

UK Sport

BOARD DIVERSITY ACTION PLAN

2017 – 2021

(OCTOBER 2017)

ABOUT US

UK Sport is a non-departmental public body (NDPB) established in 1996. It is responsible for investing Exchequer and Lottery income to inspire the nation through Olympic and Paralympic sport by driving and showcasing Olympic and Paralympic medal success.

The targeted support has enabled Team GB and Paralympics GB to achieve increasing success over successive Olympic and Paralympic Games and 2nd highest ranked nation in Rio 2016.

UK Sport is also the government's lead agency with responsibility for overseeing the bidding for, and staging of, major sporting events in the UK. We work in partnership with sporting and regional organisations to ensure that the UK hosts the world's biggest international sporting events. Through our Major Events programme we have secured and supported over 150 events since 2010.

UK Sport Board Data

The UK Sport Board currently has eight members: six Independents and two Home Country representatives. A further two Home Country representatives are awaiting appointment by the Secretary of State. DCMS is also recruiting a further two Independent directors. At the conclusion of these appointment processes, the total number of UK Sport Board directors will be 12.

The Board profile currently shows gender parity with a 50% split between male and female, 0% BAME and 0% disability¹. The aim is to address other aspects of diversity through future appointments.

UK Sport Panels

The work of the Board is supported by four panels: Major Events Panel, Remuneration Panel, Audit Committee and Eligibility Panel. Their terms of reference and current membership can be found on UK Sport's website. Each is chaired by a board member and has a membership comprising both board members and other individuals of relevant expertise and experience (save for the Audit Committee, which comprises board members only). The Board ratifies all appointments to panels, which report and make recommendations to Board as appropriate, helping to develop policy and advice on key areas of business.

OUR VISION

A nation inspired by Olympic and Paralympic success.

¹ based on data from the 2016 NGB / funded partner leadership audit carried out by Women in Sport.

OUR MISSION

- Drive and showcase British medal success on the world stage.

OUR OBJECTIVES

- Secure the financial resources required to achieve our vision.
 - Invest our resources strategically, objectively, efficiently and effectively to optimise success.
 - Drive medal winning success through World Class Programmes.
 - Drive a cutting edge, aligned, agile and resilient High Performance System.
 - Drive the UK's programme of international sporting events into the 2020s to set new benchmarks in terms of impact, innovation and quality.
 - Evidence, maximise and promote the inspirational impact of Olympic and Paralympic success in delivering positive social and economic outcomes.
 - Drive and support world-leading standards of professional, organisational and ethical conduct in funded bodies.
 - Ensure that the UK has a strong, respected and supportive voice in international sport.
 - Develop our organisation as an expert, agile and courageous model of high performance.

OUR VALUES

- Commitment to Excellence
 - Openness and Integrity
 - Working Together

Message from Our Chair

In 2016, UK Sport and Sport England jointly published *A Code for Sports Governance*, the requirements of which are mandatory for organisations in receipt of public funding for sport. The Code also applies to UK Sport itself.

One of the key principles of the Code is that it seeks to ensure greater diversity in the Boards, leadership and decision-making of funded organisations. The Board of UK Sport, and DCMS, believe that greater diversity provides diversity of perspective, leading to a broader range of opinions being involved in decision making and creating a better environment for constructive and open debate.

The Board of UK Sport and DCMS take UK Sport's obligations under the Code, including this diversity principle, extremely seriously and wish to ensure that UK Sport itself not only has a diverse Board and leadership, but sets the benchmark in terms of what an organisation should do in order to drive greater diversity in its Board and senior leadership. UK Sport are on a journey, as many other organisations in sport are. We are determined to give a greater priority to diversity.

Whilst appointments to the UK Sport Board are made by the DCMS, UK Sport is committed to maintaining the current gender parity of its Board, to achieving gender parity on its Board committees and panels, and to progressing towards greater diversity generally including (but not limited to) BAME, disability and LGBTQ+ on its Board and Board committees and panels.

This Diversity Action Plan sets out the actions that UK Sport will undertake in order to recruit and engage people with appropriate diversity to its decision-making bodies. It will be published on UK Sport's website.

Recruitment How the organisation will attract an increasingly diverse range of candidates	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, LG&T and socio-economic)	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)	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)
Objective: Embed diversity and inclusion practice into our recruitment activities and decision making processes, (noting that diversity of experience and perspective transcends gender and can include, race, religion, physical ability, sexual orientation and other characteristics and experiences).	X	X	X	X		
Priorities	Actions			Person(s) Responsible		Completion Date
Short term:	UK Sport to support DCMS with their recruitment processes to attract as diverse a range of candidates as possible for UK Sport Board appointments. Working with DCMS (in respect of independent directors) and the HCSCs (in respect of their nominated directors) the aim will be to maintain the current gender parity of the board, noting that the Code requires organisations to both adopt a target of 30% of each gender on the Board, and to demonstrate a strong and public commitment to			Chair/CEO/DCMS Chair/Board/DCMS/HCSC Reps		Immediate and ongoing Immediate and ongoing

	<p>progressing towards achieving gender parity (and greater diversity generally).</p> <p>UK Sport to ensure its recruitment processes for appointments to Board sub-committees and Panels and to senior leadership positions (all of which are the responsibility of UK Sport and not DCMS) attract as diverse a range of candidates as possible.</p> <p>UK Sport proactively to disseminate information about vacancies on its Board, Board committees and panels, and senior leadership positions, all of which are subject to open, public recruitment, through social media, to its stakeholder network and to targeted organisations with a diversity remit exploring different recruitment options and agencies</p> <p>UK Sport to ensure, or support DCMS to ensure, that appointment panels for all vacancies on its Board for Independents, Board committees and panels, and senior leadership positions, address the need to consider a diverse range of candidates.</p>	<p>Chair/CEO</p> <p>Comms, HR</p> <p>Chair/CEO</p>	<p>Immediate and ongoing</p> <p>Ongoing as vacancies occur: ties in with succession planning.</p> <p>Ongoing as vacancies occur: ties in with succession planning.</p>
<p>Short Term:</p>	<p>Undertake audits (with DCMS in respect of those positions where recruitment is the responsibility of DCMS) of applications for UK Sport Board, committee, panel and senior leadership posts, to capture diversity data on applicants (by reference to the protected characteristics and any other</p>	<p>CEO</p>	<p>By 31 March 2018</p>

	key diversity indicators such as socio-economic background).		
Medium Term:	Review Board skills matrix to consider whether it makes appropriate reference to the need for diversity awareness, including by reference to the 'protected characteristics' and to the need for cognitive diversity (i.e. diversity of thought and perspective) generally.	Chair	By 31 March 2018
Medium Term:	When reviewing its skills matrix, Board to a) review its 'cognitive diversity' across current members, and b) identify any potential for unconscious bias. This should also be applied in the context of the senior leadership team.	Board CEO	First review to take place in June 2018. Annual thereafter.
Medium Term:	Provide recruitment skills training to UK Sport staff who undertake interviews, to include training about unconscious bias and about the desirability of cognitive diversity (i.e. diversity of thought and perspective).	HR	
Medium Term:	UK Sport to examine Board and senior leadership recruitment practices of other arm's length bodies, including, but not limited to, the Home Nations Sport Councils to see if there is any learning about best practice that can assist with delivering a diverse range of candidates.	CEO	By 31 March 2018
Medium Term to Long Term:	UK Sport Board to review progress against this action plan at least once a year.	Board	First review to take place in June 2018). Annual thereafter.

Engagement Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	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)	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)
Objective: To provide leadership within UK Sport and across the sector through demonstration and communication of good practice while using the levers of our investment to promote positive change		X			X	X
Priorities	Actions		Person(s) Responsible		Completion Date	
Short Term:	UK Sport to make a joint public commitment, with DCMS, to maintaining gender parity and greater diversity generally on the Board, its committees and panels and its senior leadership		Chair		By 31 October 2017	
Short Term:	UK Sport will prepare and publish information on its website that demonstrates UK Sport's and DCMS's commitment to a diverse Board, Board committees and panels and senior leadership		CEO		By 31 October 2017	
Short Term:	UK Sport to ensure staff and stakeholders are aware of UK Sport's and DCMS's commitment to ensuring UK Sport has a diverse Board,		CEO		November 2017	

	committees and panels, and senior leadership.		
Short Term:	UK Sport Board to appoint an equality and diversity champion from amongst its number.	Board	By 31 December 2017
Short Term:	UK Sport to ensure, working with DCMS as appropriate, that the role description of Board Members, committee members and panel members and their letters of appointment include specific reference to recognising the importance of equality and diversity, and (where appropriate) helping UK Sport with its work on equality and diversity.	Chair	Immediate for new board appointments
Short Term:	If appropriate, include a risk (and appropriate mitigating actions) within the UK Sport Risk Register relating to the need for a diverse Board, committees and panels, and senior leadership	CEO	By 31 December 2017
Short Term:	All funded bodies to have published their commitment to board diversity as required by the Code and to have an approved Diversity Action Plan.	CEO/Governance Team	TBC
Medium Term:	As part of the annual Board effectiveness review, consider whether the Board needs further training about equality and diversity (e.g. legal and moral issues, unconscious bias training).	Chair	Ongoing to coincide with annual Board effectiveness review.
Medium Term:	All funded body Diversity Action Plans to be monitored through the Governance Team with reports on	Board/Governance Team	Ongoing

	<p>actions escalated to DT and, if appropriate, the Board for monitoring.</p> <p>An annual Board Leadership Audit to be conducted across the funded bodies on Gender, BAME, Disability and LGBTQ with state of play findings submitted to the Board.</p>		<p>Start date 2018 to be decided - joint with SE</p>
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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 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 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)
A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.		X	X	X	
Objective: to have a talented and diverse workforce that has the potential to progress to positions of greater responsibility within UK Sport or the wider sector					
Priorities	Actions	Person(s) Responsible		Completion Date	
Short Term:	UK Sport to adopt a target of gender parity and wider diversity generally on all UK Sport panels and committees.	Board		By 31 October 2017.	
Short Term:	Using current census data, both national and London based, identify what a diverse workforce means for UK Sport and identify current gaps. Using this information advise and inform both internal and external recruitment strategies and internal development opportunities.	CEO/HR/Governance Board/CEO		Analysis – By 30 th April 2018 Ongoing –Short, medium and Long-term	
Medium Term:	Consider whether, and if so how, UK Sport can use its panels and committees	Chair		By 31 March 2018.	

	as development opportunities to develop future Board-ready candidates.		
Medium Term:	Continue to engage with Sport England, including via the joint Diversity Working Group, to share best practice and peer support and advice to support UK Sport's diversity targets.	CEO	Ongoing
Long Term:	All recruitment panels to have at least one member, (preferably all members) to have been through unconscious bias training. (To help this could be included into new staff/Board inductions).	CEO/HR	Ongoing

Key Questions

How does this feed into our broader governance plan?

By driving a diverse Board, it links with Board recruitment and Board effectiveness.

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

DCMS, the UK Sport Chair, the UK Sport CEO, the UK Sport Equality Champion (if appointed), and the wider Board.

What are the further things we need to think about?

How will UK Sport measure overall success?

- Through an overall increase in greater diversity across the Board, sub-committees and panels and senior leadership within the organisation, measured through the annual Leadership Audit.
- Through an increase in the diversity of candidates applying for roles across the system and in the monitoring of where applicants may have heard about roles.