



**BUCS**  
**DIVERSITY &  
INCLUSION  
ACTION PLAN**  
(DIAP)

APRIL 2026

## DIVERSITY AND INCLUSION ACTION PLAN

# CONTENTS

3	Foreword - From the Chair of Trustees
4	Introduction
9	About BUCS
11	5 Pillars of the Diversity and Inclusion Action Plan
12	Strategy and Leadership
13	Governance
14	Representation
16	Stakeholders
17	Data
18	2-3 Year Outlook
19	Review and Embedding
20	Appendix



# FOREWORD

# FROM THE CHAIR OF TRUSTEES

In 2025, BUCS took a significant step forward in our commitment to ensuring every student in the UK feels welcomed into the sporting and active wellbeing communities championed by our members and within our programme of activities.

We are proud to have established a robust foundation for future work using data collected from our staff, Board, participants, and governance structures. By identifying imbalances and gaps in participation relative to higher education demographics, we can now directly support the communities most underrepresented within our programmes. Furthermore, understanding whose voices are represented in our governance and, crucially, whose are not, provides a vital opportunity for accountability to the students we serve.

Our focus on reliable data capture reflects our responsibility to provide benchmarking for the wider Higher Education sport sector. We recognise our unique opportunity to impact lives beyond our immediate activities, improving access to sport at a key point of engagement, retention, and transition. By enabling and celebrating participation from underrepresented groups, BUCS plays a crucial role in helping individuals build lifelong habits of movement.

Beyond data, the delivery of our 2025 DIAP pushed us to embed Equality, Diversity, Inclusion, and Equity (EEDI) operationally. We have made significant strides in upskilling our staff on inclusive practices that are now being enacted through our programming.

As this iteration of the DIAP demonstrates, the steps taken in 2025 are only the beginning. The actions outlined here, and in the years to follow, will be strategically integrated into our inaugural Belonging Strategy. This strategy will provide a clear, unified roadmap for our EEDI ambitions through to 2030.

In 2026, BUCS will transition from insight to targeted action to address the imbalances highlighted by our data. A primary example of this is the work of our Race Equality Research & Implementation Group (RERIG). This year marks the launch of the BUCS Anti-Racist Diagnostic Tool, Charter, and Toolkit; the culmination of years of dedication from member volunteers and BUCS staff. Led by Katy Teasdale (University of Nottingham) and Ryan Carty (Westminster City Council) and supported by BUCS, this initiative aims to support the sector in embedding anti-racism both consistently and sustainably.

Collaboration across our member network remains vital to the success of all EEDI initiatives. We are fortunate to benefit from the expertise of dedicated university staff through our member-led networks. The contributions of, Neil Brown (University of Strathclyde), Lisa Morton-Smith (University of Manchester) and Alasdair Donaldson (Loughborough University) alongside the members of our Intersectionality and Para-Sport networks, have been phenomenal in sharing best practices.

The actions laid out in this DIAP specifically those addressing gender and para-sport imbalances will continue to be informed by our close collaboration with these groups. BUCS remains committed to its role in facilitating and amplifying the incredible work being delivered across our entire membership.

It is through this collective expertise that we move from policy to practice, ensuring our EEDI ambitions are felt by every student engaged in sport and physical activity.



**Professor Amanda Broderick**  
Chair of Trustees,  
British Universities and Colleges Sport (BUCS)



# INTRODUCTION

# WELCOME FROM BUCS

We are excited to share the second iteration of our Diversity and Inclusion Action Plan (DIAP) for British Universities Colleges and Sport (BUCS). Higher Education sport represents a key engagement, retention, and transition point in the journey of many participants in sport and physical activity. We believe there is enormous opportunity for us to drive positive change and provide a sports and physical activity programme that attracts, includes and retains the extraordinary breadth of students in higher education. Although we recognise that we are still early in our Equality, Equity, Diversity & Inclusion (EEDI) journey, we are proud of the progress that we have made due to our first DIAP (more detail can be found on this in our appendix).

Our initial DIAP provided us with a crucial foundation for our EEDI ambitions by structurally incorporating EEDI across our governance and throughout the organisation. We set up new groups, processes and data collection practices, clarified responsibilities and established channels of accountability. Now as we enter a new year, our focus for the 2026 DIAP, from Jan 2026 – Dec 2026, is to use the insight from these new processes and practices to inform equitable interventions. In other words, now that we know how we are underrepresented when it comes to our staff, governance structures and participants, we will take action to address it.



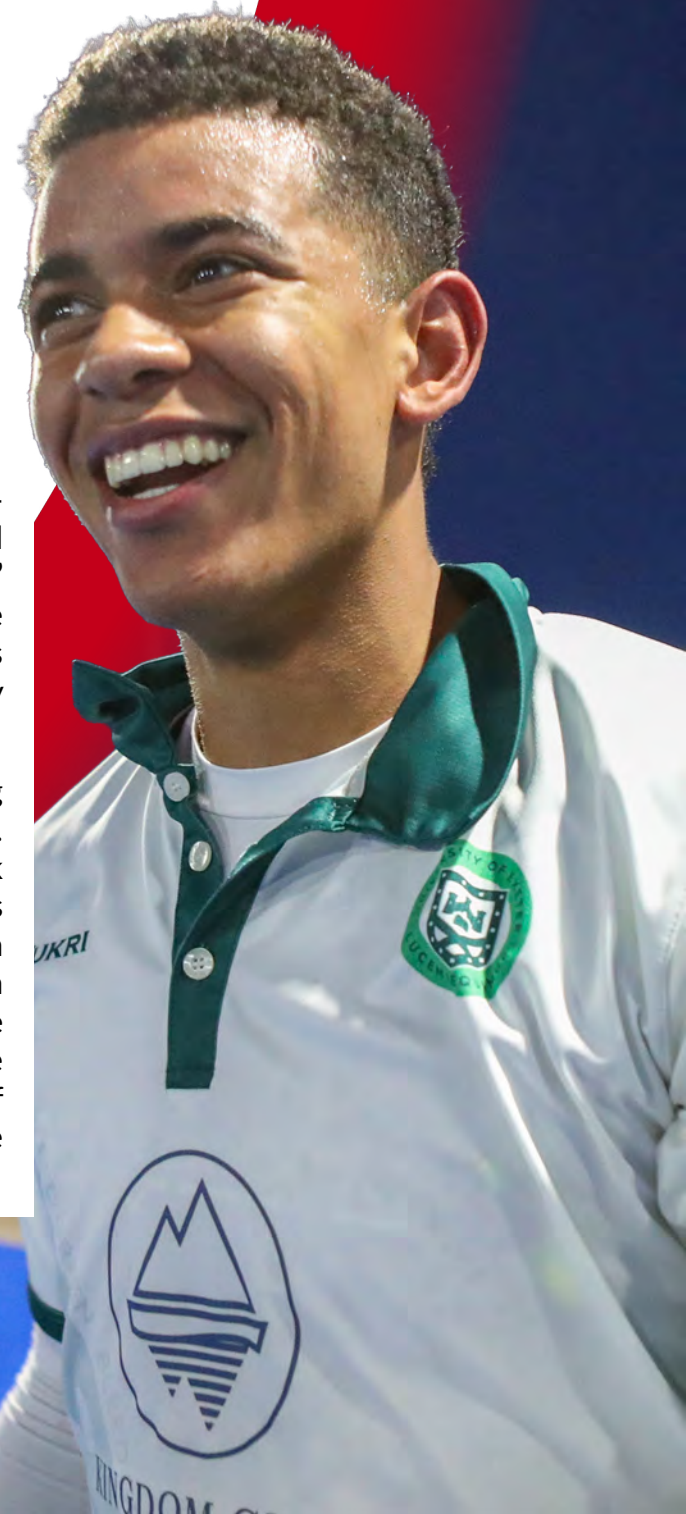
# INTRODUCTION

# IMPORTANCE TO BUCS

BUCS' mission is to provide exceptional student experience to those within our programme and EEDI is vital to achieving this. The strategic importance of EEDI is demonstrated through our strategy KPIs which seek to understand and improve the demographic representation across our programme. We have used data collected from our student participants and our own commissioned research to further understand why there is an imbalance along identity lines. A key focus for 2026 is the launch of BUCS Diagnostic Assessment, Anti-Racist Charter and Toolkit which is a direct response to the recommendations of our research into Race Equality. The research, commissioned in 2021, found widespread barriers to inclusion and our data on ethnic diversity from the 2024-25 season demonstrates the continued necessity of taking sector-wide action. Our work in this area is driven by the BUCS Race Equality Research Implementation Group (RERIG) which is made up of members across the sector and led by

Katy Teasdale and Ryan Carty. We believe this cross-sector collaboration brings to life the values outlined in Sport England's Strategy, 'Uniting the Movement' and along with our other priorities outlined in the 2026 DIAP will support people from all backgrounds to participate, compete and volunteer in university sports competition.

In 2026, BUCS also intends to release a Belonging Strategy which will set out our goals for EEDI to 2030. It will provide clarity on where and how we will seek to improve the inclusion of BUCS provision both as an employer and as a facilitator of higher education sport. This strategy will be created in consultation with our stakeholders, and the development of the strategy is threaded through the DIAP. Once the Belonging Strategy is released, future iterations of the DIAP will be the annual action plans that single out the actions for that year.



# INTRODUCTION

# CHANGES FROM 2024-25

After a experiencing a period significant change for BUCS in 2023-24, this past year has seen some further developments with regards to our governance and personnel changes relevant to the delivery of our DIAP. Changes to Articles of Association were approved at an Extraordinary General Meeting during our Conference in July 2025. This has allowed us to streamline our governance processes, for example by allowing us to hold our Annual Governance Meeting online and grants us scope to review our governance structures more broadly. This review of our governance structures will play a pivotal role in our 2026 DIAP as it allows us to review the composition and assess the EEDI maturity of the committees and working groups that form the infrastructure of BUCS.

BUCS has appointed a new Head of People, HR & Operations Coordinator and a Director of Business Services which has meant a structural change to the reporting line of Head of Belonging. This provides a direct line of accountability from the Head of Belonging to our Senior Leadership Team to better align with our Strategic KPIs. Another change relevant to the delivery of this DIAP is the recruitment of a new Head of Governance and Integrity, Helen Weeks, who started in January 2026.



# INTRODUCTION

# DEMOGRAPHIC DATA

In the process of delivering on our 2025 DIAP, we collected the demographic data of our Board, staff and committees/working groups which are aligned to the BUCS infrastructure. The analysis of the latter is one of the actions outlined on the 2026 DIAP. We also collected demographic data from our student participants in 2024-25.

With regards to our Board (100% response rate), we have noted that in comparison to census 2021 and ONS data we are:

- Overrepresented in women
- Underrepresented in disability
- Underrepresented in age ranges 24-35 and 65+
- Underrepresented in ethnic diversity
- Underrepresented in national diversity
- Underrepresented in lower socio-economic backgrounds
- Overrepresented in faith/belief
- Overrepresented in LGBTQ+ identity

We are conscious that with the low numbers of people to draw from in the demographic data from the board, under/over representation is only one tool to understand how the Board is representative of a breadth of perspectives. Structural consideration of EEDI is incorporated through the appointment of an EDIA lead and a standing EEDI agenda item in the Board Committee Governance & Nominations.

With regards to our staff (87% response rate), we intend to share our analysis with our staff first, before publishing data externally. This is an action identified in the 2026 DIAP.

The maturity of our demographic data collection is such that going forward we can provide comprehensive demographic reports for key stakeholder groups where required.



# INTRODUCTION

# DIAP REVIEW

The DIAP has been reviewed with support from Sport England's resources along with input from these groups:

- BUCS Board EDIA Lead Trustee
- Governance and Nominations Committee
- Senior Leadership Team
- People Team
- Governance and Compliance Team

Our DIAP is also part of a requirement in the revised A Code for Sports Governance, which asks organisations funded by UK Sport and/or Sport England to publish 'clear ambitions to ensure that their leadership represents and reflects the diversity of the local and/or national community.' The code requires all organisations to:

- Create a DIAP that identifies actions needed to achieve support and maintain their ambitions
- Demonstrate a strong, public commitment to promote, embed and advance diversity and inclusion on the Board, Senior Leadership Team and beyond
- Agree the DIAP with UK Sport and/or Sport England
- Publish and review this on at least an annual basis.



# ABOUT BUCS

BUCS was created in 2008 as a result of the merger between University Colleges Sport (UCS) and British University Sport Association (BUSA). BUCS has been at the forefront of creating and delivering opportunities for students in the UK to compete in a wide range of sports events, leagues and competitions.

As an organisation, we:

- Offer 55 sports, covering everything from American football to windsurfing and all sports in between.
- Work across 156 member institutions
- Support more than 100,000 students

Highlights of the annual competition calendar are:

- **BUCS Big Wednesday** - our team finals event displaying Championship and Trophy finals across 16 league sports
- **BUCS Nationals** - the largest annual multi-sport event in the United Kingdom.

To support and enhance delivery, BUCS has five key development partnerships with National Governing Bodies of Sport. These partnerships support a member of BUCS staff to grow and develop opportunities for students. These include partnerships with:

- Football Association
- Rugby Football League
- Rugby Football Union
- Lawn Tennis Association
- British American Football Association.

Programmes designed to promote sport and physical activity among students include:

- The UNiVersal Gym programme
- The Active Wellbeing fund.



# ABOUT BUCS

BUCS is dedicated to creating the next generation of leaders. We have been working with universities and partners to create and deliver opportunities for students to develop their leadership skills through our webinar series in collaboration with Add-Victor.

BUCS also represents the Higher Education sector on the international stage and is a member of both the European University Sports Association and International University Sports Federation. As a result, British students have the opportunity to represent GB Students in international sports competition. University sport plays a pivotal role in the talent and performance pathways of many sports and BUCS helps athletes to progress their aspirations and performance levels.

Sport England as a System Partner also recognise BUCS – one of more than 120 key organisations across the country that have been identified as significantly contributing to the delivery of their Uniting the Movement strategy.



# 5 PILLARS OF THE DIVERSITY AND INCLUSION ACTION PLAN

Following advice provided by Sport England on proven structure of successful interventions in EEDI, we will continue to provide a DIAP centred on these five pillars:

## STRATEGY AND LEADERSHIP

By this we mean the management and leadership of the organisation at senior leadership and leadership team levels. Change will be enacted through the creation and execution of strategies and operational plans and overseen by the Board of Trustees.

## REPRESENTATION

By this we mean the recruitment, induction, training, and support that we provide to our staff, Board and beneficiaries on equality, diversity, and inclusion.

## DATA

By this we mean data and insight relating to BUCS staff, Board of Trustees, and the wider Higher Education landscape. This will include but is not limited to:

- Equality, diversity, and inclusion demographics
- Protected characteristics.

These will be benchmarked against relevant data sets, including Census data, ONS data and HESA data.

## GOVERNANCE

By this we mean the governance of our organisation including BUCS Board, associated sub-committees of the Board, commission groups and the compliance by BUCS to A Code for Sports Governance and the Charity Governance Code.

## STAKEHOLDERS

By this we mean our member universities, their students, investment partners, the wider sporting ecosystem operating across the United Kingdom, operational partners, and commercial partners.



# STRATEGY AND LEADERSHIP

## Objective:

To deliver on EEDI across our strategic KPIs and build a Belonging Strategy aligned with the DIAP and Annual Safeguarding Action Plan. The senior executive staff team and Board will be visible, passionate and have the necessary knowledge, skills and experience needed to cement an inclusive culture throughout the organisation. To act as a thought leader for the sector by launching BUCS' Diagnostic Assessment, Anti-Racist Charter and Toolkit.

ACTION	RESPONSIBILITY	TIMELINE
To develop and publish an approved (by Board) Diversity and Inclusion Action Plan for 2025-26	Head of Belonging	Feb 2026
Board EEDI Lead to continue to deliver on responsibilities laid out in role description.	BUCS Board EEDI Lead	Dec 2026
To create a Belonging Strategy to 2030, informed by and aligned with the DIAP, Annual Safeguarding Action Plan, and ESG Action Plan.	Head of Belonging	September 2026
To undertake an annual review of the DIAP within 12 months of its approval – setting out progress and key learnings and using these as the basis for the next plan.	Head of Belonging	Dec 2026
To ensure all staff and Board members are clear and understand their responsibilities as outlined in the Equality Act 2010, A Code for gSports Governance and the Charity Code for Governance and how these responsibilities are connected to our Strategic KPIs.	Head of People & Head of Belonging	Dec 2026
To demonstrate visible commitment to EEDI through leadership engagement with internal BUCS staff and external stakeholders	Board & SLT	Dec 2026
To continue to embed equality, equity, diversity, and inclusion into BUCS operational planning, by developing on 2025-26 objectives and setting a departmental focus aligned with our Strategic KPIs.	BUCS SLT & Head of Belonging	August 2026

 = Developed Action

 = New Action



# GOVERNANCE

## Objective:

To review our governance infrastructures EEDI maturity and continue to hold ourselves accountable through the changes implemented to embed EEDI.

ACTION	RESPONSIBILITY	TIMELINE
The Belonging Working Group will be a key stakeholder in the development of the Belonging Strategy, will work to ensure staff feel valued beyond the work they do and support BUCS to take visible actions that demonstrate and represent our commitment to EEDI.	Head of Belonging	August 2026
To conduct a review of the Belonging Working Group & TOR and reporting channels (including to the Board) ahead of the new season to ensure it is representing BUCS staff voice and perspectives with respect to EEDI	Head of Belonging	August 2026
To review the governance of 75% of our committees/working groups which are linked into/ supported by the BUCS infrastructure through an assessment of how well EEDI is embedded in their process and structure,	Governance Manager	Dec 2026
To introduce EEDI implications as a standard consideration for all Board Papers	Head of Governance & Integrity	Dec 2026
To ensure that operational EEDI objectives have been set a departmental focus in alignment with the Belonging Strategy & Strategic KPIs.	Head of Belonging	August 2026
BUCS will monitor delivery against the DIAP and communicate progress to internal and external stakeholders at regular intervals (at least two times per year).	Head of Belonging & Head of Governance & Integrity	June & Dec 2026

 = Developed Action

 = New Action



# REPRESENTATION

## Objective:

For BUCS to act on the demographic data collected to promote a staff and governance infrastructure that is representative of the broad sector which we operate within.

ACTION	RESPONSIBILITY	TIMELINE
To deliver inclusive recruitment and inclusive line manager training to all BUCS staff engaged in hiring or managing.	Head of People & Head of Belonging	March 2026
To share BUCS staff demographic data with BUCS staff and share actions identified to address significant imbalances from that data.	Head of People	March 2026
To incorporate EEDI within the Event Review Matrix and track how participants rate inclusiveness and accessibility across the 2025-26 season.	Head of Belonging & Events	Dec 2026
To ensure employee engagement through establishing a forum called 'Your Voice' to hear from BUCS staff about issues/concerns and setting up 'Open door' sessions for SLT	Head of People	March 2026
To launch BUCS' Diagnostic Assessment, Anti-Racist Charter and Toolkit	Head of Belonging & RERIG	July 2026
To analyse gender participation data and incorporate measures to address gender imbalance within the Belonging Strategy	Head of Belonging	September 2026
To improve the gender balance within BUCS programme participation when implementing new sports by requesting and offering gender parity and opportunity	Director of Delivery	Dec 2026

 = New Action



# REPRESENTATION CONTIUED

## ACTION

## RESPONSIBILITY

## TIMELINE

To deliver team-specific inclusion workshops to identify clear actions to embed inclusion into their work and to inform the development of team-specific objectives for 2026-27

Head of Belonging

August 2026

To collaborate with the Para Sports Network to understand the existing provision of para sports within the BUCS programme and identify actions to address barriers to participation.

Head of Belonging

September 2026

To improve the disability sport provision within BUCS programme when implementing new sports by requesting and offering para formats where possible

Director of Delivery

Dec 2026

To review the governance of 75% of our committees/working groups which are linked into/ supported by the BUCS infrastructure through a review of the demographic representation

Governance Manager

Dec 2026

To deliver on our Strategic KPIs relating to improving representation within BUCS programme across gender, LGBTQ+ identity, ethnicity, disability.

SLT

Dec 2026

= New Action



# STAKEHOLDERS

## Objective:

To enable/empower our stakeholders to have confidence that BUCS approach and commitment to progress EEDI is significant and sustained and that our members and partners acknowledge BUCS as knowledgeable and influential in addressing and promoting equality, diversity, and inclusion.

ACTION	RESPONSIBILITY	TIMELINE
To create a structured plan for EEDI-specific engagement within the Belonging Strategy	Head of Belonging	August 2026
To review and implement learning from EEDI insights gathered through our existing engagement, such as our member survey, student survey and student event feedback.	Head of Belonging	August 2026
To facilitate opportunities of peer-to-peer learning across the sector by showcasing best practice EEDI initiatives at BUCS Conference	Member Events Manager	August 2026
To facilitate opportunities of peer-to-peer learning by showcasing role-specific best practice EEDI initiatives related to Active Wellbeing and Facilities at our Facilities and Active Wellbeing Forum	Head of Development	February 2025
To consult our members on the impact of gender eligibility policy changes from NGBs	Head of Belonging	September 2026
To report on progress against this DIAP to stakeholders at regular intervals throughout the year	Director of Marketing and Commercial	Apr & Oct 2026

 = New Action



# DATA

## Objective:

That BUCS will have accurate and consistent demographic data for all staff and Board members – enabling informed and insight driven decisions to be made on the recruitment, retention, development, and training of them. Data will be benchmarked against relevant data sets that include. but are not limited to, ONS data and the Equality Act (2010).

## ACTION

## RESPONSIBILITY

## TIMELINE

To review and benchmark BUCS staff baseline EEDI data annually and use this data to focus resources for recruitment and development.	Head of People and Head of Belonging	September 2026
To review and benchmark equality, diversity, and inclusion data for all Board Trustees at BUCS and use this data to steer recruitment	Head of Governance & Integrity	October 2026
To conduct a data campaign for BUCS staff to build trust and confidence in our demographic data capture.	Insights Manager, Head of People, Head of Belonging	Sep 2026
To conduct a data campaign for BUCS external stakeholders to build trust and confidence in our demographic data capture.	Director of Marketing & Commercial, Head of Belonging, Insights Manager	Dec 2026
To publish demographic data on the staff and Board demographics annually – including in the Annual Governance Statement and Annual Report.	Head of Governance & Integrity	Dec 2026
To use data capture and insight from student athletes in BUCS Competitions structures to guide our Strategic KPIs.	Insights Manager & Head of Belonging	Dec 2026

 = Developed Action

 = New Action



# 2-3 YEAR OUTLOOK

BUCS recognises that we are early on in our EEDI journey, yet the progress made over the past year brings us a step closer to our 2027 outlook statements, first envisioned in the 2025 DIAP. Building a foundation of better understanding, enabled by the data collection of the 2025 DIAP and development of operational EEDI outlined in the 2026 DIAP will ensure we continue to push ourselves to provide a more inclusive programme and workplace. Once this work has been undertaken, BUCS will then be able to lead, challenge and influence EEDI with its members, stakeholders and partners with confidence and clarity.

By 2027 Outlook statements:

- Our DIAP will be embedded within our operational planning – regularly discussed and updated by both Board and staff.
- Our Board will be representative of the community that BUCS serves and is knowledgeable in all aspects of EEDI.
- Progress against the DIAP will be published in the Annual Governance Statement and feature as an update in the AGM.
- BUCS will be clear on the priorities for EEDI across the organisation and has clear operational plans in place to achieve these.
- BUCS will be supporting member organisations and will be recognised for its work in EEDI, by the number of universities that are being engaged.
- BUCS will understand the demographic breakdown of its participants, understand the barriers faced by students and work in partnership to overcome these and increase the diversity of future students engaging in BUCS programmes.
- BUCS will produce and regularly review an EEDI Strategy that is linked to the overarching BUCS Strategy.
- BUCS will be driving the EEDI agenda for Higher Education sport, advocating, supporting, and celebrating all aspects of society.



# REVIEW AND EMBEDDING

## HOW WILL THE DIAP BE EVALUATED

The DIAP has been embedded into the organisations operational plans and will be reviewed annually to ensure we are achieving our EEDI ambitions. The Appendix provides detail on progress against the 2025 DIAP. The reviewed and updated 2026 DIAP will be published on the BUCS website, will feature in the Annual Governance Statement, and will be updated on in the Annual General Meeting.

In addition, BUCS Stakeholders will receive regular updates and communication to inform them of the DIAP, its content and delivery updates. BUCS Members will receive regular updates and provide feedback through the following mechanisms:

- Senior Managers Executive
- Senior Managers Network
- Advisory Group
- Regions and Nations meetings
- Student Officer Network.

Through these, BUCS will be able to capture and action feedback from the variety of perspectives represented in our Membership. It will feature in all departmental plans and will be a central feature of BUCS Governance Action Plan.



# APPENDIX

## REVIEW OF DIAP 2024-25

### ACTION

### IMPLEMENTATION

#### STRATEGY & LEADERSHIP

To create and publish an approved (by Sport England and the BUCS Board) Diversity and Inclusion Action Plan.

DIAP approved by Sport England 9/12/24. DIAP published to our website 20/5/2025

To appoint a Board Trustee with lead responsibility for equality, diversity, and inclusion and for them to champion this area across all Board matters.

Kathleen Russ appointed as EDIA lead on the Board Jan 2024.

To take a proposal to BUCS Board to use existing external funding to recruit and appoint a Head of Belonging to lead the work on equality, diversity and inclusion across the organisation.

Board approved proposal June 2024 and Head of Belonging started role 12/11/24

To undertake an annual review of the DIAP within 12 months of its approval – setting out progress and key learnings and using these as the basis for the next plan.

Head of Belonging reviewed and created next plan for the DIAP December 2025. Review and changes approved by Board.

To ensure all staff and Board members are clear and understand their legal responsibilities as clarified in the Equality Act 2010 and obligations in relation to A Code for Sports Governance and the Charity Code for Governance, for example through EDI training.

Staff EEDI training delivered:  
 Psychological safety introduction January 2025  
 Active bystander February 2025  
 Inclusive Line Manager May 2025  
 Gender Eligibility training June & September 2025  
 Neurodiversity L&L June 2025  
 Inclusion by design December 2025  
 Board EEDI training delivered:  
 October 2025

To embed equality, diversity, and inclusion into BUCS operational planning, by including in organisational and departmental objective setting which shape individual work programmes.

Mandatory EEDI objectives for all staff implemented for the 2025/6 year through personal development plans

# APPENDIX

## REVIEW OF DIAP 2024-25

### ACTION

### IMPLEMENTATION

#### GOVERNANCE

To establish an internal belonging working group, with defined terms of reference. This will focus on research and insight, stakeholder engagement and strategy creation.	First meeting April 2025
To establish Terms of Reference for the belonging working group – showing how work areas will align with the wider BUCS governance.	TOR sent out to all staff February 2025
The belonging working group will meet at least three times in the year 2025.	BWG met 8 times in 2025 (29/04, 28/05, 26/6, 23/7, 20/8, 21/10, 20/11, 10/12)
The belonging working group will establish clear reporting channels with the Board of Trustees, aligning with Board minutes.	Head of Belonging provided updates to the board through Governance & Nominations committee April, July & October 2025
To have EEDI as a standing agenda item on all Board meetings and where appropriate on sub-committees.	EEDI included as a standard agenda item in Governance & Nominations Committee in 2025
The Head of Belonging and SLT will ensure that the companies EEDI work areas are embedded into operational plans with input from all staff.	Mandatory EEDI objectives for all staff implemented for the 2025/6 year through personal development plans
BUCS will monitor delivery against the DIAP and communicate progress to stakeholders at regular intervals (at least two times per year).	DIAP progress communicated through Regions and Nations Committee meetings (March, June, September & November) in addition to Annual Governance Report

# APPENDIX

## REVIEW OF DIAP 2024-25

### ACTION

### IMPLEMENTATION

#### REPRESENTATION

To review and amend all recruitment policies for BUCS – benchmarking against ONS data. This will include a review of job posting sites and use of advert routes that will allow more diverse candidates to be reached.

Recruitment policies and processes reviewed Jan 2025, new policy which explicitly references how we seek to safeguard representation under SLT review as of December 2026

To review and where necessary amend all recruitment, retention, and promotion procedures for BUCS.

Recruitment policies and processes reviewed Jan 2025, new policy which explicitly references how we seek to safeguard representation under SLT review as of December 2026

To review and update our recruitment processes using people analytics to promote a diverse pool of candidates.

Recruitment policies and processes reviewed Jan 2025, new policy published November 2025

To identify EDI knowledge gaps within the organisation and identify the training needs for staff in equality, diversity, and inclusion.

EDI knowledge gaps and training plan delivered: Psychological safety introduction January 2025  
 Active bystander February 2025  
 Inclusive Line Manager May 2025  
 Gender Eligibility training June & September 2025  
 Neurodiversity L&L June 2025  
 Inclusion by design December 2025

To deliver relevant and appropriate equality, diversity and inclusion training for all BUCS staff and Board Trustees to improve awareness and understanding and ensure individuals have an appropriate level of knowledge and skill to fulfil their role.

Staff EEDI training delivered: Psychological safety introduction January 2025  
 Active bystander February 2025  
 Inclusive Line Manager May 2025  
 Gender Eligibility training June & September 2025  
 Neurodiversity L&L June 2025  
 Inclusion by design December 2025  
 Board EEDI training delivered: October 2025

# APPENDIX

## REVIEW OF DIAP 2024-25

### ACTION

### IMPLEMENTATION

#### REPRESENTATION

To start mapping i) map the membership of committees/working groups which are linked into/ supported by the BUCS infrastructure ii) consider the diversity of the membership of those committees/working groups and iii) (if appropriate) consider how BUCS may be able to influence the composition of such committees and working groups such that their membership becomes increasingly reflective of the communities which BUCS serves.

Demographic data for membership of committees/working groups which are linked into/ supported by the BUCS infrastructure collected October 2025. Plan for governance review that incorporates composition created and will be implemented 2026.

#### STAKEHOLDERS

To create a stakeholder engagement plan – covering the breadth of organisations that BUCS engages and interacts with.

Stakeholder engagement plan which maps our stakeholders and how we engage them has been used to communicate EEDI developments in 2025 including our Gender Eligibility work September 2025 and Neurodiversity session November 2025. Stakeholders have also been identified and mapped through the Belonging Strategy planning processes which separates out consulting groups.

To undertake a mapping of stakeholders to allow BUCS to better communicate and influence key partners on its Equality, Diversity, and Inclusion work.

Stakeholder engagement plan which maps our stakeholders and how we engage them has been used to communicate EEDI developments in 2025 including our Gender Eligibility work September 2025 and Neurodiversity session November 2025. Stakeholders have also been identified and mapped through the Belonging Strategy planning processes which separates out consulting groups.

To create a training plan for staff collaborating with stakeholders on equality, diversity and inclusion areas.

Managing discrimination training at events October 2025  
Training plan for supporting department-specific inclusion needs identified and delivery began December 2025

To report on progress against this DIAP to stakeholders at regular intervals throughout the year

DIAP progress communicated through Regions and Nations Committee meetings (March, June, September & November) in addition to Annual Governance Report

# APPENDIX

## REVIEW OF DIAP 2024-25

ACTION	IMPLEMENTATION
<b>DATA</b>	
To establish equality, diversity, and inclusion baseline data for all staff at BUCS through an audit. This will be reviewed annually once established.	BUCS staff demographic data collected September 2025
To establish equality, diversity, and inclusion baseline data for all Board Trustees at BUCS through an audit. This will be reviewed annually once established.	Board Trustee demographic data collected September 2025
To benchmark audit questions for equality, diversity, and inclusion metrics against relevant legislation and best practice monitoring questions.	Head of Belonging led working group on audit questions, engaging Data & Insights Manager, Digital Project Manager, Head of Development, Belonging Working Group & SLT. Questions were compared to ONS and HESA/JISC questions May-August 2025
To publish demographic data on the staff and Board demographics annually – including in the Annual Governance Statement and Annual Report.	Highlights from data published, in alignment with GDPR, in the Annual Governance Statement 2024-25.
To begin data capture and insight work on the student athletes in BUCS Competitions structures.	BUCS Play data collected and analysed in 2024/5 and initial analysis shared with Board, Management Group and Belonging Working Group October-November 2025