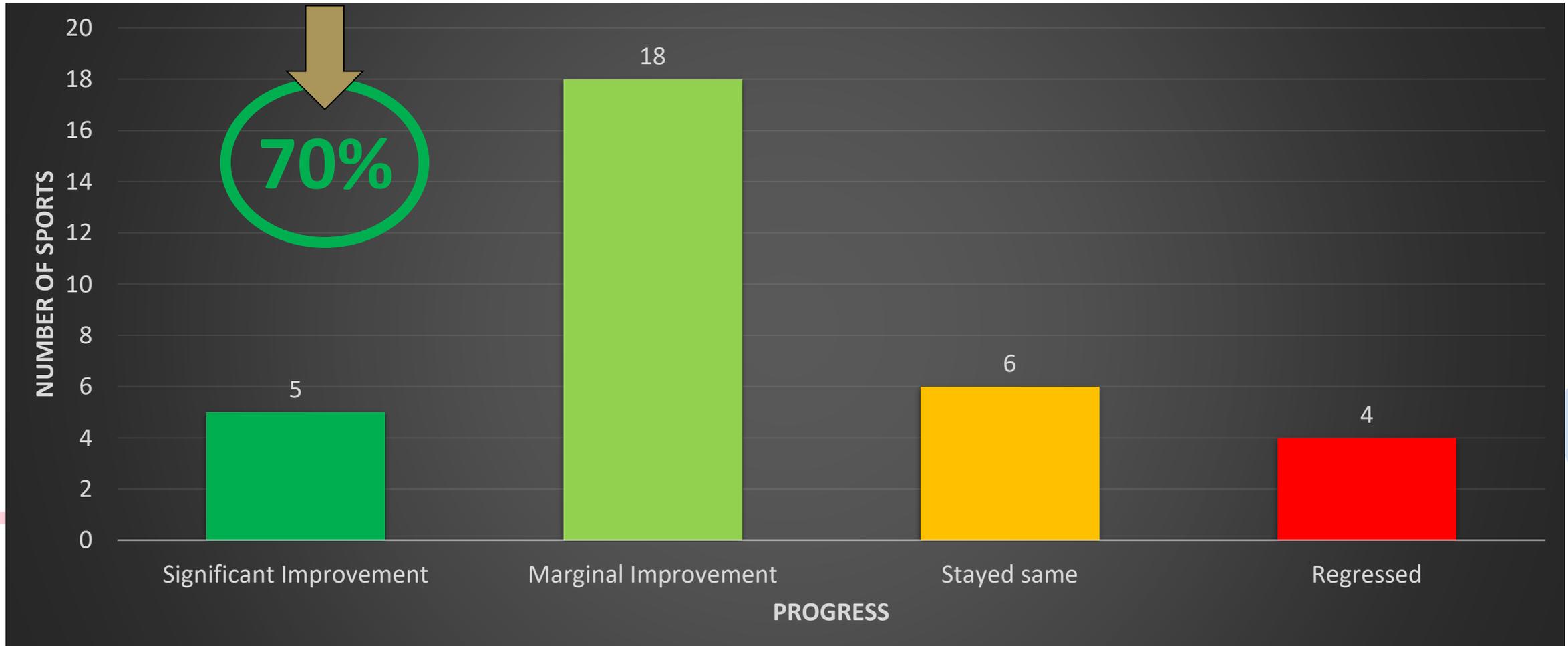


Sport Progress 2017-2018

Risk Rating	2017	2018
<u>World Leading:</u> Evidence for culture as a source of inspiration for other sports, and a competitive advantage	12.5%	18%
<u>Delivering:</u> Key strengths identifiable with 1 or 2 areas for improvement	34%	38%
<u>Challenged:</u> A number of clearly identifiable areas for improvement	40%	41%
<u>Compromised:</u> Significant risk with swift intervention required	12.5%	3%

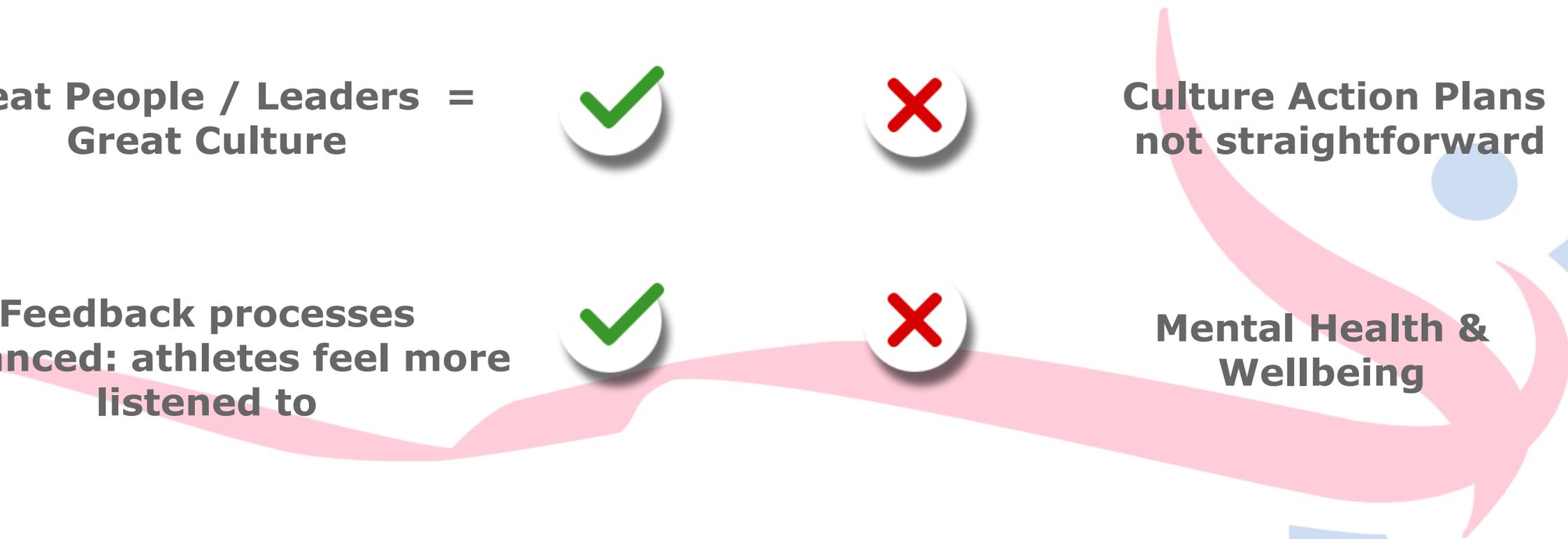
Sports Progress from 2017

23 Sports
improved from
Yr 1 – Yr 2:



Reflections 3 years in...

System has embraced culture change: 70%+ of sports			Link between Culture & Performance?
Great People / Leaders = Great Culture			Culture Action Plans not straightforward
Feedback processes enhanced: athletes feel more listened to			Mental Health & Wellbeing





Mental Health in the High Performance System

EIS Athlete Health Team

Purpose



To promote a **sustainable** High Performance System where all people have the best opportunity to have **Positive Mental Health** and ensure there is appropriate support for those experiencing Mental Health Problems

Definitions

Positive Mental Health: Is a state of wellbeing in which every individual (athlete and staff member) realises his or her own potential, can cope with the normal stresses of elite sport, can perform productively, and is able to make a contribution to her or his community.

Mental health problem – a pattern of behaviour, experiences, thoughts and feelings that causes significant distress and/or impairment of daily functioning and/or difficulties in relationships with others. Such distress or impairments are most likely to be experienced over a period of time and are not easily alleviated by an individual's typical coping strategies.

The HPS Mental Health Team

To promote a **sustainable** High Performance System where all people have the best opportunity to have **Positive Mental Health** and ensure there is appropriate support for those experiencing Mental Health Problems



Mental Health Delivery Team

Expert Mental Health Panel

MHSG

To promote a **sustainable** High Performance System where all people have the best opportunity to have **Positive Mental Health** and ensure there is appropriate support for those experiencing Mental Health Problems



Mental Health Delivery Team

Expert Mental Health Panel

MHSG

Education

Communication

Provision

Assurance

Education

To promote a **sustainable** High Performance System where all people have the best opportunity to have **Positive Mental Health** and ensure there is appropriate support for those experiencing Mental Health Problems



Mental Health Delivery Team

Expert Mental Health Panel

Education

- Workshop: Mental Health Awareness in Sport & Promoting Positive Mental Health
- Online Resources: Info-graphics, video content outlining best practice
- Extended training for Mental Health Champions

To promote a **sustainable** High Performance System where all people have the best opportunity to have **Positive Mental Health** and ensure there is appropriate support for those experiencing Mental Health Problems



Mental Health Delivery Team

Expert Mental Health Panel

- Guidance and Advice for complex Mental Health Cases
- Scope and Pilot a comprehensive Mental Health referral network
- Support for Sport Specific Mental Health Strategies
- Games Time Support via BPA / BOA

Provision

To promote a **sustainable** High Performance System where all people have the best opportunity to have **Positive Mental Health** and ensure there is appropriate support for those experiencing Mental Health Problems



Mental Health Delivery Team

Expert Mental Health Panel

- Mental Health Awareness Campaign including athletes & coaches

Communication

What should sports be thinking about in the lead up to Tokyo?

1. Screening: identifying those are greatest risk
2. Education: for all athletes and staff around safety planning
3. Clear referral: identified point of contact if you are your worried about someone
4. Games Time Monitoring: A process to monitor MH during prep camp / Games Time
5. Promoting positive MH in the Games Time environment
6. Post Tokyo blues: how do we best manage this phenomenon?



THANK YOU

ANY QUESTIONS?