



DIVERSITY ACTION PLAN

2020 – 2023

British Bobsleigh and Skeleton

ABOUT US

The remit of the BBSA is to act as the NGB for the sports of bobsleigh and skeleton in the UK. In so doing it sets out to encourage, promote, develop and control bobsleighbing and skeleton in the UK amongst all sections of the community. The Association covers all aspects of the sports, from those who wish to be involved as spectators and supporters, to those who wish to participate at the amateur club level and those who represent the UK in international competition and Olympic Winter Games.

The BBSA is the representative body for bobsleighbing and skeleton for the UK and is a member of International Federation (IBSF) and undertakes duties delegated to it by the IBSF. It also develops and nurtures relationships with the national Sports Councils, the British Olympic Association and relevant UK Government and non-Governmental departments such as DCMS and UK Sport.

The BBSA is predominantly funded by UK Sport. We have XX employees across performance areas and the central department in both full time and part time roles. The BBSA is led by a Board with up to 10 members, we have an independent chair, SID and committed independent non-executive directors with broad skills and experience.

The Board is supported by an Audit and Risk Committee, a Nominations Committee, HR Remunerations Committee and Performance Management Group.

OUR MISSION

To provide world class coaching programmes and support to Bobsleigh and Skeleton athletes to ensure performance success.

OUR VISION

A world leading organisation with, world leading athletes and committed and skilled staff, able to deliver world leading performances in Bobsleigh and Skeleton.

Message from Our Chair

The British Bobsleigh & Skeleton Association are committed to making Bobsleigh and Skeleton more equitable and available to everyone.

We are committed to equality and valuing diversity within both the sport and our workforce. Everyone should be free to participate regardless of gender, race, ability, religion, sexuality or age. We will provide equality of opportunity and will not tolerate discrimination on grounds of gender, gender identity, marital status, sexual orientation, race, colour, nationality, religion, age, disability, HIV positivity, working pattern, caring responsibilities, political beliefs - or any other grounds.

Our goal is to ensure that these commitments, reinforced by our values, are embedded in our day-to-day working practices with colleagues, partners, coaches, volunteers, athletes and other stakeholders.

Great Britain has an increasingly diverse population - not all have an equitable representation in Bobsleigh and Skeleton. Everyone should have the opportunity to participate at competitive levels and to progress to an elite level. Participating in sport improves community relationships and the general health of the population.

UK Sport have provided all National Governing Bodies with Equality and Diversity Standards that must be met. The British Bobsleigh & Skeleton Association will work to ensure that it will become more equitable; both in terms of the organisation and the wider sports.

We will demonstrate our commitment by:

- Promoting equality of opportunity and diversity within the communities in which we work and with all our partners and workforce
- Promoting diversity of thinking and representation on our Board through open, competence based and proactive recruitment practices and policies
- continuing to achieve 30% female representation on our Board and working towards greater gender parity and diversity more broadly through the implementation of our Diversity Action Plan
- Treating our stakeholders, partners and colleagues fairly and with respect
- Promoting an environment free from discrimination, bullying and harassment, and tackling behaviour which breaches this
- Recognising and valuing the differences and individual contribution that people make
- Providing support and encouragement to staff to develop their careers and increase their contributions to the organisation through the enhancement of their skills and abilities
- Building in legislative requirements and best practice to all our service delivery and employee policies and procedures, and supporting these with appropriate training and guidance

<h1>Recruitment</h1> <p>How the organisation will attract an increasingly diverse range of candidates</p>		Code for Sports Governance					
Objective: Embed good diversity and inclusion practice 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, 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 in Req 2.2
Priorities	Actions	Person(s) Responsible			Completion Date		
Short Term: 1. Review current recruitment and selection process for non-executive directors	1.1 Review of policies and processes (Applicable to NEDs – Nominated Director (1 Membership Director only) process was included in recent review of articles. 1.2 Undertake an audit of where we currently advertise positions and how candidates hear about opportunity. 1.3 Source and deliver training on open recruitment and Unconscious Bias to those involved in the recruitment process	JP	HR Rems Committee	HR Rems Committee	Completed and updated recruitment process documentation in place To be reviewed in 2020 in conjunction with 3.1 below. Ongoing – to do pre next round of NED recruitment		

<p>2. Ensure consultants involved with the recruitment process are aware of our commitment to equality and Board diversity and that this is reflected at all stages of the recruitment process</p> <p>3. Introduce equality monitoring at application stage for all positions (including Board) within BBSA</p>	<p>2.1 Discuss requirements with consultants including ability to reach/ provide a diverse range of candidates and ensure contractual arrangements reflect this.</p> <p>3.1 Collate monitoring information from application stage to enable the ongoing review of the recruitment and selection process</p>	<p>HR Rems committee</p> <p>HR Rems committee</p>	<p>Applied for NED recruitment in 2019 and on an ongoing basis as part of any recruitment within the organisation.</p> <p>HR Rems Committee to review in 2020 and ensure a procedure is in place</p>
<p>Medium Term:</p> <p>4. Achieve 30% gender target</p>	<p>4.1 Any new recruitment NED vacancies in line with current and identified skills gap. (Linked to 1.2, 2.1, 9.1 and 11.1)</p>	<p>Nominations Committee</p>	<p>Achieved in current NED board structure.</p> <p>Must continue to target in the future when NEDs retire</p>
<p>Long Term:</p> <p>5. Continue to ensure Board diversity</p>	<p>5.1 Board to agree targets and appropriate measures based on audit findings</p> <p>5.2 Demonstrable progress in diversity of Board and/ or other named committees within the organisation</p>	<p>Board</p> <p>Board/ Committees</p>	<p>June 2020 – confirm approach to continue balance</p> <p>Achieved in current NED Board composition</p>

<h2>Engagement</h2> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance				
<p>Objective: To ensure internal and external awareness of our commitment to equality and diversity and what we are looking to achieve and how we are seeking to achieve it.</p>	<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, LG&T 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>Priorities</p>	<p>Actions</p>			<p>Person(s) Responsible</p>		<p>Completion Date</p>
<p>Short Term:</p> <p>6. Identify platforms for raising awareness and key messages for communication</p>	<p>6.1 Review and where necessary refresh; All digital platforms, (Content and imagery), newsletter, toolkits and other external communications to ensure these articulate our commitment to equality and diversity and present a diverse image of our sport and organisation and that they are accessible.</p> <p>6.2 Update Equality section on website in order to communicate equality targets</p>			<p>Director of Operations / HR Rems Committee</p> <p>Chair / Director of Operations</p>		<p>Completed – revised statement from chair updated on website – Dec 2019</p> <p>Review – Diversity and Equality policy to be reviewed by HR Rems and updated – by June 2020</p> <p>Ensure employee handbook is updated with new policy</p> <p>Completed – revised statement from chair updated on website – Dec 2019</p>

	<p>(Board diversity and Sport England participant diversity) and our annual progress.</p> <p>6.3 Ensure updates are provided to Board and minutes made publicly available</p> <p>6.4 Provide update to all Board/ Committee and staff members on our work to promote equality and diversity in the context of the Governance Code and more broadly</p> <p>6.5 Directly communicate to Board and Staff our commitment to equality via face to face meetings. Covering the legal, moral and business case for encouraging greater diversity, organisational progress and aspiration</p> <p>6.6 Source and provide training on unconscious bias (See 1.3) and equality and diversity more broadly for all staff/ Board to further reiterate our commitment and aspiration.</p>	<p>HR rems</p> <p>HR Rems</p> <p>Chair / Director of Operations</p> <p>Director of Operations</p>	<p>Jan 2020 onwards</p> <p>Jan 2020 onwards</p> <p>January 2020 Then ongoing once yearly</p> <p>June 2020 (Board) June 2020 (Staff)</p>
<p>Medium Term:</p> <p>7. Communicate progress in relation to organisational diversity (Board, Committees/ Staff etc) and participants</p>	<p>7.1 Annual updates (as a minimum) as outlined in 6.2,6,3 and 6.4 above.</p> <p>7.2 Utilise staff, athlete, Board and other stakeholder surveys and engagement</p>	<p>Chair / Director of Operations</p> <p>Chair / Director of Operations / PMG</p>	<p>Jan 2020 onwards annually</p> <p>Ongoing and 2021 – when staff survey takes place</p>

	opportunities to gauge perceptions of both the organisation and the sport; its diversity and impact of our work to enhance this.		
<p>Long Term:</p> <p>8. Celebrate progress, share successes and influence the landscape of our sport</p>	<p>8.1 Identify opportunities to share achievements and success's (ours and our member bodies) in order to demonstrate progress and further raise awareness of our commitment to equality and diversity</p>	<p>Board</p>	<p>June 2020 and ongoing</p> <p>Consider message around board diversity</p>

<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					
		<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 Req 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</p>
<p>Objective: To establish practices, opportunities and an organisational culture that promotes diversity at ALL levels within the organisation for the benefit of British Bobsleigh and Skeleton and the individual.</p>		✓	✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible			Completion Date		
<p>Short Term:</p> <p>9. Understand current profile of Board, committees, working groups and staff.</p> <p>10. Review current performance management processes</p>	<p>9.1 Undertake audit and produce recommendations report based on findings</p> <p>10.1 Review current Board and Staff performance management system and explore how we can utilise this to support and develop a diverse talent pipeline. (Including identification on internal and external development opportunities).</p>	<p>HR Rems Committee</p> <p>HR Rems Committee</p>			<p>January 2020 on wards (every 2 years)</p> <p>January 2020 on wards (every 2 years)</p>		

<p>Medium Term:</p> <p>11. Ensure current workforce (Board, Staff, Committees and Working Groups) have appropriate skills, competences and behaviours to undertake roles</p> <p>12. Ensure that any barriers (real or perceived) to progression are explored and where necessary measures put in place to address these</p>	<p>11.1 Undertake a review of all roles and skills/competence requirements linked to TNA below and identify skills gaps.</p> <p>11.2 Linked to above map current skills, competences and behaviours to those required (For Board, Committees, Working Groups and Staff) and identify training or other mechanisms to address this e.g. mentoring, leadership development programmes etc. for current staff, board etc. with a view to retaining and developing talent where possible.</p> <p>12.1 Work with staff and external advisors to understand potential and actual barriers to (internal) progression and to address these through training, policy and procedure review.</p>	<p>Chair / HR Rems</p> <p>Chair / HR Rems</p> <p>Chair / HR Rems</p>	<p>Skills matrix of board completed Staff review to take place 2020</p> <p>Start 1st quarter 2020</p> <p>Start 1st quarter 2020</p>
<p>Long Term:</p> <p>13. Celebrate progress, share successes and influence the landscape of our sport</p>	<p>13.1 Report on investment into staff/ board/ committee development and outcomes of this including for example; nominations and or recruitment to roles "of influence" e.g. women in leadership roles etc within our organisation and sport more broadly.</p>	<p>Chair / HR Rems</p>	<p>June 2020</p>

Key Questions

How does this feed into our broader governance plan?

There are significant links between the DAP and a number of areas of our Governance Plan and the work that we have been doing to ensure compliance with the requirements of the Governance Code for Sport. These include, but are not limited to, the establishment of a Nominations Committee, HR Rems Committee and the recent NED recruitment.

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

Overall responsibility sits with the Chair and Board of Directors, supported by the Director of Operations and Performance Director who leads on our equality and diversity work on a day to day basis and on an operational perspective.

How will we measure overall success?

Overall success will not only be measured by the continued **achievement of the 30% gender requirement** at a Board level, but through the;

- Feedback from staff and other “internal” stakeholders (as identified in our Stakeholder Engagement Strategy) via culture health- check and performance review processes
- Retention and development of talent from within the organisation and via staff/ Board satisfaction surveys, identification of training and other CPD opportunities and mentoring opportunities.

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

The links between the DAP, the Governance Code and the wider work that we are doing in relation to working towards the Intermediate Level of the Equality Standard are wide ranging and overview is provided below

Governance Code

- Requirement 1.1 Board as ultimate decision making body and setter of strategy. (Working towards embedding equality into key strategies and the engagement of the Board in this activity) (All of DAP)
- Requirement 1.8 Board composition. Skills audits, recruitment etc. (Recruitment section of DAP)
- Requirement 1.10 – Skills Matrix (Recruitment section of DAP)
- Requirement 1.16 – Chair with overall accountability (Intro to DAP and specific actions within plan)
- Requirement 1.19 – NEDs. (Recruitment section of the plan)
- Requirement 1.23 – Audit and Nominations Committees (Intro to DAP and section 3, progressing talent from within)
- Requirement 2.1 a and 2.1 b – Targets (Recruitment, Engagement and Progressing Talent sections of the DAP)
- Requirement 2.2 – DAP (Whole document)
- Requirement 2.3 – Communication (Engagement section of DAP specifically, but also in Recruitment and Progressing Talent from perspective of celebrating success)
- Requirement 2.4 Recruitment Process (Recruitment section of DAP)
- Requirement 2.5 Chair and NED appointments (Recruitment section of DAP)
- Requirement 2.7 Succession Planning (Recruitment and Progressing Talent Sections of DAP)
- Requirement 2.8 – Nominations Committee (Recruitment section of DAP also Progressing Talent)
- Requirement 2.8 – Statement of responsibilities (Engagement section of DAP)
- Requirement 2.12 – Induction (Engagement section of DAP)
- Requirement 3.1 – Information on Organisation (Engagement section of DAP)
- Requirement 3.4 – Engagement Strategy (Engagement section of DAP)
- Requirement 3.5 – Engagement actions (Engagement section of DAP)
- Requirement 4.1 – Board performance (Recruitment and Progressing Talent sections of DAP)
- Requirement 4.2 – Actions relating to Board Performance review (Progressing Talent section of DAP)

- Requirement 5.1 – Board responsibilities individual and collective (Engagement and Progressing Talent sections of DA)