



England Netball

DIVERSITY ACTION PLAN 2017 – 2022



Updated January 2021

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

We have three core cultural behaviours that are critical to how we deliver our strategic goals;

WE ARE PIONEERS: Never settling, continuously learning and innovating... to be the best that we can be.

WE EMPOWER: Through collaboration and trust we have confidence in ourselves and others; to make the right decisions and get things done.

WE ARE PASSIONATE: Driven to succeed without ego, inspiring others along the way.

Message from Our Chair

England Netball has had an amazing few years and through the Your Game Your Way strategy has transformed itself from a traditional national governing body to a thriving sports business. We have done this by being insight led and putting our members at the heart of everything we do and trying to widen our appeal to those who have not previously been part of the netball family. The aim has always been to offer a format of the game that suits all ages and backgrounds from Bee Netball to Walking Netball to the Vitality Roses. We want to make Netball open to anyone with a love for our sport. With circa 1.6 million people regularly playing netball across the country we have not lost our appreciation of our responsibility to regulate the sport.

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 participation and ensuring that the elite squad continues to be an inspiration to the nation.

England Netball has adopted a 30% gender representation target for the board and is (note I have deleted strongly) committed to adherence to this target and working towards improved general diversity in all aspects of our operation. We continue to work hard to attract exceptional candidates from all areas of the community and over recent recruitment campaigns have exceeded our aim of attracting at least one candidate from a diverse background for vacant Board positions.

In order to achieve these objectives England Netball 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 has been working closely 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 improved 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.

We are now entering into an exciting new period and developing a new 10-year strategy for the sport. This will look to build on the progress made as a result of this plan and place equality, diversity and inclusion as a integral pillar of the new strategy.

Colin Povey

England Netball Chair

Recruitment How the organisation will attract an increasingly diverse range of candidates		Code for Sports Governance								
		Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally(including but not limited to BAME,	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally(including but not limited to BAME,	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity	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	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual		
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes		✓		✓	✓					
Priorities		Actions			Person(s) Responsible		2017-2021 Completion Date		2021 Progress	2021-22 Completion Date
Short Term: Ensure required 30% gender diversity on the board is achieved by October 2017 Work with the Regions and Counties to work towards increased Diversity on the Regional and County Boards		<ul style="list-style-type: none">Appoint an additional male Board memberPresentation to the Regional ChairsWork with the Regions to identify key clubs in diverse areas and communicate directly to themSet target for number of candidates from diverse backgrounds for future vacancies			Board		September 2017		Complete until Jan 2021	Sept 2021
					CEO		June 2017		Complete	N/A
					Development Director		March 2017-ongoing		Ongoing	Ongoing
					Board		December 2017		Complete	N/A

Ensure the Board are appropriately informed and aware of diversity within Board applicants	<ul style="list-style-type: none"> Update the Equality and Diversity monitoring form 	Company Secretary	December 2018	Complete	N/A
	<ul style="list-style-type: none"> Recruitment training and unconscious bias training for all Exec/Board Members/HR involved in recruitment 	Company Secretary	September 2018 - ongoing	Complete	Ongoing
	<ul style="list-style-type: none"> Appoint a member of the Board to act as the diversity champion 	Board	May 2018	Complete – Debbie Ryan & Jennifer Thomas	
	<ul style="list-style-type: none"> Diversity of applicants reported to the Board following each recruitment 	CEO & Company Secretary	October 2018	Complete for Jan 18, Nov 19 and Mar 20, Dec 20 recruitment	Ongoing
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.	<ul style="list-style-type: none"> Identify diversity expertise to help to identify potential communication channels to target diverse and appropriately skilled audience for future Board positions 	CEO & Company Secretary	September 2019	Complete	Ongoing
	<ul style="list-style-type: none"> Include diversity insight within the Big Netball Conversation to enhance insight into these target audiences and their engagement with the sport 	Insight Manager	September 2018 - ongoing	Complete	Ongoing
	<ul style="list-style-type: none"> Reach out to the England Netball membership to identify individuals with diversity expertise to contribute to the NGBs 	CEO, Board Diversity Champion & Company Secretary	September 2020	Complete – EDI Network	Ongoing

	<div>diversity planning, engagement and delivery</div> <ul style="list-style-type: none"> • Work with other NGBs on shared best practice • Develop NED recruitment adverts tailored to remove barriers for minority groups 	<div>Company Secretary</div> <div>Nominations Committee</div>	<div>Ongoing</div> <div>July 2019</div>	<div>Ongoing</div> <div>Complete for Jan, Oct 18 & Jan, Oct 2020 applications</div>	<div>Ongoing</div> <div>Ongoing</div>
<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> <p>Develop an understanding of Diversity within the England Netball staffing structure and look to enhance diversity at all levels</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 diverse 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 or establish regional EDI TSGs. • Conduct staff diversity insight • Adopt a target of securing a minimum of one diverse candidate for all staff recruitment 	<div>Nominations Committee & Executive Team</div> <div>Company Secretary</div> <div>Company Secretary & Head of Volunteering</div> <div>HR Business Partner</div> <div>HR Business Partner</div>	<div>Ongoing</div> <div>April 2020</div> <div>January 2021</div>	<div>Complete</div> <div>Ongoing</div> <div>In place for some</div> <div>Complete</div>	<div>Ongoing</div> <div>Ongoing</div> <div>Sept 2022</div> <div>June 2021</div>

	<ul style="list-style-type: none"> Identify independent expertise to help develop a strategy to support increased diversity within the England Netball staff structure 	CEO, Company Secretary & HR Business Partner		Co-opted NED recruited in Jan 2021	June 2021
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Engagement	Code for Sports Governance							
	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender parity and greater diversity	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, appropriate the diversity)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity	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	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress		
Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally								
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		✓			✓	✓		
Priorities	Actions			Person(s) Responsible		2017-2021 Completion Date	Progress	2021-2022 Completion Date
Short Term: Communicate the Boards commitment to diversity publically	<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 			Company Secretary		November 2017	Complete	Review December 2021

<p>Identify communication channels to communicate with a diverse audience</p> <p>Ensure staff are appropriately trained to engage with diverse audiences</p>	<ul style="list-style-type: none"> • Include diversity commitment article in the Netball magazine 	Company Secretary	December 2017	Complete	
	<ul style="list-style-type: none"> • Regular Diversity articles in the Netball magazine 	Company Secretary	N/A	N/A	Ongoing
	<ul style="list-style-type: none"> • Train local staff on messaging to be able to communicate to participants in target demographic 	Executive Team	January 2018	Ongoing	
	<ul style="list-style-type: none"> • Bi-annual staff EDI days 	Company Secretary & HR Business Partner	N/A	N/A	Ongoing
	<ul style="list-style-type: none"> • Work with consultant to identify potential communications channels to target key audiences 	CEO & Company Secretary	March 2018	Complete – Perret Laver	
	<ul style="list-style-type: none"> • Identify gaps to target key audiences through our communication channels 	Head of Communications	September 2019	Ongoing	Ongoing
	<ul style="list-style-type: none"> • Deliver Equality and Diversity training available to all staff including Exec Team and Board. Maintain a training record to monitor training status and updates 	Company Secretary & HR Business Partner	September 2018 - ongoing	Complete	Ongoing
<p>Medium Term:</p> <p>Develop and utilise existing partnerships to increase awareness of England Netball and its support within diverse communities</p>	<ul style="list-style-type: none"> • Enhance the Women's Institute Partnership ensuring it not only involves netball delivery but also supports the 	CEO & Development Director	September 2018 - ongoing	Strong partnership in place.	Ongoing

Ensure England Netball communications are designed to reach a diverse audience and engage them with the sport in a range of capacities	wellbeing of women in a wider remit				
	<ul style="list-style-type: none"> Develop strong relationship with Disability partners ensuring regular exposure of these partnerships within EN communications and EN coverage in their publications 	Disability Lead & Head of Communications	September 2018 – ongoing	Ongoing	Ongoing
	<ul style="list-style-type: none"> Annually engage with at least 1 National Campaign for diversity to include the support of the England Team based on key areas of underrepresentation 	Commercial & Performance Directors	September 2018 – ongoing	ActionAid Rainbow Laces Black History Month	Ongoing
	<ul style="list-style-type: none"> 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 	Commercial Development Directors	September 2018 – ongoing	Ongoing	Ongoing
	<ul style="list-style-type: none"> 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 	Head of Communications	September 2018 – ongoing	Ongoing	Ongoing
	<ul style="list-style-type: none"> Advertise opportunities on a wider range of 	HR Business Partner	September 2018 – ongoing	Complete & ongoing	Ongoing

	communication channels (e.g. Sporting Equals, Stonewall websites)				
<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 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> <p>Enhanced engagement with the netball family to understand the experiences of all groups</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 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 Conduct member forums to discuss experiences of specific audiences within netball 	CEO & Commercial Director	September 2019	Stonewall	Ongoing
		Commercial Director & Events Manager	September 2020	Delayed due to Covid-19. Black History month campaign	Ongoing
		CEO & NWC2019 Operations Manager	January 2019	Complete	
		Insight Manager	July 2019	Complete	
		Company Secretary, Director of Development, Board Diversity & Inclusion Lead		Here to Listen forums conducted for race and LGBT+ in 2020	Ongoing

Progressing talent from Within A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.		Code for Sports Governance							
		Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each	Demonstrate a strong and public commitment to progressing towards gender parity and	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally(including but not limited to BAME.	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as	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	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 effective succession planning for both staff, Board and Committees with emphasis on ensuring diversity of contribution.		✓			✓				
Priorities	Actions	Person(s) Responsible			2017-2021 Completion Date	Progress	2021-2022 Completion Date		
Short Term: Identify key personnel with the potential to progress within the organisation.	<ul style="list-style-type: none">Introduction of a staff mentoring scheme to ensure development opportunities and progressionWork with the Regional Chairs to identify potential personnel within regionsIdentify key staff members for development for succession planning and put development plans in place	Executive Team			January 2018	Complete & pause	Sept 2021		
		Development Director & Company Secretary			May 2018	Ongoing	Ongoing		
		Executive Team			September 2018	Complete & ongoing	Ongoing		

	<ul style="list-style-type: none"> Develop a succession plan for Board members and Executive Team 	Board, Nominations Committee & CEO	May 2018	Complete & Ongoing	Ongoing
<p>Medium Term:</p> <p>Ensure decision making and strategy development in relation to diversity is influenced by individuals within the target audience</p> <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"> Re-engage the Youth Advisory Group to support the development of youth engagement and provide a pipeline of talent for the future Identify skills gaps for succession planning and identify organisations to engage with to develop transition pipelines with diverse staffing pools. 	<p>Development Director, Head of Volunteering & President</p> <p>Executive Team</p>	<p>September 2020</p> <p>September 2019</p>	<p>Ongoing Delayed</p> <p>Ongoing</p>	<p>September 2021</p> <p>Ongoing</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 & Company Secretary</p> <p>Executive Team, Regional Chairs & Company Secretary</p>	<p>September 2020</p> <p>September 2020</p>	<p>Delayed</p> <p>Ongoing</p>	<p>September 2022</p> <p>Ongoing</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:

- Board
- President
- CEO
- Company Secretary
- Executive Team
- Head of Volunteering
- Disability Lead
- Insight Manager
- Head of Communications
- HR Business Partner
- Events Manager
- NWC2019 Operations Manager
- Regional Chairs

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 or 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.