

# **DIVERSITY ACTION PLAN 2017 – 2021**

[UPDATED v3]

## **ABOUT US**

The Sport and Recreation Alliance believes that the power of sport and recreation can change lives and bring communities together. Together with our members and in partnership with the wider sector, we make the most of opportunities and tackle the areas that provide a challenge. We do this by providing advice, support and guidance and by being the voice of the sector. Working with Government, policy makers and the media, we help grassroots sport and recreation grow and thrive. Having an active nation is important as it delivers huge benefits to society and the millions of participants, volunteers, staff and spectators. The Alliance is based in central London and has members across England and the UK. Founded in 1935, the Alliance represents over 320 organisations working in sport and recreation. In 2017 the Alliance published its new strategy The Heart of An Active Nation. More information about our strategy, the Alliance and our work can be found at [www.sportandrecreation.org.uk](http://www.sportandrecreation.org.uk)

## **OUR MISSION**

To create a vibrant sport and recreation sector which is fit for the future

## **OUR VISION**

An active nation through sport and recreation

## **OUR ACTIVE VALUES**

**Accountability** – We are accountable to our members, our stakeholders, our colleagues and the wider sector

**Collaboration** – We actively look for opportunities to collaborate with a wide range of organisations so we can deepen the impact of what we can achieve

**Teamwork** – We work as a team to support and help each other achieve more

**Innovation** – We innovate so that we can continually develop and improve

**Value** – We value the work and contribution of others.

**Excellence** – We strive for excellence in all that we do

## MESSAGE FROM OUR CHAIRMAN

Throughout my career I have seen the value of diversity; how it can help organisations develop and grow, how it can challenge perceived wisdom and how it can enable people, irrespective of background, to contribute.

At the Sport and Recreation Alliance we have worked hard over the last year to improve the diversity of our Board and I am pleased with the progress we have made – but I am not complacent and I know we will have to keep working hard to keep attracting and retaining a diverse board with the rich spread of skills and experience we need to be an effective organisation.

More broadly through the governance support we provide to our members and the sector we will continue to help them understand why this remains an important issue, which they need to dedicate time to and more importantly help them put in place practical steps to develop. Having a balanced and skilled board has been part of our **Principles of Good Governance** from when they were created in 2011 and is as relevant now as it was then.

The Board of the Alliance will keep this plan under review and ensure that we bring to life the actions included here as we continue to build a board which best serves the interests of the organisation and draws on the rich variety of skills and experience that exists.

Andrew Moss

Chairman, Sport and Recreation Alliance

October 2017

<b>Recruitment</b> How the organisation will attract an increasingly diverse range of candidates	<b>Code for Sports Governance</b>					
<b>Objective:</b> Embed good diversity and inclusion practice into our recruitment activities and decision making processes in order to maintain gender parity on our Board and broaden the diversity of the Board across the protected characteristics and beyond.	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
<b>Priorities</b>	<b>Actions</b>			<b>Person(s) Responsible</b>	<b>Completion Date</b>	
<b>Short Term:</b> Maintain gender balance on Board	<ul style="list-style-type: none"> <li>Continue to reflect need to maintain gender balance in role descriptions for new Directors in 2018;</li> <li>Continue to actively promote opportunity to join the Board to a diverse range of audiences outside of usual sport circles;</li> <li>Continue to ensure membership are aware of gender balance of Board when making their election for elected Director;</li> <li>Continue to task the Nominations Committee with considering gender balance in making recommendations to the Board for Appointed Directors.</li> <li>Continue to use current Board member personal networks to reach out to potential candidates</li> </ul>			Chair/Company Secretary/CEO  Chair/Company Secretary/CEO  Chair/Company Secretary/CEO  Chair   All Directors  CEO working with equality working group and Board	July 2018	

<p>Use the Equality in Sport Standard to ensure that equality and diversity is fully embedded in the work of the organisation</p>	<ul style="list-style-type: none"> <li>• Achieve Foundation level by April 2018</li> </ul>	<p>Director with responsibility for equality</p>	<p>April 2018</p>
<p><b>Medium Term:</b></p> <p>Broaden representation of other protected characteristics on the Board.</p> <p>Broaden representation of Board in other ways including education background and socio – economic background.</p> <p>Develop the understanding of the membership to consider issues of diversity when electing Board members</p>	<ul style="list-style-type: none"> <li>• Ensure reference to diversity of Board is included in role descriptions for new Directors in 2018 and beyond;</li> <li>• Actively promote opportunity to join the Board to a diverse range of audiences outside of usual sport circles;</li> <li>• Work with Sporting Equals to reach their Leaderboard cohort of BAME candidates and other BAME networks;</li> <li>• Task the Nominations Committee with considering diversity in making recommendations to the Board for Appointed Directors.</li> <li>• Use personal networks to reach out to potential candidates.</li> <li>• Ensure membership are encouraged to consider diversity of Board when making their election for elected Director by promoting examples of where diversity has contributed to the development of the organisation.</li> </ul>	<p>Chair/Company Secretary/CEO</p> <p>Chair/Company Secretary/CEO</p> <p>Chair/Company Secretary/CEO</p> <p>Chair</p> <p>All Board</p> <p>Chair/Company Secretary/CEO</p>	<p>July 2020</p>
<p><b>Long Term:</b> Use the Equality in Sport Standard to ensure that equality and diversity is fully embedded in the work of the organisation</p>	<ul style="list-style-type: none"> <li>• Achieve Intermediate level by April 2021.</li> </ul>	<p>CEO working with equality working group and Board Director with responsibility for equality</p>	<p>April 2021.</p>

<b>Engagement</b> Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	<b>Code for Sports Governance</b>					
<b>Objective:</b> Ensure that the Alliance staff, members, stakeholders and the wider sector understand our commitment to diversity.		X	X		X	X
<b>Priorities</b>	<b>Actions</b>			<b>Person(s) Responsible</b>	<b>Completion Date</b>	
<b>Short Term:</b> Make publicly available information about the diversity of the Board  Continue to advocate for diversity in leadership in Sport	<ul style="list-style-type: none"> <li>• Include information on the website and in Annual report and accounts about the diversity of the Board.</li> <li>• Include pictures of Board members and senior management team on the Alliance website to demonstrate diversity.</li> <li>• Keep the Board Recruitment Policy on Website under review and current</li> <li>• Contribute to the Women in Sport Leadership Diversity Work.</li> </ul>			Company Secretary  Company Secretary  Company Secretary  CEO	Dec 17 for information; Summer 18 for next set Annual Report.  By Dec 17  Ongoing  Winter 2017	

	<ul style="list-style-type: none"> <li>• Ensure diversity of panels/speakers at events we organise and contribute to.</li> <li>• Showcase best practice in the sector through our work on governance including by using case studies on our website and in publications/training</li> <li>• Use public platforms to promote the importance of diversity in sport</li> </ul>	<p>CEO/Director of Marketing, Communications and Member Engagement /Director of Policy, Governance and External Affairs</p> <p>CEO/Chair</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p><b>Medium Term:</b> Achieve the Foundation Equality in Sport Standard</p> <p>Provide practical tools to support members improve the diversity of their Boards.</p>	<ul style="list-style-type: none"> <li>• Use the internal staff working group to develop and implement the action plan needed to achieve Foundation stage level</li> <li>• Promote the achievement of the Equality in Sport Standard once achieved</li> <li>• Develop and then pilot a Board Skills Audit Service and a Board evaluation service for members as part of Governance support.</li> <li>• Include diversity as a theme in Governance training programme for 2018-2019</li> </ul>	<p>CEO</p> <p>CEO</p> <p>Director of Policy, Governance and External Affairs</p> <p>Director of Policy, Governance and External Affairs</p>	<p>April 2018</p> <p>April 2018</p> <p>From April 2018</p>
<p><b>Long Term:</b> Achieve the Intermediate Equality in Sport Standard</p>	<ul style="list-style-type: none"> <li>• Use the internal staff working group to develop and implement the action plan needed to achieve intermediate stage level</li> </ul>	<p>CEO</p>	<p>April 2021</p>

	<ul style="list-style-type: none"><li>• Promote the achievement of the Equality in Sport Standard once achieved</li></ul>		
--	---	--	--



<b>Progressing talent from Within</b> A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.	<b>Code for Sports Governance</b>				
	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 Req. 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)
<b>Objective:</b> Develop knowledge and experience within the organisation and the membership of the Alliance.		<b>X</b>	<b>X</b>		
<b>Priorities</b>	<b>Actions</b>		<b>Person(s) Responsible</b>		<b>Completion Date</b>
<b>Short Term:</b> Consider succession planning of key positions within the organisation	<ul style="list-style-type: none"> <li>Develop and implement a succession plan for the Chair, CEO, SMT and Company Secretary positions</li> <li>Continue to support the newly created (2017) Managers Group, setting clear roles and responsibilities and identifying opportunities for them to lead specific pieces of work in order to develop their management and leadership skills.</li> </ul>		CEO  CEO/SMT		31 October 2017 and then reviewed every 6 months.  Ongoing
<b>Medium Term:</b> Use our Governance work to continue to promote benefits of diversity  Continue to identify opportunities to develop Board level talent through Board sub committees or working groups.	<ul style="list-style-type: none"> <li>Continue to build the newly created (2017) NED database from candidates for our own appointments and those of our members.</li> <li>Ensure our NED database is broadly reflective of society by engaging specifically with Women in Sport/Women on Board/Sporting Equals/EFDS to promote to their networks;</li> </ul>		CEO/Director of Marketing, Communications and member engagement.  CEO/Director of Marketing, Communications and member engagement.		Ongoing  Ongoing

	<ul style="list-style-type: none"> <li>Review Board member applications to identify candidates who may be able to add value to Board sub committees with a view to succession planning on to the Board.</li> </ul>	Chair/CEO	Ongoing
<p><b>Long Term:</b> Build further capacity within the organisation</p>	<ul style="list-style-type: none"> <li>Launch a mentoring scheme for staff</li> </ul>	CEO/Director of Business Development and Corporate Services	Summer 2018

## Key Questions

### **How does this feed into our broader governance plan?**

The Sport and Recreation Alliance is committed to demonstrating the requirements at Tier 3 of A Code for Sports Governance. The Diversity Action Plan is one a number of documents produced to help deliver this commitment.

Maintaining gender balance on the Board and continuing to develop the diversity of the Board more broadly is an important part of our Governance, irrespective of the requirements of *A Code for Sports Governance*.

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

The CEO is responsible for ensuring the delivery of the plan working with the Company Secretary, who manages the Board recruitment process, the Board member with responsibility for equality and the Chairman of the Alliance who chairs the Nominations Committee.

### **How will we measure overall success?**

Success will be measured in the number and diversity of applications for all Board appointments and the makeup of the Board once annual appointments have been made.

Maintaining the gender balance in applications and then appointment to the Board will be a success. An upward trend in applications from BAME candidates and candidates with a disability will be a success.

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

The DAP forms part of our wider approach to equality and diversity which is set out in the Alliance's equality policy. This has been developed and is overseen by a staff working group and supported by the Board member for equality.

Board Approval (date)	17 October 2017
Last Review (date)	17 October 2017
Next review and approval (date)	March 2018