



**British Paralympic  
Association**



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

***FIRST ANNUAL UPDATE:      OCTOBER 2018***

## **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

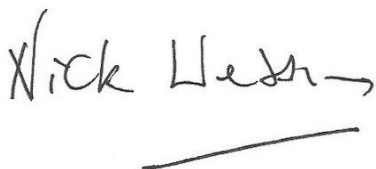
***Trust*** - our interaction with each other with key partners and the wider community will be characterised by respect and will seek to engender a belief in the value, ethics and integrity of the BPA.

## Message from Our Chair

This Diversity Action Plan was initially approved by the British Paralympic Association (BPA) Board in October 2017 as a demonstration of our commitment to diversity across all areas of our business and activities. Our internal staff group, the Equality Working Group, has regularly monitored progress against the Plan and we are pleased to present this updated document, which notes that progress. A fuller annual report agreed by the Board at its meeting on 3 October 2018 is posted on the BPA's website alongside the Plan.

I would like to take the opportunity to re-iterate what we at the BPA set out in the original Plan, as that commitment and ambition still holds true for us:

- 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.



Nick Webborn

Professor Nick Webborn OBE  
October 2018

<h1>Recruitment</h1> <p>How the organisation will attract an increasingly diverse range of candidates</p>		Code for Sports Governance					
<b>Objective:</b> Embed best practice in relation to equality, diversity and inclusion into our recruitment activities and decision-making processes		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 generally (including but not limited to BAME, disability, LGB&T and socio-economic)	Each or 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 in Req 2.2
<b>Priorities</b>		<b>Actions</b>			<b>Person(s) Responsible</b>		<b>Completion Date</b>
<b>Short Term:</b>		Existing action - Board Equality Monitoring Audit. This annual audit will establish the diversity of the Board.  The results will continue to influence the appointed Directors recruitment process.  The recruitment process (Appointed and Elected) to include the collation of equality monitoring data.			Director of Finance and Corporate Services		Next audit March 2018 (and annually)  <b>Update 2018: completed to 31 March 2018. Continue to collate data on an ongoing basis.</b> <b>Clear statement of intent around E&amp;D in both the Appointed and Elected documentation process papers in 2018.</b>  <b>Applicants for both processes in 2018 requested to complete monitoring forms.</b>
<b>Short Term:</b>		Equality Champion and Director of Finance meet regularly to improve communications between officers and the Board, and share expertise and experience.			Director of Finance and Corporate Services Equality Champion		November 2017 and ongoing  <b>Meetings initiated and agreed to be linked to the</b>

			Board to ensure frequency. Remains ongoing.
<b>Short Term:</b>	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.	Director of Sport	November 2017 and ongoing  Complete and successful for elections held in 2017/18.  Elections are every two years, so ongoing.
<b>Medium Term</b>	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 of 11: 18%)	Board supported by Director of Finance and Corporate Services	October/ November 2018 (next elections)  Nomination Pack clearly communicated the BPA's ambition in this respect.  Nominations received broken down as 80% female: 20% male: 40% disabled. (5 of 5 Nominees provided monitoring data).
<b>Medium Term</b>	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)  Completed August 2018. To be repeated as Board members leave/ join.
<b>Medium Term:</b>	Existing action - Recruitment procedures for appointed directors ensure that positions are widely advertised.	Director of Finance and Corporate Services	December 2018 (next recruitment process) Appointment process commenced August 2018 with Trustee Pack clearly communicating the BPA's ambition in this respect.  Adverts placed as planned. Unclear on impact as

	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.	Commercial Director	<p>applicants not required to note where they saw the advert. An action point for the next process is to implement such a requirement.</p> <p>Nominations received broken down as 50% female: 50% male: 20% disabled. (10 of 26 Nominees provided monitoring data).</p>
<b>Long Term</b>	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
<b>Long Term</b>	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

<h1>Engagement</h1> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance					
<b>Objective:</b> Communicate our commitment to diversity in all organisational activities.		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, LGB&T 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 in Req 2.2
		✓	✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible	Completion Date				
<b>Short Term:</b>	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  <b>Complete in 2017.</b>  <b>Ongoing annually.</b>				
<b>Short Term:</b>	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  <b>Complete.</b>  <b>Ongoing review annually.</b>				
<b>Medium Term:</b>	To ensure that the BPA's website and digital channels continues to reflect our commitment to diversity	Director of Communications	Ongoing  <b>The new website was launched in early 2018. At all times the aim is for AAA accessibility: every interaction on every device is tailored for maximum usability, in addition to aiming for the highest levels of WCAG/WAI-ARIA compliance (accessibly standards and guidelines). The design supports accessibility through strong contrast,</b>				

			<p>clarity, and a beneficial experience for assisted browsing and screen readers.</p> <p>The images employed reflect the diverse range of Paralympic sportsmen and women.</p>
<b>Medium Term:</b>	To arrange a Board Equality and Diversity training session	Director of Finance and Corporate Services	<p>October 2018</p> <p>Arranged for December 2018 by which time three new Board members will have joined the Board (this will form part of their induction).</p>
<b>Medium Term:</b>	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	<p>March 2019 (date TBC) and ongoing</p> <p>Preliminary planning underway for the conference.</p>
<b>Medium Term:</b>	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	<p>October 2018</p> <p>This update is part of the annual statement.</p>
<b>Medium Term:</b>	To achieve the Intermediate Equality Standard in Sport	Director of Finance and Corporate Services	<p>November 2018</p> <p>Work in progress on completing the submission documentation and actions identified as part of the preparation for that.</p>
<b>Long Term:</b>	To measure and then aim to improve the diversity of the wider support team for the Paralympic Games	Director of Sport	<p>2020 (Tokyo Summer Games in August/ September)</p>
<b>Long Term:</b>	To ensure our commitment to diversity is contained within the organisation's Strategy.	CEO, Equality Champion and Board	<p>2020</p>



<b>Long Term:</b>	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
<b>Long Term:</b>	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 generally (including but not limited to BAME, disability, LGBT&T 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 in Req 2.2
<p><b>Objective:</b> 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				
<p><b>Short Term:</b></p>	<p>To arrange an all staff Equality and Diversity training session that includes:</p> <ul style="list-style-type: none"> <li>context/ legislation</li> <li>encourages consideration of impact of the individual's role and service delivery</li> </ul> <p>[Induction and refresher training]</p>	<p>Director of Finance and Corporate Services</p>	<p>Annually (August 2017) and ongoing</p> <p>Scheduled for December in 2018 to align with Board training.</p> <p>Ongoing annually.</p>				
<p><b>Short Term</b></p>	<p>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)</p>	<p>All line managers supported by Director of Finance and Corporate Services</p>	<p>Ongoing</p> <p>Completed as planned for 2017/18. Initiated process for 2018/19 as planned.</p> <p>Review of performance process underway at time of writing with a view to implementation in 2019.</p> <p>Ongoing annually.</p>				

<b>Short Term:</b>	To initiate mentoring programme open to all permanent staff	Director of Finance and Corporate Services	Ongoing  Complete. Year 1 of the programme concludes in December 2018. Consideration currently being given to a Year 2.
<b>Short Term:</b>	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  The EWG has developed as functioning group in the year, and meetings have been well attended. TOR have been formalised and agreed and Notes from meetings are circulated and filed on a shared drive. New members of staff are invited to join the group.  The membership of the group has not changed and further action to engage staff will be initiated in 2018/19, to tie in with the BPA's submission for the Intermediate Standard.
<b>Medium Term</b>	Enable staff to attend (non-confidential) BPA committee and sub-group meetings.	CEO and Executive Team	October 2018  All staff have been invited to express and interest in attending meetings, and there has been some take up of this, however, further promotion is required and will be undertaken in 2018/19.
<b>Medium Term:</b>	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  Staff have been encouraged to sit on other Boards and it has been identified in the performance plans of some as a learning objective. Further action point is to collect data on this activity in 2018/19.

<b>Long Term:</b>	To develop staff succession plan to promote from within (recognising inherent limitations of a small organisation)	CEO and Executive Team	2019
<b>Long Term:</b>	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.

<b>Board Approval received (date)</b>	<b>3 October 2018</b>
<b>Last Review (date)</b>	<b>October 2018</b>
<b>Reviewed By (Name)</b>	<b>Equality Working Group Board</b>
<b>Next Review due/ Next Approval due (date)</b>	<b>Quarterly – January 2019 Annually by Board – October 2019</b>