



DIVERSITY ACTION PLAN 2017 – 2021

England Netball

ABOUT US

The All England Netball Association Ltd (England Netball) is the National Governing Body of netball in England; being the experts in netball it develops programmes, encourages new participants in netball and guides existing participants through their netball journey as well as carrying out administrative, regulatory and sanctioning functions to the game.

OUR VISION

Your Game Your Way

OUR MISSION

To establish England Netball as a top performing, financially sustainable National Governing Body that promotes 'Netball for Life' and develops more world class athletes.

OUR VALUES

The NGB: Leadership, Excellence, Participant Focused and Integrity

The Sport: Respect, Teamwork, Achievement and Fun

Our values are underpinned by the following Guiding Principles which shape and frame our organisation culture, personal relations and decision-making.

- We are a customer-focused sport business. We will always place the participant at the heart of everything we do and provide the best quality service we can but we will balance that with the need to grow and manage a sustainable business.
- We will value and respect the contribution and needs of our volunteer workforce who are integral to our success.
- We will centrally coordinate and locally deliver our portfolio of programmes and products targeting resources at the point of need (one size does not fit all), by ensuring pathways are integrated and securing a return to on our investment (financially or socially) creating capacity to reinvest in the business and deliver long-term sustainability.
- We will be innovative and progressive in our thinking, always connecting short-term actions to medium-term strategies and long-term goals, while striving to improve the quality and standard of what we do and how we do it.
- We will work as 'one team aligned to one dream' for the benefit of netball in England and as such we will succeed or fail together.
- We will work in partnership and collaboration where there is a mutual benefit in terms of operational effectiveness and efficiency, value for money and added value for participants in netball.

- We will develop, enable and encourage programmes and activities that have a positive and beneficial impact on the lives of netball participants.
- We will establish integrated planning and process pathways that enable rather than constrain service excellence, making England Netball easy to do business with and add value to the participant.
- We will recognise and celebrate individual and collective contributions and success.

Message from Our Chairman

England Netball is committed to an innovative and progressive strategy 'Your Game Your Way' where the participant is at the heart of everything England Netball does. This strategy is transforming the sport, enabling growth, retention and a smooth transition through the different stages of a participant's engagement with the game, whether casual players or elite athletes. It has already resulted in over 180,000 women participating in netball on a weekly basis, with England Netball membership exceeding 100,000 for the first time in 2016/17.

England Netball aims to maintain a Board of Non-Executive Directors with the skills and diversity of knowledge and background to help cement England Netball's position as a top-performing NGB, driving the 'Your Game Your Way' strategy and ensuring that the elite squad is best prepared for the Netball World Cup on home soil in 2019.

The Current Board gender representation meets the Sport England Code of Governance target of a minimum of 30% of each gender. England Netball has adopted this target and is strongly committed to maintaining its adherence to this target and working towards greater gender parity and improved general diversity. We will continue to work hard to attract exceptional candidates from all areas of the community aiming to attract at least one candidate from a diverse background for any future vacant Board positions.

In order to achieve this England Netball has developed this Diversity Action Plan designed to ensure we attract candidates for Director vacancies from a diverse pool that best represents society as a whole. As part of this England Netball will be working closely over the coming years with the Regions and Counties to help enhance diversity at all levels of netball's governance structures. It is hoped that work in this area will support succession planning throughout the volunteer structures, to ensure the continued and future success of our sport, led by a highly capable Board with diverse experiences.

Colin Povey

England Netball Chairman

Recruitment		Code for Sports Governance						
How the organisation will attract an increasingly diverse range of candidates		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 (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)	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	
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes		✓		✓	✓			
Priorities	Actions	Person(s) Responsible	Completion Date	Progress				
<p>Short Term: Ensure required 30% gender diversity on the board is achieved by October 2017</p> <p>Work with the Regions and Counties to work towards increased Diversity on the Regional and County Boards</p> <p>Ensure the Board are appropriately informed and aware of diversity within Board applicants</p>	<ul style="list-style-type: none"> • Appoint an additional male Board member • Presentation to the Regional Chairs • Work with the Regions to identify key clubs in diverse areas and communicate directly to them • Set target for number of candidates from diverse backgrounds for future vacancies • Update the Equality and Diversity monitoring form • Recruitment training and unconscious bias training for all Exec/Board Members/HR involved in recruitment • Appoint a member of the Board to act as the diversity champion 	<p>Board</p> <p>CEO Development Director</p> <p>Board</p> <p>Compliance Manager Compliance Manager</p> <p>Board</p>	<p>September 2017</p> <p>June 2017 March 2017-ongoing</p> <p>December 2017</p> <p>December 2018</p> <p>September 2018 - ongoing</p> <p>May 2018</p>	<p>Complete</p> <p>Complete Ongoing</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete – Debbie Ryan</p>				

	<ul style="list-style-type: none"> Diversity of applicants reported to the Board following each recruitment process 	CEO & Company Secretary	October 2018	Complete for Jan 18 recruitment
<p>Medium Term: Develop a better understanding of diverse audiences (identify who these diverse audiences are); what roles they potentially would want to engage with and how to best engage with them in the recruitment process.</p> <p>Presidents Circle to include a greater number of individuals from a diverse background</p>	<ul style="list-style-type: none"> Identify diversity expertise from within the England Netball membership to help to identify potential communication channels to target diverse and appropriately skilled audience for future Board positions Include diversity insight within the Big Netball Conversation to enhance insight into these target audiences and their engagement with the sport Reach out to the England Netball membership to identify individuals with diversity expertise to contribute to the NGBs diversity planning, engagement and delivery Work with other NGBs on shared best practice Develop an Equality and Diversity Working Group to feed into exec/Board level Develop NED recruitment adverts tailored to remove barriers for minority groups President to identify key volunteers from diversity and work with the regions to ensure they are appropriately engaged. 	<p>CEO & Company Secretary</p> <p>Insight Manager</p> <p>CEO, Board Diversity & Compliance Manager</p> <p>Compliance Manager</p> <p>Compliance Manager</p> <p>Nominations Committee</p> <p>CEO & President</p>	<p>September 2019</p> <p>September 2018 - ongoing</p> <p>September 2019</p> <p>Ongoing</p> <p>September 2018 - ongoing</p> <p>July 2019</p> <p>September 2019</p>	<p>Complete</p> <p>Ongoing</p> <p>Complete</p> <p>Complete for Jan & Oct 2018 application processes</p>

<p>Long Term: Ensure the target of 30% gender representation is maintained on the England Netball Board and increase diversity in terms of age (under 35), ethnicity, disability or LGBT</p> <p>Ensure increased diversity in terms of age (under 35), ethnicity, disability or LGBT is also introduced on all Regional Boards.</p>	<ul style="list-style-type: none"> • Undertake recruitment processes identified in the short and medium stages to ensure candidates of both genders are put forward along with at least one candidate from another minority group • Regional Boards to commit to the Diversity agenda and be targeted to increase diversity on the Board • Inclusion of a diversity representative on Regional advisory groups. 	<p>Nominations Committee & Executive Team</p> <p>Governance Manager & President Governance Manager</p>	<p>Ongoing</p> <p>April 2020</p> <p>September 2020</p>	<p>30% gender diversity maintained</p>
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<h2>Engagement</h2> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance						
		<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)</p>	<p>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1</p>	<p>The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)</p>	<p>The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2</p>
<p>Objective: Ensure regular engagement with diverse communities throughout England Netball's communications and activities to increase the size and diversity of the NGBs sphere of Influence</p>			✓			✓	✓	
Priorities	Actions	Person(s) Responsible			Completion Date	Progress		
<p>Short Term: Communicate the Boards commitment to diversity publically</p> <p>Identify communication channels to communicate with a diverse audience</p>	<ul style="list-style-type: none"> Revise the Governance section of the England Netball website to include a diversity statement and revised Diversity Calendar for 2018 Include diversity commitment article in the Netball magazine Train local staff on messaging to be able to communicate to participants in target demographic Work with consultant to identify potential communications channels to target key audiences Identify gaps to target key audiences through our communication channels 	Company Secretary	Company Secretary	Executive Team	CEO & Company Secretary	Compliance Manager	<p>November 2017</p> <p>December 2017</p> <p>January 2018</p> <p>March 2018</p> <p>September 2019</p>	<p>Complete</p> <p>Complete</p> <p>Ongoing</p> <p>Internal resource recruited to offer this expertise</p>

<p>Ensure staff are appropriately trained to engage with diverse audiences</p>	<ul style="list-style-type: none"> • Deliver Equality and Diversity training available to all staff including Exec Team and Board 	<p>Compliance Manager</p>	<p>September 2018 - ongoing</p>	<p>Complete & ongoing</p>
<p>Medium Term: Develop and utilise existing partnerships to increase awareness of England Netball and its support within diverse communities</p> <p>Ensure England Netball communications are designed to reach a diverse audience and engage them with the sport in a range of capacities</p>	<ul style="list-style-type: none"> • Enhance the Women's Institute Partnership ensuring it not only involves netball delivery but also supports the wellbeing of women in a wider remit • Develop strong relationship with Disability partners ensuring regular exposure of these partnerships within EN communications and EN coverage in their publications • Annually engage with at least 1 National Campaign for diversity to include the support of the England Team based on key areas of underrepresentation • Directly target promotion of netball to diverse audience to encourage netball participation and event attendance to grow and diversify England Netball's sphere of influence • Utilise key characters of diversity from the England Netball community to support the communication of the importance of work within diversity e.g. conference speakers, social media content • Advertise opportunities on a wider range of communication channels (e.g. Sporting Equals, Stonewall websites) 	<p>CEO & Development Director</p> <p>Disability Manager & Commercial Director</p> <p>Commercial & Performance Directors</p> <p>Commercial Director</p> <p>Executive Team</p> <p>HR Business Partner</p>	<p>September 2018 - ongoing</p> <p>September 2018 – ongoing</p> <p>September 2018 – ongoing</p> <p>September 2018 – ongoing</p> <p>September 2018 - ongoing</p> <p>September 2018 - ongoing</p>	<p>Strong partnership in place.</p> <p>Engaging with ActionAid</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete & ongoing</p>
<p>Long Term: Develop Partnerships with key areas of diversity e.g. age, gender, ethnicity, disability, LGBT to ensure England Netball is a key and</p>	<ul style="list-style-type: none"> • Have a formal partnership with at least one key diversity charity or action group based on areas of under representation in Netball 	<p>CEO</p>	<p>September 2019</p>	

<p>influential organisation within these communities</p> <p>Utilise the Netball World Cup 2019 to identify communities of diversity and tailor future engagement to ensure they remain engaged with the sport</p>	<ul style="list-style-type: none"> • Annually deliver an event in partnership with a diversity organisation to raise awareness and demonstrate England Netball's commitment • Ensure appropriate data analytics are in place to identify diverse groups • Conduct research with the target audience to help inform future engagement 	<p>Commercial Director & Events Manager</p> <p>CEO & NWC2019 Operations Manager</p> <p>Insight Manager</p>	<p>September 2019</p> <p>January 2019</p> <p>July 2019</p>	
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<h2>Progressing talent from Within</h2> <p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>		Code for Sports Governance						
<p>Objective: Embed effective succession planning for both staff, Board and Committees with emphasis on ensuring diversity of contribution.</p>		✓			✓			
Priorities	Actions	Person(s) Responsible			Completion Date	Progress		
<p>Short Term: Identify key personnel with the potential to progress within the organisation.</p>	<ul style="list-style-type: none"> • Introduction of a staff mentoring scheme to ensure development opportunities and progression • Work with the Regional Chairs to identify potential personnel within regions • Identify key staff members for development for succession planning and put development plans in place • Develop a succession plan for Board members and Executive Team 	Executive Team	January 2018	Complete & ongoing	Development Director	May 2018	Ongoing	
<p>Medium Term: Ensure decision making and strategy development in relation to diversity is influenced by individuals within the target audience</p>	<ul style="list-style-type: none"> • Re-engage the Youth Advisory Group to support the development of youth engagement and provide a pipeline of talent for the future 	Development Director, Compliance Manager & President	April 2019	Ongoing				

<p>Identify skills gaps in succession planning and determine approach to obtaining a diverse pool to fill these gaps</p>	<ul style="list-style-type: none"> • Introduce a Diversity Advisory Group with representation of all key minority groups England Netball look to engage with • Identify skills gaps for succession planning and identify organisations to engage with to develop transition pipelines with diverse staffing pools. 	<p>Compliance Manager</p> <p>Executive Team</p>	<p>September 2019</p> <p>September 2019</p>	
<p>Long Term:</p> <p>Provision of development opportunities throughout the governance structure to increase experience and ensure succession planning</p> <p>Increase diversity of individuals represented on the England Netball Board and Staff, Regional Boards, County Boards and Club Management</p>	<ul style="list-style-type: none"> • Introduction of a governance mentoring scheme between the tiers of the governance structure • Ensure recruitment processes target a diverse pool of potential candidates 	<p>CEO & Governance Manager</p> <p>Executive Team, Regional Chairs & Governance Manager</p>	<p>September 2020</p> <p>September 2020</p>	

Key Questions

How does this feed into our broader governance plan?

The Diversity Action Plan feeds into wider areas of the Governance Action plan as it contributes to the effective succession planning and improved communication and transparency with the membership.

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

The Board are ultimately accountable for the delivery of this plan with delegated authority being passed to the CEO and Executive Team.

Key members of staff and volunteers identified to support the delivery of the plan include:

- President
- Regional Chairs
- Head of Business Operations (Company Secretary)
- Governance & Volunteering Manager
- Disability Manager
- Insight Managers
- Communications Manager
- Competition & Events Manager
- NWC2019 Operations Manager

How will we measure overall success?

Overall success will be measured by the following:

- Diversity on the England Netball Board
- Diversity on the Regional Management Boards
- Existence of Partnerships with organisations targeting diverse audiences
- Member awareness of England Netball's commitment to diversity – measured through the Big Netball Conversation

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

This Diversity Action Plan contributes to the Governance Action Plan outcomes (other than 2.1, 2.2, 2.3) in the following ways:

- 1.8b, 1.10 – Enhancing the diversity on the Board will contribute to the range of experiences represented
- 2.7 – A number of the actions will contribute to the wider succession planning for the organisation
- 3.4 – This plan will be part of the ongoing engagement strategy to ensure England Netball are listening to all its stakeholders

By completing this plan not only will the diversity of representation within the governance of netball be increased it is also anticipated that the diversity of participation and engagement in other aspects of the sport will increase. The deliverables will increase the exposure of netball to a more diverse audience and position the sport as an appealing and welcoming proposition to these audiences.