



British Paralympic
Association



60 Charlotte Street
London W1T 2NU

T 020 7842 5789
F 020 7842 5777
E info@paralympics.org.uk
www.paralympics.org.uk

**BRITISH PARALYMPIC ASSOCIATION
DIVERSITY ACTION PLAN
2017 - 2021**

ABOUT US

The British Paralympic Association (BPA) is the National Paralympic Committee for Great Britain and Northern Ireland. We are responsible for entering, selecting, managing and leading the Great Britain and Northern Ireland team at the Paralympic Games as well as inspiring change and lasting improvement for disability sport and disabled people. The British Paralympic team is known as ParalympicsGB.

The BPA is a registered charity (number 802385).

OUR MISSION

To make the UK world leading in Paralympic sport on and off the field of play

- ***through the excellence of the team at the games***
- ***and advocacy of the movement***

This mission defines the BPA's purpose as an organisation – it is our direct contribution to our vision, and outlines how we will organise and prioritise activity to bring it to life.

It recognises that our primary role and core contribution is in support of activity on the field of play at the Paralympic Games.

OUR VISION

Through sport, inspire a better world for disabled people

This vision sits at the very heart of the BPA. It is the organisation's passionate ambition to deliver real and lasting change in society through the inspirational impact of Paralympic athletes on the field of play and effective promotion of the opportunity for and impact of para-sport off it.

OUR VALUES

Excellence – everything we do as the BPA should be of the highest possible standard, and reflective of an ambition to be world leading. We are committed to a flexible, proactive, challenging approach to all activity – recognising how our own commitment to 'being better' can support the similar ambitions of our athletes and team;

Honesty – we will ensure that all engagement and communication is fair, open and grounded in an appreciation of others and their views, seeking to set and manage expectations of ourselves and others to ensure consistency and transparency; and

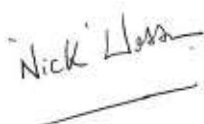
Trust - our interaction with each other with key partners and the wider community will be characterised by respect and will seek to engender a belief in the value, ethics and integrity of the BPA.

Message from Our Chair

The British Paralympic Association (BPA) is committed to diversity across all areas of our business and activities. We believe that diversity within the staff and board as well as in all our activities is fundamental to the success of our organisation. As the BPA, diversity is central to what we do. Our vision 'Through sport, inspire a better world for disabled people' is the cornerstone of our work. We are committed to greater involvement of disabled people in our organisation as well as improving diversity in every element of our work.

The BPA is committed to comply with the Code for Sport Governance which incorporates a target of a minimum of 30% of each gender on the BPA Board with the aim of achieving greater gender parity. We are committed to attracting an increasingly diverse set of candidates when recruiting staff, independent directors and in the nomination of board members for election, including former athletes into those positions. We are committed to communicating and living our diversity commitment through our communications channels such as our website and events.

The BPA Board endeavours to meet the five areas within the Diversity Action Plan and will monitor diversity in each Board election, appointment process and with an annual report of staff diversity data. The BPA is working towards meeting the Intermediate Equality Standard in Sport and will move beyond this to the Advanced Standard. We take this Diversity Action Plan seriously and look forward to the focus it provides us in improving our good work.

A handwritten signature in black ink that reads "Nick Webb". The signature is written in a cursive style and is positioned above a horizontal line.

Professor Nick Webborn OBE

October 2017

<h2 style="margin: 0;">Recruitment</h2> <p style="margin: 0;">How the organisation will attract an increasingly diverse range of candidates</p>		Code for Sports Governance					
<p>Objective: Embed best practice in relation to equality, diversity and inclusion into our recruitment activities and decision-making processes</p>		<p style="font-size: 0.8em; margin: 0;">Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p style="font-size: 0.8em; margin: 0;">Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p style="font-size: 0.8em; margin: 0;">Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)</p>	<p style="font-size: 0.8em; margin: 0;">Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1</p>	<p style="font-size: 0.8em; margin: 0;">The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p style="font-size: 0.8em; margin: 0;">The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2</p>
		✓	✓	✓	✓	✓	
Priorities	Actions	Person(s) Responsible			Completion Date		
<p>Short Term:</p>	<p>Existing action - Board Equality Monitoring Audit. This annual audit will establish the diversity of the Board.</p> <p>The results will continue to influence the appointed Directors recruitment process.</p>	<p>Director of Finance and Corporate Services</p>			<p>Next audit March 2018 (and annually)</p>		
<p>Short Term:</p>	<p>Equality Champion and Director of Finance meet regularly to improve communications between officers and the Board, and share expertise and experience</p>	<p>Director of Finance and Corporate Services Equality Champion</p>			<p>November 2017 and ongoing</p>		
<p>Short Term:</p>	<p>Encourage current and retired Paralympians to participate in elections to the Athletes Commission to encourage participation within the wider governance of the British Paralympic Association.</p>	<p>Director of Sport</p>			<p>November 2017 and ongoing</p>		

Medium Term	Existing action - Election communications ensure voting members understand the importance of, and the advantages that having a diverse Board bring. Maintain at least 30% of each gender, and two disabled members on the Board (out to 11: 18%)	Board supported by Director of Finance and Corporate Services	October/ November 2018 (next elections)
Medium Term	Existing action - Board Skills Matrix. This matrix assesses the skills on the Board to determine gaps. The results of this has and will continue to influence the appointment of Directors.	Board supported by Director of Finance and Corporate Services	December 2018 (next recruitment process)
Medium Term:	Existing action - Recruitment procedures for appointed directors ensure that positions are widely advertised. To include advertisement with websites such as 'Inclusive Boards, 'Sporting Equals' and 'Women in Sport'. Additionally to leverage the networks of the commercial partners when seeking to appoint appropriate directors.	Director of Finance and Corporate Services Commercial Director	December 2018 (next recruitment process)
Long Term	At least one member of Board (out to 11: 9%) be BAME by 2021 AGM - after the 2021 elections and appointment processes.	Board supported by Director of Finance and Corporate Services	AGM 2021
Long Term	To work with member bodies of the Association in encouraging the election or appointment of disabled board members to those bodies.	CEO, Equality Champion and Board	AGM 2021

<h2>Engagement</h2> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance				
Objective: Communicate our commitment to diversity in all organisational activities.		✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible			Completion Date	
Short Term:	To publish equality and diversity monitoring data for staff and directors within the British Paralympic Association's 2017 Annual Report (hard copy and on company website)	Director of Finance and Corporate Services			October 2017 and ongoing	
Short Term:	To publish the Board Diversity Statement, highlighting the organisation's commitment to diversity in all activities, on the company website	Director of Finance and Corporate Services			October 2017	
Medium Term:	To ensure that the BPA's website and digital channels continues to reflect our commitment to diversity	Director of Communications			Ongoing	
Medium Term:	To arrange a Board Equality and Diversity training session	Director of Finance and Corporate Services			October 2018	
Medium Term:	To measure and then aim to improve the diversity of contributors and attendees at the Sports Science and Medicine Conference (held every other year subject to funding)	Director of Sport			March 2019 (date TBC) and ongoing	

Medium Term:	To publish an annual statement/ update on progress on the actions set out in this Diversity Action Plan on the company website	Director of Finance and Corporate Services	October 2018
Medium Term:	To achieve the Intermediate Equality Standard in Sport	Director of Finance and Corporate Services	November 2018
Long Term:	To measure and then aim to improve the diversity of the wider support team for the Paralympic Games	Director of Sport	2020 (Tokyo Summer Games in August/ September)
Long Term:	To ensure our commitment to diversity is contained within the organisation's Strategy.	CEO, Equality Champion and Board	2020
Long Term:	To work with member bodies of the Association and influence (and "inspire" as set out in the Strategy) diversity in the participation of sport, specifically amongst the disabled population	CEO, Equality Champion and Board	2020
Long Term:	To achieve the Advanced Equality Standard in Sport	Director of Finance and Corporate Services	November 2021

<h2>Progressing talent from Within</h2> <p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>		Code for Sports Governance					
		Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity (including but not limited to BAME, disability, LGBT and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified
<p>Objective: Encourage employees to undertake CPD and personal development, provide leadership opportunities, and opportunities for observation of and participation in leadership and governance.</p>		✓	✓	✓	✓	✓	
Priorities	Actions	Person(s) Responsible			Completion Date		
Short Term:	<p>To arrange an all staff Equality and Diversity training session that includes:</p> <ul style="list-style-type: none"> context/ legislation encourages consideration of impact of the individual's role and service delivery <p>[Induction and refresher training]</p>	Director of Finance and Corporate Services			Annually (August 2017) and ongoing		
Short Term	Learning and development needs discussed formally with each member of staff during performance process (when objectives agreed at start of year/ April, and at mid-year review/ October)	All line managers supported by Director of Finance and Corporate Services			Ongoing		
Short Term:	To initiate mentoring programme open to all permanent staff	Director of Finance and Corporate Services			Ongoing		
Short Term:	To encourage engagement with the Equality Working Group (membership – all executive directors and the other staff members) through communication of group activities	Director of Finance and Corporate Services			Annually (August 2017) and ongoing		

Medium Term	Enable staff to attend (non-confidential) BPA committee and sub-group meetings.	CEO and Executive Team	October 2018
Medium Term:	Enable staff to sit on and work with Boards and committees of other organisations in order to share best practice within and across sectors.	CEO and Executive Team	October 2018
Long Term:	To develop staff succession plan to promote from within (recognising inherent limitations of a small organisation)	CEO and Executive Team	2019
Long Term:	To create a network of Equality and Diversity experts from BPA's commercial partners in order to share expertise and experience.	Director of Finance and Corporate Services Commercial Director	2019

How does this feed into our broader governance plan?

The British Paralympic Association (BPA) is committed to meeting the requirements set out in "A Code for Sports Governance". The BPA's Diversity Action Plan is an integral element of the good governance practice that the BPA continues to work towards.

The five Principles of good governance set out in the Code are as follows:

1. Structure
2. People
3. Communication
4. Standards and Conduct
5. Policies and Processes.

This Plan supports the work of the BPA in meeting the requirements of the Code specifically around:

- Increased skills and diversity in decision making, with a target of at least 30% of each gender on the Board (requirement 2.1)
- Greater transparency, whereby the BPA publicly discloses information on its governance, structure, strategy, activities and financial position to enable stakeholders to have a good understanding of them (requirement 3.1)
- Any information disclosed shall be fair, accurate and presented in an understandable manner (requirement 3.3).

Who are the key people responsible for the delivery of this plan?

The Board is ultimately responsible for this Plan.

The Chief Executive Officer and the Executive Team are responsible for ensuring that diversity is considered in all of the organisation's day-to-day operations.

The Director of Finance and Corporate Services is the key individual responsible for overseeing staff recruitment, and Board recruitment processes (in the role as Company Secretary) and in ensuring that the appropriate Policies (Recruitment; Equality and Diversity) are followed.

The Equality Champion – a Board Member - is responsible for ensuring that diversity is considered in all matters discussed at Board level.

All staff have a responsibility for Equality and Diversity with respect to their roles at the BPA.

How will we measure overall success?

Diversity monitoring will be undertaken for every Board election or appointment process, and for the Board data is collected annually for inclusion in the Trustees' Annual Report together with staff diversity data.

This information will be measured against the Board's stated target of having at least 30% of each gender of the Board. Similarly the targets for Board members from BAME backgrounds and those with disabilities will be measured against their respective targets.

How does our Diversity Action Plan cross-reference other parts of the Governance Code or other relevant equality or diversity monitoring standards and frameworks?

The Diversity Action Plan will be reviewed on a quarterly basis by the Equalities Working Group to inform the BPA's progress towards achieving the Intermediate (and subsequently the Advanced) Equality Standards in Sport. It will be updated by the Director of Finance and Corporate Services as and when the Group directs.

It will also be reviewed on an annual basis by Board who will consider the progress made against the Plan and from that provide an annual update on progress against the actions identified for publication on the BPA's website.

Board Approval received (date)	27 October 2017
Last Review (date)	October 2017
Reviewed By (Name)	Equality Working Group
Next Review due/ Next Approval due (date)	Quarterly – January 2018 Annually by Board – October 2018