

SRA Diversity and Inclusion Action Plan

**SCOTTISH
RACING
ACADEMY**

Table of Contents

- 01** — Introduction
- 02** — D & I Framework
- 03** — Message from our leaders
- 04** — SRA Values & Guiding Principles
- 05** — Leadership Commitments
- 06** — D & I objectives and equality statement
- 07** — D & I Progress & Metrics
- 08** — Next steps and summary

Introduction

Scottish Racing and its partners received funding from the Racing Foundation to be a catalyst for the development and delivery of a strategic, ambitious, innovative, joined-up and sustainable model of education and training provision for young people entering the racing industry, existing racing staff and their trainers.

The aim is to create an education and training offer that has a positive impact on the recruitment, skills, career development/progression and retention of racing staff in Scotland, and also benefits racing staff across the UK and the industry more broadly, creating a lasting legacy for the racing industry and its participants. The SRA is aligned with the Racing Foundation's strategic priority to invest in the industry's people agenda to attract, develop and retain more staff. The approach of the SRA seeks to build on existing good practice and assets. It does not intend to replicate existing provision, but instead to complement utilise and improve upon it.

We have served Scotland for the last few years, during which we have established an excellent reputation for our technical training, support and responsiveness, delivered from our modern, well-resourced provision that regularly seeks and implements feedback.

We are very ambitious for the future, aiming to ensure the people and employers of Scotland, and beyond, have access to an excellent technical training opportunities to suit their own personal circumstances.

Our thinking differently programme described in both this document and our operational plan is driving our development to ensure we have the highest standards and expectations.

The Scottish Racing Academy is committed to providing an inclusive, joined up, model of education and training that fosters a culture that celebrates potential and promotes effort as a success.

Scottish Racing Academy's D&I Framework

At the Scottish Racing Academy, we create an open, inclusive and belonging environment where our employees and learners feel empowered to thrive and reach their potential. We encourage open minds and open dialogue to create a culture that harnesses the unique and diverse perspectives of our learners, employees, partners and nation.

The way we live our commitment to diversity, inclusion and representation starts with our values, behaviours and guiding principals. They are central to everything we do at the Scottish Racing Academy as seen in our 23-25 Operational Plan.

Ambition

Community

Sustainable

One Voice

Inclusive

Prepared

Potential

In living our commitment to diversity, inclusion and representation we have foundation pillars to support our approach:

Inclusive Culture

- Learners and staff feel safe and have access to excellent support for their mental health and wellbeing.
- Staff have high expectations and ambitions for learners, setting high expectations regarding pace and progress.
- Effectively deploying technology that successfully engages all learners in positive, accessible teaching, learning and assessment

Hearing all voices

- Promote best practice across the sector within Scotland and the North of England;
- We will foster an open and curious mindset in relation to safeguarding, low level concerns and sexual harassment so that no incidents are missed
- Ensure that the shadow board is heard regularly and has ample opportunity to provide feedback
- Utilising 'live' data to inform decisions and actions to improve provision and industry focus

Community

- Remaining a valued strategic partner and recognised resource
- Having readily available resources and services for employers, racecourses, and other local communities;
- Engaging in valued partnerships and contracts that fit our mission, values and strategic plan
- Using technology that supports and enables cost-effective access to and engagement with our offer and services

Sustainable & Authentic Practices

- A one-Scottish Racing Academy approach into innovation in our offer and partnership processes;
- Sharing innovative good practice;
- Industry projects and initiatives are implemented across all courses to encourage retention and success within the horseracing industry;
- Acting swiftly to add new provision where demand is evidenced, and removing, adapting or replacing provision where needed

Our current areas of focus are:

- Learner achievement and community engagement
- Industry initiatives and employability
- Our people
- Our finances
- Our environment

Message From Our Leaders

Our interests in ensuring inclusive and accessible learning have been a key focus to reflect the geographical reach of horseracing within Scotland. We have successfully grown our school academy provision to include 33 schools (2022/23 session) which are reflective of most facets of the Scottish landscape.

We engage in many value adding partnerships with employers, organisations and stakeholder groups across Scotland and Northern England.

Our innovative model is a well-used and valuable community resource – we make use of a range of quality facilities. In Scotland, we focus on employment, developing the skills, experiences, and qualifications that our learners need to access the workplace and develop their careers. Progression to the highest level, into employment, and within careers are key drivers for us.

We are fully inclusive and believe in the potential of everyone.



Our mission and purpose is to enable people to recognise, develop and fulfill their potential in the Thoroughbred breeding and racing industry.

SRA Values & Guiding Principles

Prepared

- We are ready, present and committed to our best
- We take responsibility for our own learning and personal improvement
- We all take responsibility to consistently do the right thing

Inclusive

- We deliver consistently high standards for all our students, partners, and employees
- We respect and value everyone's contribution and celebrate differences
- We respect our environment and the role we play in our racing community and National landscape
- We ensure that our Governance and leadership structure is reflective of our purpose, communities and wider society

Potential

- Be your best, support and inspire others to be and do their best
- We work together as one voice across all partners
- We are productive, regularly reflective and seek to improve
- We embrace opportunities to build resilience and always encourage positive change
- We give our learners a loud student voice through regular feedback opportunities and shadow board meetings

Ambition

- To be agile, embracing change and innovation in all of our operations and course provision
- We have high standards for ourselves and our learners and will always act and behave in a manner commensurate with those standards
- We are committed to delivering and hitting our targets and maintaining sustainable practices

Community

- We ensure our offer and services meet local, regional and national priorities, are closely tuned to Racing in Scotland's economic needs and priorities, and enable as many people as possible to contribute to racing's economic growth and share opportunity
- We recognise our role in serving our local community, providing community assets and access to skills development for all

Sustainable

- We commit to ensure sustainability in all our operations: environmental good practice; growing and developing our staff teams; and managing finances and lean operations with digital processes and technology
- We encourage innovation, collaboration and reflection, leading to new ideas and improved methods
- We gather, evaluate and use data to drive improvements


One voice to encourage joined up thinking across Scotland

- We act as one voice in all we do, embracing and demonstrate our key values and guiding principles of: Prepared, Respect, Potential
- We expect everyone to take responsibility for key actions that affect their participants and taking necessary action swiftly


Scottish Racing Academy's Leadership Commitment




Be a good leader by openly talking about personal issues and challenges.



Make sure that there are flexible working arrangements for everyone in the company and that employees are properly informed about it.



Ensure that employees feel empowered and like they make a difference in the company, additionally, they need to be able to settle in quickly and thrive in the company.



Communicate to employees that failure is a part of success, so they feel comfortable making mistakes and learn from them. Last, make sure that there is no discrimination or harassment in the workplace. This allows employees to feel safe with their leaders and vice versa.

What have we done so far?



Increase visibility and awareness

- Establish and D&I action plan and sign the industry commitment
- Ensure that Diversity and inclusion is included on over Staff team meeting and Trustees meeting agenda
- Regularly benchmark our accessibility, diversity and inclusion against a key metric system and report progress and areas of improvement with clear actions/targets
- Providing a platform for all voices to be heard and give feedback via the shadow board and anonymous feedback opportunities
- Equality monitoring forms for the whole SRA community (students, volunteers, Trustees and staff)
- Provide formal mentoring opportunities for all staff and students where necessary
- Delivering against the one voice agenda in partnership with other Scottish Organisations



Created structures and operational plans to support successful D & I strategies

- Set and communicated our D&I expectations and values within all documentation
- Equality statement shared on every document and policy with specific attention given to the recruitment processes
- Access arrangements and reasonable adjustments considered on an immediate basis
- Removed unconscious bias from recruitment processes through anonymous application and 1st stage processes
- Created a succession plan for shadow board recruitment to ensure that these voices are continues to be heard



Enhanced accountability

- Set and communicated our D&I expectations and values within all documentation
- Acknowledged team members who have inclusive practices and promote best practice to be shared in team meetings/workshops
- Utilised recognised metrics to measure progress and areas of improvement
- An agenda item on every Trustee meeting
- Embedded D & I objectives into all Strategies and Operational plans



Fostered an inclusive culture

- Diversity, inclusion is discussed as a standard at all interview processes
- Hired and promoted inclusive leaders across all levels of leadership at the SRA
- Mandatory training for all of the team, students and volunteers to include:
 - D & I
 - LGBTQ+
 - Sexual Harassment (Staff and students)
 - Code of Conduct
 - Bystander training
 - Unconscious Bias training (Trustees and staff)
- Celebrate and recognise potential instead of talent

D & I Objectives

At the Scottish Racing Academy, we create an open, inclusive and belonging environment where our employees and learners feel empowered to thrive and reach their potential. We encourage open minds and open dialogue to create a culture that harnesses the unique and diverse perspectives of our learners, employees, partners and nation. Our D&I objectives and action plan has been distilled into three objective areas as follows:



01. Our culture: A culture based on courtesy, respect and dignity



02. Our students , staff and partnerships: An inspiring and enriching educational and working experience for our students, teams and workforce



03. Our communities: Encouraging and supporting partnership cohesion

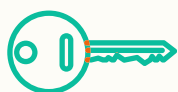
Equality Statement

The Scottish Racing Academy is committed to encouraging equality, diversity and inclusion among our whole organisation and any partners we are associated with. The aim is for our organisation to be truly representative of all sections of society and for each employee and student to feel respected. The SRA - in providing services and facilities is committed to prevent unlawful discrimination

Our culture: A culture based on courtesy, respect and dignity

Objective 1

To embed diversity, inclusion and representation through training, awareness and communication

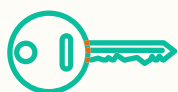


Key Indicator	Activity / Project	Data / Outcome
Strategic decision-making is influenced by beneficiaries, volunteers and staff	Regular feedback opportunities from all facets of the Scottish Racing Academy team(s) including staff and employers	Shared ownership of all projects promotes accountability and engagement. Increased frames of reference and diverse viewpoints are represented during strategic processes
EDI is routinely discussed at board/governance level	Every Trustee agenda has a dedicated agenda item related to D&I. All new proposed developments including courses and recruitment, must demonstrate how all communities and protected characteristics can be involved/accessed	Regular progress reviewed and priority action plans can be made to improve delivery against D&I targets. Positive changes seen across all provision lead from the executive and Trustees
Budget is available to achieve EDI objectives	When considering budgets at each quarter, the contribution made to D&I will be considered as well as the required budget for the next quarter, whilst considering EDI targets	Projects delivered with inclusion and diversity at its heart as well as ensuring access/awareness to a diverse range of individuals when promoting all courses and training opportunities.
We provide platforms for diverse voices to be heard	The development of the shadow board has provided an opportunity to ensure that our students voices are heard. Work with community groups to obtain guidance and information about how to best engage with their beneficiaries.	Utilising the information gathered via the platforms, the SRA record, review and implement where possible with a you said, we did feedback form. Additionally, evaluation of the changes and any impact this had on our D&I metrics.

Our culture: A culture based on courtesy, respect and dignity

Objective 2

To improve the monitoring and disclosure of protected characteristics

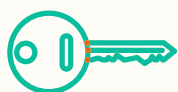


Key Indicator	Activity / Project	Data / Outcome
Equality and diversity characteristics of participants, volunteers, workforce and board are regularly monitored and analysed to inform recruitment and planning	All members of the Scottish Racing Academy are requested to complete an anonymous Equality monitoring form.	If used successfully, this information enables us to work in specific communities that are not represented, or understand potential barriers to participation
We encourage others to develop their EDI practices	All partners are required to demonstrate their commitment to best EDI practices and the SRA will provide support and guidance where appropriate.	The outcome will be a joined up and cohesive thought process that reflects the SRA values and principles
New staff, volunteers and learners receive a full induction, with an individual induction plan designed to enable them to play a full role	A handbook for all new starters that covers all training, values and guiding principles. The handbook and induction is regularly reviewed to ensure that it is reflective of any changing language	The SRA's values are central to all operations and therefore we must ensure that all of our people are fully trained and also feel that they are able to full contribute to their role.

Our students , staff and partnerships: An inspiring and enriching educational and working experience for our students, teams and workforce

Objective 3

To review, develop and implement supportive and inclusive policies, procedures, curriculum and physical environments that we work/deliver in

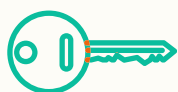


Key Indicator	Activity / Project	Data / Outcome
Staff are pro-actively informed about reasonable adjustments available to them	All staff are reminded about the reasonable adjustments available to them during the weekly staff call. Additionally, during reviews all of the team are encouraged to consider if there are any additional needs required.	All staff should be able to thrive in their position and be fully supported by the SRA's organizational structure and culture. All staff complete a health questionnaire and DSE assessment to establish any additional support requirements.
Participation may include remote attendance	All students are given the opportunity to complete the theoretical element of their training remotely and the practical at a yard accessible for them	Physical attendance has been accepted as a barrier to participation and therefore, efforts should be made to allow remote opportunities where possible.
Expenses are paid to volunteers and widely promoted	As stated in the volunteer handbook, and in the advert, all volunteers are made aware of the expenses policy prior to application.	This will hopefully encourage more diverse applications and remove some barriers to volunteering for the SRA.

Our students , staff and partnerships: An inspiring and enriching educational and working experience for our students, teams and workforce

Objective 4

To review and address under representation in recruitment, retention, participation in our student community and partnership locations



Key Indicator	Activity / Project	Data / Outcome
EDI is central to our vision, mission and values	Inclusion and diversity are considered in all of the Scottish Racing Academy's activity and literature	To ensure EDI remains central to the operation. All staff feel supported and able to be their authentic selves.
Recruitment is targeted to reach new and diverse demographics and from underrepresented areas	Work to increase opportunities and awareness of the SRA's activities within inner city schools	Increase representation at all levels Demonstrate an anti-racist and anti-sexual harassment agenda
The ability of applicants to work inclusively is considered in partnership procurement	All partners will complete the SRA's induction processes that ensure that there are no barriers to participation and they share the SRA's commitment to inclusion	All partners are suitably trained and demonstrate and authentic commitment to D&I
The business case for diversity informs our staffing structure	Our Staffing structure requires consideration to increase diversity. We are currently a very female team although diverse in age and backgrounds	A more diverse team may encourage increased participation and further engagement from diverse schools.

Our communities: Encouraging and supporting partnership cohesion

Objective 5

To foster external collaboration, widening access to participation through nurturing authentic relationships



Key Indicator	Activity / Project	Data / Outcome
Targeted work is established to reach underrepresented groups	Additional expertise and partnerships are required to encourage and promote the SRA to underrepresented groups	Increased participation from groups that have not been reached yet.
Education programmes are designed to foster personal or social outcomes (e.g. leadership skills, wellbeing), as well as professional outcomes	The hidden curriculum is considered when planning the delivery of sessions. This outcome requires additional consideration to ensure that wellbeing and leadership skills are appropriately considered.	Learners will complete their courses with more than an academic qualification. Learners will be able to recognise the additional leadership and wellbeing elements of their courses
Evaluation processes feed into programming and/or quality improvement plans	Students are regularly encouraged to provide feedback and this is used to inform changes to courses	All feedback is reported and recorded. At the end of each block these proposals are shared with the shadow board for consideration.

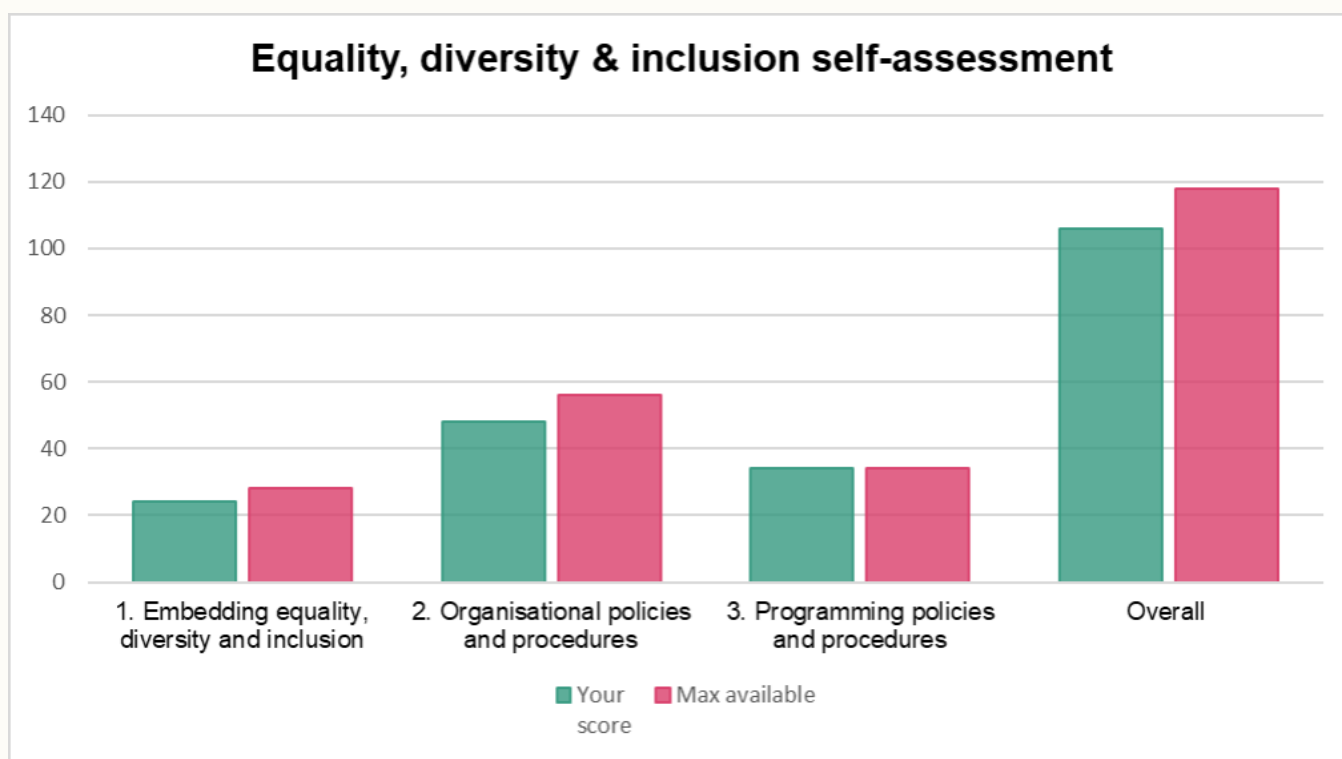
D & I Progress and Metrics

As part of our ongoing commitment to inclusion, diversity and representation Eleanor has been working to measure our current position and areas of good practice. Based on standardised measures, we have scored most favorably in the delivery category.

Overall, the Scottish Racing Academy does not score too badly however, the process has highlighted some key areas to inform the Scottish Racing Academy's DiRSG action plan.

As part of the proposed 'one voice' agenda it is proposed that this tool is shared across the different organizations within Scottish Racing.

Current position (January 2023) as a result of amended recruitment procedures has seen progress in all areas.



SELF ASSESSMENT SCORE JANUARY 2023

92.5%

Delivering against our D & I Framework

Next Steps

Although we are increasingly proud of the progress made in this area, we are committed to continuing to improve and develop further in a meaningful and value adding way. The SRA prides itself on being accessible and inclusive to all however, it is felt that more progress is required in these areas:



01. Priority action

The business case for diversity informs our staffing structure



02. Priority action

Targeted work is established to reach underrepresented groups



03. Priority action

The ability of applicants to work inclusively is considered in partnership procurement