

BOCCIA ENGLAND DIVERSITY ACTION PLAN 2017 – 2020

**IF YOU REQUIRE THIS PLAN IN ANOTHER FORMAT PLEASE CONTACT
OFFICE@BOCCIAENGLAND.ORG.UK OR CALL 0115 967 8455**

ABOUT US

We are the National Governing Body (NGB) for boccia in England. We are responsible for all aspects of the sport in this country, from beginner to expert, providing for all levels of participation.

The sport has grown significantly in recent years, with more opportunities to take part in the sport than ever before. We are determined to continue with this trend and we are working hard to offer more opportunities for people to get involved in our sport, whether as a participant, coach, official or volunteer. We are also committed to providing guidance and support structures to ensure everyone has the opportunity to achieve their potential within the sport.

We are working hard to professionalise and modernise the game in this country and in the past few years we have improved the event feel and atmosphere at competitions, developed a scoring/timing app that is accessible for everyone and launched regular e-newsletter to keep people up to date. We will continue to innovate and offer a sport that people are excited and proud to be a part of.

We aspire to be a high performing NGB and are committed to implementing the highest standards of sports governance which includes being an organisation that recruits and engages people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation goals.

OUR MISSION

There are five key priorities to help us achieve our major goals and is intended to help us to operate effectively and efficiently as a world class governing body and business. They include:

- Promote participation in the sport;
- Empower our athletes to achieve their full potential;
- Provide a sustainable future for the sport;
- Support and develop our staff and volunteers;
- Develop and govern the sport

OUR VISION

Playing Boccia – Changing Lives

Driven by our belief that through the power and inspiration of boccia, real change can be achieved to people's lives.

OUR VALUES

To be:

- Inclusive,
- Ambitious,
- Professional,
- Excellent,
- Honest,
- Respectful
- Fair

COMMITMENT STATEMENT FROM OUR BOARD CHAIR

Boccia England is fully committed to the principles of equality of opportunity and is committed to ensuring that no-one in the sport is unlawfully discriminated against regardless of individual circumstances or background. Boccia England is committed to ensuring that the sport of boccia is accessible to all and that there are no barriers to participation across the organisation, from players and volunteers to staff and Board members. In our strategy to increase involvement, we will continue to focus on making boccia available to individuals and groups who are currently not fully involved in our sport.

Boccia England recognises that individuals who share one or more protected characteristics may find it challenging to participate fully in sports related activities and accepts that a more pro-active approach needs to be adopted towards those individuals and groups who do not traditionally access boccia.

We will encourage partner organisations including members, clubs, affiliated associations, suppliers, sponsors and customers to adopt and demonstrate their commitment to the principles and practice of equality as set out in our Diversity policy and action plan.

A key aim of the Boccia England Board is to achieve greater diversity on our Board including but not limited to gender, age, Black, Asian, Minority Ethnicities (BAME) and disability, with a view for its profile to represent its member base. As part of this, we maintain a target of having a minimum of 30% of each gender on the Board, are committed to progressing towards achieving gender parity, continuing to have a variety of ages and increasing our disabled and BAME representation.

As the National Governing Body for a disability sport we recognise diversity and we value everyone's individual differences. We strive to maintain and continuously improve our working practices to benefit all those who participate in our sport. Anyone who has the desire to be involved in the sport of boccia should be encouraged to take up the opportunity and coached and nurtured to reach their potential.

Mike Walker, Board Chair

BOARD COMPOSITION

Name	Role	Elected Date	End of Term
Mike Walker	Chair Independent	May-18	2022
Janie Frampton	Vice Chair	Feb-19	2023
Owen Watson	Director - Treasurer/ Senior Independent	Jun-18	2022
Lauren Templeton	Director	Nov-15	2019
Dan Newton	Director - Independent	Aug-16	2020
Jonathan Rudge	Director- Independent	Nov-17	2021
Liz Moulam	Director-Member	Jun-18	2022
Chris Lee	Director- Independent	May-19	2023
Dan Bentley	Player Advocate (Member)		

BOARD DIVERSITY

Date	Gender	Ethnicity	Disability	Age Range	Other
Aug 2019	Female 33%; Male 67%	100% White British	11% Disabled	25-64	
May 2019	Female 33%; Male 67%	100% White British	11% Disabled	25-64	
Dec 2018	Female 37%; Male 63%	100% White British	13% Disabled		1 Director Vacancy
Sept 2018	Female 38%; Male 62%	100% White British	13% Disabled		1 Director Vacancy & New Vice Chair position to be appointed
June 2018	Female 38%; Male 62%	100% White British	13% Disabled		3 resignations & 3 appointments
March 2018	Female 56%; Male 44%	11% Mixed Race; 89% White British	11% Disabled		

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, 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 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: Review, monitor and revise recruitment and selection practices of all stakeholders to enhance the diversity of all those involved with Boccia England	√	√	√			
Priorities	Actions				Person(s) Responsible	Completion Date
Short Term:						
Revise and implement organisational recruitment and selection policies for staff, volunteers & Board to ensure all groups including BAME and disabled are targeted using open advertising & evaluating the skills/ knowledge required. <i>Recruitment & Selection Policy</i> <i>Workforce Policy</i> <i>Social media & media strategy</i>	Revise staff recruitment and selection policy Recruitment processes ensure a diverse target area which is evidenced by the diverse candidates. Recruitment policies to be written by summer 2019.				Head of Business Support	1/12/2017
	Revise staff recruitment and selection policy Recruitment processes ensure a diverse target area which is evidenced by the diverse candidates. Recruitment policies to be written by summer 2019.				Head of Business Support	1/2/2018
	Revise Board recruitment & selection policy- all appointments to be made after carrying out open advertising				Head of Business Support	1/4/2018

	Recruitment processes ensure a diverse target area which is evidenced by the diverse candidates. Recruitment policies to be written by summer 2019.		
	Revise volunteers' recruitment & selection policy Recruitment policies to be written by summer 2019.	Head of Business Support/ Workforce Manager	1/4/2018
	Highlight a targeted approach to ethnic & diverse communities through appropriate media channels/ locations E&D monitoring evidences a diverse selection of candidates although further work is needed to increase BAME applicants for staffing roles.	Head of Business Support	1/4/2018
	Job advert wording to include an E&D statement highlighting our encouragement of applications from all backgrounds, disabilities & beliefs. Wording has been added to our template.	Head of Business Support	1/2/2018
	Develop E&D specific interview questions. All interviews have E&D questions	Head of Business Support	1/2/2018
	All applicants to be provided an E&D monitoring form to collate applicant data Email issued upon each application	Head of Business Support	1/2/2018
Make links with volunteer centres & external organisations across the country to improve numbers and diversity of volunteer workforce <i>Workforce Policy</i>	Compile a list of volunteer services in England A database is currently used based on the locations of our competitions. The list will be reviewed regularly and added to as the workforce is expanded.	Workforce Manager	1/12/2018
	Establish a link with each centre advising them of our volunteer roles & advertising them. This is done currently and the database updated as contacts change	Workforce Manager	1/5/2019

<i>Development Strategy</i>	Maintain regular contact with centres in order to obtain volunteers This is done currently and the database updated as contacts change	Workforce Manager	1/7/2019
	Analyse the output of volunteers from each centre to assess ongoing use or more targeted approaches	Workforce Manager	1/12/2019
Review person specifications/ role profiles for job roles to ensure they are open to all. <i>Remuneration policy</i> <i>Performance review & appraisal policy</i>	Person specifications/ role profiles to be reviewed for each job role to ensure there are no requirements preventing any individuals from applying All person specifications updated and checked for non-discrimination criteria.	Head of Business Support	1/12/2017
	Reasonable adjustments to be considered and offered to applicants where necessary This was/is offered to all candidates appearing for interview	Head of Business Support	1/2/2018
Gather stakeholder profile data from applicants and current stakeholders to monitor effectiveness of recruitment practices <i>Stakeholder engagement plan</i>	E&D monitoring questionnaire to be sent to all existing stakeholders Questionnaire is sent to all job & Board applicants. All surveys contain E&D profile questions. Member survey is collected upon renewal although members have a right to not answer.	Head of Business Support	1/12/2017
	A census of existing volunteers to be completed capturing E&D profile data as opposed to relying on survey responses	Workforce Manager	12/12/2019
	Responses to be logged anonymously and presented graphically to highlight trends and gaps E&D profiles updated throughout the year following surveys & recruitment.	Head of Business Support	1/7/2019

As of Aug 2019 profiles from responses provided are:

Board applicants

63 % White; 19% Black African; 13% Asian Indian

63% Male; 38% Female

13% Disabled

Age 16-64 with majority of 33% 35-44. No 65+ ages

100% Heterosexual

Staff applicants:

91% White; 3.8% Asian; 3% Black; 1.3% Mixed White Black; 0.9% Mixed White Asian

Current Board

Outlined on page 2

Current Members (Individuals):

97% White; 3% Black African

68% Male; 32% Female

93% Disabled

Age 6-65+ with the majority of 58% 16-34

100% Heterosexual

Current staff:

100% White

22% Male; 78% Female

22% Disabled

Age 16-64 with the majority of 44% 25-34

89% Heterosexual

	<p>Current volunteers (from survey 2018)</p> <p>6% BAME 47% Male; 53% Female 17% disabled Age 16-65+</p>		
	A system for new volunteers to complete an E&D monitoring form upon registration to be implemented.	Workforce Manager	12/12/2019
Retain a diverse profile of Board members	<p>Report to Board</p> <p>Results provided to Board each Board meeting from Page 2.</p>	Head of Business Support	12/12/2019
	<p>When Board vacancies occur, assess the profile and skills of Board to assess gaps to drive targeted recruitment</p> <p>This is done and various advertising platforms are used including those for specialist skills wanted incl. legal or financial. Board applicant profiles show a wide reach of adverts.</p>	Board Chair/ CEO	1/4/2018
Medium Term:			
Use profile data to inform recruitment practices	<p>Analyse trends and gaps in gathered E&D profile data to address any under representation from different groups for staff, volunteers and Board</p> <p>Current profiles show a lack of BAME representation across our stakeholders. Additionally, there is a limited representation of males in the current staff base.</p>	Head of Business Support	1/12/2020
	<p>Use recruitment data to highlight trends and gaps throughout the application process and provide areas for improvement.</p> <p>The profiles collected to date highlight a good reach of applicants however whilst under-represented groups are reaching interview stage they are not</p>	Head of Business Support	1/12/2019

	reaching contract stage.		
Recruit a diverse profile of Board members <i>Recruitment policy</i> <i>Board skills matrix</i> <i>Board profile</i>	Board to comprise of at least 1 Board member from a BAME background, 2 disabled and at least 30% female. <i>1/3 achieved: currently 0% BAME, 1 disabled and 33% female.</i> <i>Whenever a resignation or end of term occurs, both the composition and skills need of the Board are considered.</i>	Board Chair/CEO	1/12/2020
	Publish the E&D compilation of the Board on the website <i>Complete- under Governance section.</i>	Head of Business Support	1/4/2019
Long Term:			
Increase the leadership & accountability of Board members to retain their interest	Use the annual skills matrix of Board members to utilise their skills and give them an operational area to focus on to retain their interest <i>Members are currently being assigned to committees and groups</i>	Board Chair/CEO	1/5/2021

Engagement	Code for Sports Governance					
Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	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 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: Be committed to the principles of equal opportunities and to ensure that the culture, philosophy and processes within the organisation and the game are free from bias and discrimination			v	v	v	v
Priorities	Actions				Person(s) Responsible	Completion Date
Short Term:						
Review & implement the E&D policy and action plan <i>Code of conduct</i> <i>Communication plan</i> <i>Delivery plan</i>	Include a section on all backgrounds incl. BAME, disabled, LGB&T groups <i>List provided in the policy as to who the policy covers.</i>				Head of Business Support	1/12/2017
	Publish the E&D action plan on our website <i>complete</i>				Head of Business Support	1/12/2017
	Ensure BE Codes of Conduct are considered with reference to protected characteristics and linked to the E&D policy <i>complete</i>				Head of Development/ Board	1/12/2017

<p>All stakeholders understand the general principles of E&D and how it relates to the sport</p> <p><i>Training & Development plan</i></p> <p><i>Workforce policy</i></p> <p><i>Recruitment & selection policy</i></p> <p><i>Communication plan</i></p> <p><i>Stakeholder engagement plan</i></p> <p><i>Performance review policy</i></p>	<p>E&D training provided to all staff and Board members</p> <p><i>E-learning training completed by staff and Board.</i></p>	Head of Business Support	1/3/2018
	<p>Principles of E&D included in volunteer agreements</p> <p><i>E&D policy is provided to all volunteers, Volunteer agreements to be developed by Summer 2020</i></p>	Workforce Manager	1/4/2018
	<p>E&D principles to be covered in inductions as a standard item</p> <p><i>Diversity plan is covered as part of induction.</i></p>	Head of Business Support	1/6/2018
	<p>Quarterly newsletters to include an E&D article</p> <p><i>Added to newsletter schedule</i></p>	Head of Business Support	1/7/2018
	<p>E&D becomes a standard agenda item on 121s and team meetings</p> <p><i>Added to agenda and circulated to line managers</i></p>	Head of Business Support	30/12/2017
<p>Establish Board commitment to equality & diversity</p>	<p>Annual surveys to include E&D questions</p> <p><i>All surveys include E&D questions.</i></p>	Head of Business Support	30/12/2018
	<p>Publish an endorsement from the Board Chair of the organisation's promotion of its commitment to E&D</p> <p><i>complete- posted on website</i></p>	Board Chair/ Head of Business Support	1/3/2018
	<p>E&D impact statement to be included on each Board paper</p> <p><i>Each Board paper template includes a E&D impact section</i></p>	Head of Business Support	1/3/2018
	<p>E&D actions to be signed off at the highest level- Board</p> <p><i>Ongoing- complete</i></p>	Board Chair/ CEO	1/4/2018
<p>Establish the current participation E&D profile in order to address any under</p>	<p>E&D monitoring form to be sent to all members</p> <p><i>Data is obtained upon membership registration although members have the</i></p>	Head of Business Support	1/12/2017

representation from different groups	right to not answer		
	Responses to be logged anonymously and presented graphically to highlight trends and gaps Board report Dec 2018	Head of Business Support	1/2/2018
	Analyse trends and gaps in gathered E&D profile data to address any under representation from different groups Analysis carried out	Head of Business Support	1/3/2018
	Report to Board Board report Dec 2018	Head of Business Support	1/4/2018
Establish whether all current competitions and events are inclusive <i>Development plan</i>	Conduct an equality impact assessment on competitions to ensure E&D issues are explicitly considered Work has commenced on this – to be completed by summer 2019	Head of Business Support/ Competition Manager	1/4/2018
	All events to have a register of all participants to analyse the profile of those taking part to identify any trends or gaps Membership portal now captures competitor information so analysis of competitions season 2019/20 can take place	Head of Business Support	1/8/2018
	Adaptations and reasonable adjustments are to be considered and made to ensure all who wish to participate, can. Ongoing Mobiloo, suitable accommodation nearby- looking at discounts, locations chosen across the country, accessible venues- parking, accessible toilets, café, easy transport locations.	Competition Manager	1/8/2018

Develop links with schools to ensure a steady uptake of boccia <i>School- Club link project Delivery plan</i>	Audit schools with potential boccia participation Being carried out as part of the children in need project across England.	Development Officer	1/7/2018
	Develop education programme, supporting new schools and developing links with clubs ongoing as part of skills award, school-club link programme Schools are being set up for ongoing participation	Development Officer	1/7/2019
	Target relevant schools with low membership takeup 30 new schools targeted each year for the skills award project.	Development Officer	1/11/2019
Medium Term:			
Increase engagement of under-represented groups including BAME <i>Development plan Communication plan</i>	Audit & establish links with relevant community groups to promote boccia	Head of Development	1/2/2020
	Targeted mail-out promoting Boccia England and how to get involved, starting with a pilot area	Head of Development/ Head of Business Support	1/7/2020
	Implement a blog on the website to enhance user participation and interaction The new website features a “stories” page for anyone to share their stories.	Head of Business Support	1/10/2019
	Support clubs to promote themselves and target under-represented groups Clubs have access to resources on the website including a press release template, leaflet templates. New resources Boccia Boost are being developed. The website features a club finder link for all to find their local club.	Development Manager	1/3/2020
	Annual report to Board on E&D issues identified throughout the year & achievements made report to Board Dec 2018- no issues identified.	Head of Business Support	1/12/2018

Create partnerships with officials and coaches in other sports working with under-represented groups to share best practice <i>Development strategy</i>	Utilise services including linked in, conferences, meetings etc. to make contact with relevant personnel	Head of Development	1/5/2020
	Link with other disability sports	Head of Development	1/5/2020
	Set up meetings/ working groups to identify different methods to target under-represented groups	Head of Development	1/10/2020
	Share best practice with Disability Sport Scotland and Wales and Boccia UK.	Head of Development	1/12/2020
Promote Boccia England to increase awareness and participation in the sport <i>Development strategy</i> <i>Communication plan</i>	Targeted grant applications and fundraising initiatives to support our E&D aims	Fundraising Manager	1/12/2019
	Target gaps by attending local events and publishing press articles	Board, SMT & Fundraising Manager	1/12/2020
	Publicise major events and news at Boccia England All events are listed on the website and news articles are published. Promotion of events takes place on social media and in newsletters. Marketing plan to be created for 19/20	Head of Business Support	1/7/2020
	Utilise media and social media to reflect all groups we work with and to promote take up from less-represented groups Analysis to be carried out on who are audiences are on social media to then identify who is actively involved to do targeted campaigns to increase involvement from under-represented groups.	Head of Business Support	1/11/2020

Ensure all marketing material is user-friendly and inclusive <i>Communication plan</i>	Develop website in order to have a dedicated page to E&D, including our aims and actions to increase participation from all groups and our progress <i>complete</i>	Head of Business Support	1/10/2019
	Review all branding to ensure user-friendly <i>Fonts have been changed from lato to Oswald to Calibri Style guide is to be re-written</i>	Head of Business Support	1/4/2020
	Obtain members' communication preferences and follow accordingly	Head of Business Support	1/5/2020
	Offer alternative communication methods e.g. braille or large print <i>limited currently due to lack of funding</i>	Head of Business Support	1/6/2020
	Ensure website is accessible to all <i>Complete. Website has an "Accessible" function and has limited drop down menus</i>	Head of Business Support	1/6/2020
Long Term:			
Boccia England to attend and sponsor relevant conferences and events to promote the organisation to the wider audience and support key initiatives <i>Development strategy Fundraising strategy Communication plan</i>	Boccia England to sponsor relevant local events to promote the organisation	CEO/ Fundraising Manager	1/8/2021
	Boccia England to attend and have a stand at relevant conferences/ local events to promote the organisation incl. BAME, LG&BT	CEO/ Fundraising Manager	1/12/2021
	A member of the Board to attend every event where Boccia England has a presence <i>Board issued with new season competition dates</i>	Board Chair/ CEO	1/8/2021

	Set up “have a go” boccia sessions countrywide focussing on less represented geographical areas commenced	Development Manager	1/10/2020
Establish a working group to focus on different methods to increase participation and assess the effectiveness of each campaign	Elect a member of staff to be a dedicated E&D Officer	Head of Business Support	1/5/2021
	Decide terms of reference for the group and the compilation	Head of Business Support	1/7/2021
	Working group to consist of staff and members LT from Board elected Board rep on the E&D working group once established RF from members has volunteered to be part of the working group	Head of Business Support	1/11/2021
	Obtain members of the working group Promoting 2019	Head of Business Support	1/7/2022
Every Boccia England competition held to have participants of at least 10% BAME and at least 30% of each gender <i>Competition review</i>	Revise club and competition rules Competition review has taken place 2019	Competition Manager/ Development Manager	1/10/2022
	Communicate to members	Competition Manager	1/12/2022
Talent Pathway to include a diverse set of members including 1 from BAME background <i>Talent strategy</i>	Selection processes to be revised	Talent Development Manager	1/12/2022

Progressing talent from Within A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.	Code for Sports Governance							
	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	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)	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	Demonstrate a strong and public commitment to progressing greater diversity generally/(including but not limited to BAME, disability, LGBT and socio-economic)				
Objective: Develop processes and initiatives to ensure all staff and volunteers can reach their potential			v	v				
Priorities	Actions					Person(s) Responsible	Completion Date	
Short Term:								
Establish a training programme for volunteers to progress	Develop role profiles & person specifications for each volunteer role Basic versions of these are in use which are to be formatted and standardised.					Workforce Manager	1/4/2018	

	Establish a progression map by creating a list of courses and sections of the workforce they're applicable to Pathways are in use	Workforce Manager	1/12/2018
	Assess gaps in current course structure Gaps identified . review of coaching award completed, review of leaders award to commence and coach advance programme being implemented 2019.	Workforce Manager	1/4/2019
Establish staff career aspirations	Annual appraisals to include a review of career aspirations, skills analysis & development potential Appraisal policy revised and approved by Board Feb 2018.	Head of Business Support	1/2/2018
Medium Term:			
Develop courses to fill development gaps	Using the gap analysis, develop courses to provide a thorough development route for the workforce	Workforce Manager	1/12/2020
	Use best practice from other sports' organisations	Workforce Manager	1/7/2020
Establish workforce's aspirations for progression	Circulate development questionnaire Development questions are included in annual surveys. To be developed into its own survey.	Workforce Manager	1/12/2019
	Carry out skills analysis of individuals and progress where relevant	Workforce Manager	1/6/2020

	Map each member of the workforce on where on the progression map they sit and where they want/ can be	Workforce Manager	1/12/2020
Establish a mentoring programme	Using skills analysis, partner more knowledgeable/ experienced individuals with those learning	Workforce Manager	1/12/2020
	Include work shadowing	Workforce Manager	1/12/2020
Develop staff personal development plans to suit their individual needs and aspirations	Using information from appraisals map each individual on where they are and where they want to be within Boccia. Complete and ongoing	Head of Business Support	1/11/2019
	Individuals to go on relevant training, where possible, to develop their skills Complete and ongoing	Head of Business Support	1/12/2020
Long Term:			

Key Questions

How does this feed into our broader governance plan?

This action plan will be incorporated into all job roles within the organisation and link to all policies, ensuring equality and diversity is considered across all areas of the business so that effective decisions are taken that further our E&D goals.

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

The CEO has overall responsibility to ensure the staff meet the deadlines within the action plan, and to obtain regular updates on progress. It is also the CEO's responsibility to ensure regular updates are provided to Board for their final sign off and feedback towards the plan.

How will we measure overall success?

Overall success will be measured by comparing the baseline statistics of our current stakeholders against those at the end of 2020 and analysing whether there has been an increase in participation in the sport from individuals and areas from those currently less-represented. Similarly, career/ role progression will be compared from current situation to the end of 2020 to assess whether a substantial number of individuals have progressed.

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

This policy revolves around people and our transparent workings to be inclusive, and therefore we will communicate regularly on our work on E&D and our progress in achieving our aspirations of inclusivity. This work will impact our policies and processes which in turn will affect our standards and conducts and our organisational structure, ensuring we operate effectively.

