



DIVERSITY ACTION PLAN

[2017 – 2020]

UK Athletics Ltd

January 2018

ABOUT US

UK Athletics is the National Governing Body for the sport of athletics in the United Kingdom of Great Britain and Northern Ireland.

Since its inception in 1999, UK Athletics has developed to become the most successful and robust athletics governing body in the world with a world class major events series and overseeing the performances and the British Athletics Olympic and Paralympic programme teams.

This vision is fuelled by a dedicated team of full time staff and volunteers who all share the same passion and ambition for athletics, and are therefore instrumental in ensuring that athletics remains the most popular Olympic and Paralympic sport.

OUR MISSION

- 🏅 **Win** more medals to inspire the public
- 🏅 **Stage** great events to engage the public
- 🏅 **Increase** participation to build an athletic nation
- 🏅 **Host** the best ever World Championships to make the country proud
- 🏅 **Aspire** to excellence in everything we do

OUR VISION

To aspire to be Britain's best Olympic and Paralympic sport in everything we do.

OUR VALUES

- **Communication** is timely and relevant to our specific stakeholders
- We operate with **integrity**
- We deliver **quality** performance through innovation and continual improvement
- **Respect** is shown to everyone we deal with
- We all have **accountability**



Message from Our Chair

Welcome to the Diversity Action Plan for UK Athletics.

As the largest Olympic and Paralympic Sport and one of a very few truly global sports, diversity is core to our world wide appeal, one we are proud to champion at every opportunity.

Athletics embraces diversity in so many ways. It is a gender-equal sport with a wide range of event disciplines celebrating sporting achievements in their purest sense; running, jumping and throwing.

Many nationalities, physiologies, genders, races and religions are celebrated within the sport, and it is our aim that UK Athletics continues to reflect this diversity in every way possible.

We have often gone beyond the minimum requirements of governance, however; it would be wrong to consider we have done enough so we will always continue to lead and strive to improve at every step. For instance, 10 years ago there were no women on the UKA Board. We currently have 33% representation, but we will not set any limits on representation based upon us having achieved a minimum requirement, therefore we will continue to work towards gender parity on our Board. I would like to push this beyond gender and address our current diversity profile at all levels, to include disability and ethnicity, to ensure greater diversity and that we are reflective the sport and fans we serve.

We have continued to work to deliver across a range of other areas. In the last 18 months for instance we have seen equality, diversity and inclusion become a bedrock of our processes. We now have E&D policies brought to life through engagement packs provided to employees that are fully aligned to our target, now achieved, of becoming a Disability Confident Leader. Staff Cultural Awareness programmes are being delivered as was the first ever Black History Month project celebrating black and Asian athletics coaches.

We have embedded E & D and our values into our training programmes and processes. By widening the scope of our recruitment policies we have created opportunities for young adults with special needs or a disability to undertake work placements as part of our commitment as a Disability Confident Leader.

On a personal level, I have had the privilege of working in a number of very different industries. However, the one constant feature that unites all is that a genuine and embedded commitment to diversity will make a significant impact on the productivity and culture of any environment. In sport, where every competitive advantage is sought, there can be no more motivation than to realise this could help athletics in the UK be even more successful.

Richard Bowker
Chair, UK Athletics

<h2>Recruitment</h2> <p>How the organisation will attract an increasingly diverse range of candidates</p>	Code for Sports Governance					
	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>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>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>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>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>
<p>Objective: Attract, retain and engage the widest talent pool We want our organisation to be representative of the sport it serves and demonstrates that athletics is the leading inclusive sport in equality and diversity.</p>	✓	N/A	✓	✓	N/A	N/A
Priorities	Actions			Person(s) Responsible		Completion Date
<p>Short Term:</p> <ul style="list-style-type: none"> achieve the Code for Sport Governance requirements of a target of at least 30% gender diversity on the Board 	<ul style="list-style-type: none"> ✚ explore alternative recruitment agencies in the diversity and inclusion sector and actively publish our recruitment partners <i>[dependent on annual reporting the organisations diversity profile – currently achieving target]</i> 			UKA Board		December 2017
<ul style="list-style-type: none"> raise the profile of UKA as an employer of choice for equality and diversity 	<ul style="list-style-type: none"> ✚ develop annual programme of employee/Board stories linked with external awareness events and promote on website 			Donna Fraser/Comms team		Ongoing

<p>Medium Term:</p> <ul style="list-style-type: none"> Recruitment processes review 	<ul style="list-style-type: none"> the integration of our values, equality and diversity into HR policies and processes, including recruitment and performance management 	Donna Fraser/HR team	Q1 2018
<ul style="list-style-type: none"> connect The Hive - a disability organisation offering employment opportunity for young adults with learning difficulties (non-behavioural) 	<ul style="list-style-type: none"> organise two work placements per year with The Hive 	Donna Fraser/HR team	Q1 2018
<ul style="list-style-type: none"> pilot the blind-sifting of job applications. 	<ul style="list-style-type: none"> selection boards will not have access to people's names until the interview stage 	HR Team	December 2019
<ul style="list-style-type: none"> review and monitor existing supplier base with the Procurement department to ensure we exercise supplier diversity 	<ul style="list-style-type: none"> identify suppliers who are not signed up to the Disability Confident Scheme and who do not have an Equality Policy in place. Create a database of Disability Confident suppliers; encourage those who are not signed up to the scheme. 	Donna Fraser/Procurement team	Ongoing
<p>Long Term:</p> <ul style="list-style-type: none"> provide a work placement for an apprentice from one or more of the unrepresentative groups through the Government Apprenticeship scheme 	<ul style="list-style-type: none"> explore the Apprenticeship Levy for leadership development or apprenticeship level 	HR team	May 2019

<ul style="list-style-type: none"> achieve a target of at least 20% BAME diversity on the Board 	<ul style="list-style-type: none"> ✚ explore alternative recruitment agencies in the diversity and inclusion sector <i>[dependent on annual reporting the organisations diversity profile - currently only 1 registered Board member from a BAME background]</i> 	Donna Fraser/HR team	December 2019
<ul style="list-style-type: none"> achieve a target of at 20% disability diversity on the Board and staff 	<ul style="list-style-type: none"> ✚ explore specific disability recruitment agencies to promote Board and staff roles <i>[dependent on annual reporting the organisations diversity profile – currently only 1 registered Board member with a disability]</i> 	UKA Board/HR Team	Q4 2021

Key: ✓ - Achieved

N/A – not applicable to this requirement

Engagement	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 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 Reg 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 Reg 2.2
<p>Objective: Embed new organisational values into our culture</p> <p>We want equality and diversity to be embedded in all our policies and procedures aligned with our core values, including the learning and development opportunities available to all.</p>	N/A	✓	N/A	N/A	N/A	✓
Priorities	Actions		Person(s) Responsible		Completion Date	
<p>Short Term:</p> <ul style="list-style-type: none"> review UKA policy and procedures and develop a standard framework for all policies and procedures 	<ul style="list-style-type: none"> review existing policies and procedures for consistency in language and format 		Ralph Knibbs/Donna Fraser/Michael Hunt		March 2018	
<ul style="list-style-type: none"> conduct an equality, diversity and inclusion survey to understand the culture of the organisation to feed into the development of the communications and engagement strategy 	<ul style="list-style-type: none"> deliver engagement activities based on annual survey responses and communicate internally and on website 		Donna Fraser		<i>The ED&I survey is conducted on an ongoing annual basis to drive engagement activities in that year – 2017 Completed</i>	

<ul style="list-style-type: none"> Board engagement with staff 	<ul style="list-style-type: none"> increase the visibility of our Diversity Champion/Board members within the organisation 	Donna Fraser/Gordon Arthur	Ongoing
<ul style="list-style-type: none"> online communications for equality, diversity and inclusion accessible to staff, Board members and public 	<ul style="list-style-type: none"> quarterly ED&I newsletter produced circulated to staff and Board 	Donna Fraser	Ongoing
	<ul style="list-style-type: none"> guide to ED&I to be added to website 		December 2017
<p>Medium Term:</p> <ul style="list-style-type: none"> execute the values communications and engagement strategy through internal and external communication channels 	<ul style="list-style-type: none"> a clear communications and engagement strategy and governance structure shared on UKA website 	Donna Fraser/Gordon Arthur	January 2018
<ul style="list-style-type: none"> achieve the Disability Confident Leader level through assessment of the organisation's disability policies and practices 	<ul style="list-style-type: none"> regular communications via UKA website about our diversity and inclusion practices, activities and partnerships 	Donna Fraser/Gordon Arthur	Q1 2018
<ul style="list-style-type: none"> engage with Stonewall to become a Stonewall Diversity Champion for ongoing support with LGBT issues and as part of our commitment to the Sport Charter 	<ul style="list-style-type: none"> secure budget of £2,500 + VAT for Stonewall Diversity Champion one year membership 	Donna Fraser/Ralph Knibbs	Q2 2018
<ul style="list-style-type: none"> benchmark against other organisations in diversity 	<ul style="list-style-type: none"> participate in the BiTc (Business in the Community) Diversity Benchmark to benchmark against other organisations 	Donna Fraser	Q4 2018

	in diversity (no cost involved)		
<ul style="list-style-type: none"> roll out new UKA policies and procedures new framework 	<ul style="list-style-type: none"> Populate UKA policies and procedures into new framework 	Ralph Knibbs	Ongoing – <i>this process is conducted on a 2 year cycle</i>
<p>Long Term:</p> <ul style="list-style-type: none"> implement an digital performance management system to manage performance against the values for staff and Board, so progress can be measured and monitored effectively 	<ul style="list-style-type: none"> research companies who offer systems to meet UKA's needs 	HR team	December 2019

Key: ✓ - Achieved

N/A – not applicable to this requirement

Progressing talent from Within

A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.

Objective: Individual and team training plans built and implemented
 We want our workforce to be inclusive where staff can reach their full potential.

Priorities	Actions	Person(s) Responsible	Completion Date
<ul style="list-style-type: none"> conduct an equality, diversity and inclusion survey to establish the training and development needs of staff 	<ul style="list-style-type: none"> evaluate the findings from the ED&I survey responses to develop a training and development plan for all levels 	HR Team/Donna Fraser	Ongoing - <i>this survey will be rolled out on an annual basis to monitor and track progress</i>
<ul style="list-style-type: none"> review UKA and England Athletics Equality Standard in Sport - Immediate level submission (2013) 	<ul style="list-style-type: none"> monitor progress of Equality Standard Immediate level submission 	Donna Fraser/England Athletics	Completed
<ul style="list-style-type: none"> embed and implement values and behaviours against performance management (PPDR) at all levels 	<ul style="list-style-type: none"> the integration of our values, equality and diversity into all leadership and management training, including the induction process 	HR Team/Donna Fraser	December 2018

Progressing talent from Within	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 Reg 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 Reg 2.2
Objective: Individual and team training plans built and implemented	✓	N/A	✓	N/A	✓	N/A

	<ul style="list-style-type: none"> conduct a skills analysis to identifying the skills required for each role within the organisation 		
<ul style="list-style-type: none"> Equality Standard in Sport, Advance Level - identify Home Country ED&I leads/representatives to establish working relationships and liaise with UK Sport and Sport England 	<ul style="list-style-type: none"> deliver a round table planning session for all Home Country ED&I leads/representatives to establish current standards of equality and diversity; and devise an action plan to be implemented 	Donna Fraser	Completed
<p>Medium Term:</p> <ul style="list-style-type: none"> provide ongoing training and guidance for hiring managers in equality and diversity of opportunity practices and have its procedures equality proofed 	<ul style="list-style-type: none"> reviewing career pathways/succession planning through to SLT level 	Ralph Knibbs	June 2018
<ul style="list-style-type: none"> offer positive action training for all staff and UKA Board 	<ul style="list-style-type: none"> source e-learning training for harassment discrimination, inclusive leadership and management, unconscious bias, disability awareness and values and behaviours sharing best practice among the Home Countries and develop a clear communications plan with the Home Countries 	Donna Fraser	December 2018
<p>Long Term:</p> <ul style="list-style-type: none"> introduce structured 	<ul style="list-style-type: none"> develop a mentoring structure or job 	Donna Fraser	December 2019

mentoring/coaching opportunities for staff and UKA Board	shadow scheme (internal or external package) for Board members to become mentors to UKA staff		
<ul style="list-style-type: none"> support potential candidates for external programme for talented staff 	<ul style="list-style-type: none"> participate external development programmes for BAME staff i.e. BiTc Mentoring Circles – Board members can become mentors and staff be nominated to be mentees collaborate with Cherry Alexander to evolve the Women in World Athletics (WIWA) leadership programme for women in athletics 	Donna Fraser	December 2019
<ul style="list-style-type: none"> provide a 360° feedback for staff and Board 	<ul style="list-style-type: none"> explore an adaptable and sustainable system available to cater for our needs to identify and progress talent 	Gordon Arthur	December 2019
<ul style="list-style-type: none"> Achieve the Equality Standard in Sport, Advance Level collaborating the Home Countries as a sport 	<ul style="list-style-type: none"> Share best practices and collaborate with two other sports once the Equality Standard for Sport Advanced level has been achieved 	UK Sport, Sport England, Liz Davidson, Donna Fraser and Home Country E&D leads	March 2020

Key: ✓ - Achieved

N/A – not applicable to this requirement

Key Questions

How does this feed into our broader governance plan?

ED&I is interweaved through other requirements within governance and is prominent within the new strategy, policies and procedures and our training and development plan to achieve the long term plan of diverse talent in the organisation.

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

Niels de Vos, CEO and Jonathan Orr, Chief Financial Offer

Ralph Knibbs, Director of HR & Welfare

Gordon Arthur, Diversity Champion/Board Member

Donna Fraser, Equality, Diversity and Engagement Lead

How will we measure overall success?

Achieving the targets set and completion of the actions within deadlines stated.

How does your Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

Structure - the DAP supports requirement 1.1 through Progressing Talent from within with the training approach for the Board around inclusive decision making.

The DAP cross references requirement 3.1 and 3.4 to communicate activities internally and externally aligned with the strategy.

We are currently working with the Home Countries to achieve the Equality Standard in Sport Advanced Level in 2020.