



# DIVERSITY AND INCLUSION

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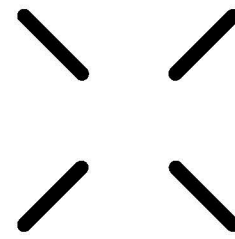


## ACTION PLAN

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— 2024-2030 —



# Foreword

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As an integrated and integral part of our People Plan, our Diversity and Inclusion Action Plan (DIAP) builds on 12 months of gathering data and insight and consultation both within and outside of the sport.

Within this document, you will clearly see where Volleyball shines from a diversity and inclusion perspective, but also where we could and should be doing better. We have a sport that is incredibly diverse at the playing level, but that representation doesn't then transition into other roles. We need to understand why, and appreciate that a different way of operating may be needed to provide equal opportunities moving forward.

As a word of caution, and to alleviate any concerns, our DIAP is not about devaluing hard-working people in the sport who give up a considerable amount of time and who without, the sport wouldn't thrive. It is, though, a moment in time where we can review and consider what we can do differently moving forward. We want to ensure that the sport is stronger, continues to grow and that we achieve our strategic vision 'Through connecting the sport at all levels and leveraging its strengths, our vision is to ensure that everyone in the sport feels a sense of belonging'. The key words here are 'everyone' and 'belonging'.

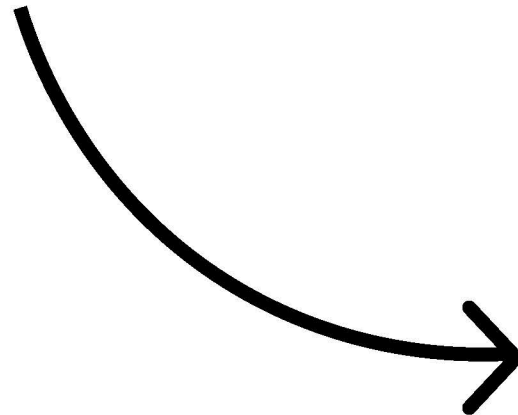






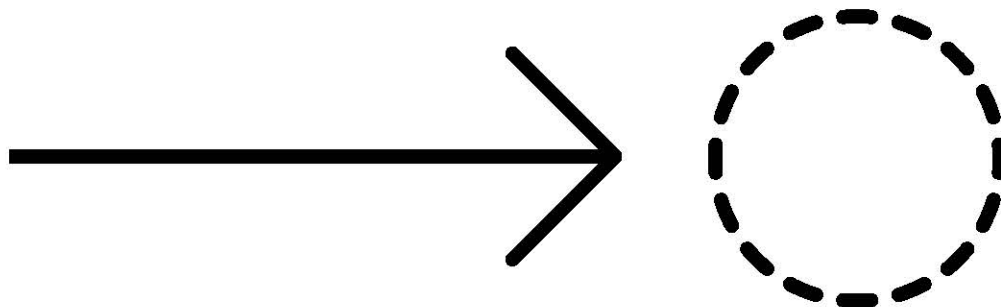
Fundamentally, having a diverse group of people come together from different backgrounds and with a wide range of lived experiences is hugely beneficial for any organisation. There are multiple studies/research projects that have been conducted over the years that clearly illustrate this. A summary of the benefits include:

- Deeper levels of debate, conversation and thought generation.
- More effective decision making.
- Fostering a larger network of support from members from all communities.
- Improved member experience insight.



From an inclusion perspective, we believe that it is quite simply about having processes and procedures that include, rather than exclude, people. As an example, when you recruit new people, you want as big a talent pool to pick from as possible. However, you could innocently use language or terms in your job advert that biases or favours people from certain backgrounds or communities.

Ultimately, the most skilled and experienced person should get a role but let's dig a little deeper here and challenge our thinking. Why are certain demographics more skilled? Has there been a conscious or unconscious bias that, as a result, has led to certain positions being dominated by one particular section of our society? We must invest time into understanding why and how we have arrived at the present, and be open-minded and be ready to challenge what are organically seen as 'norms'.



Our DIAP therefore focuses on three overarching goals:

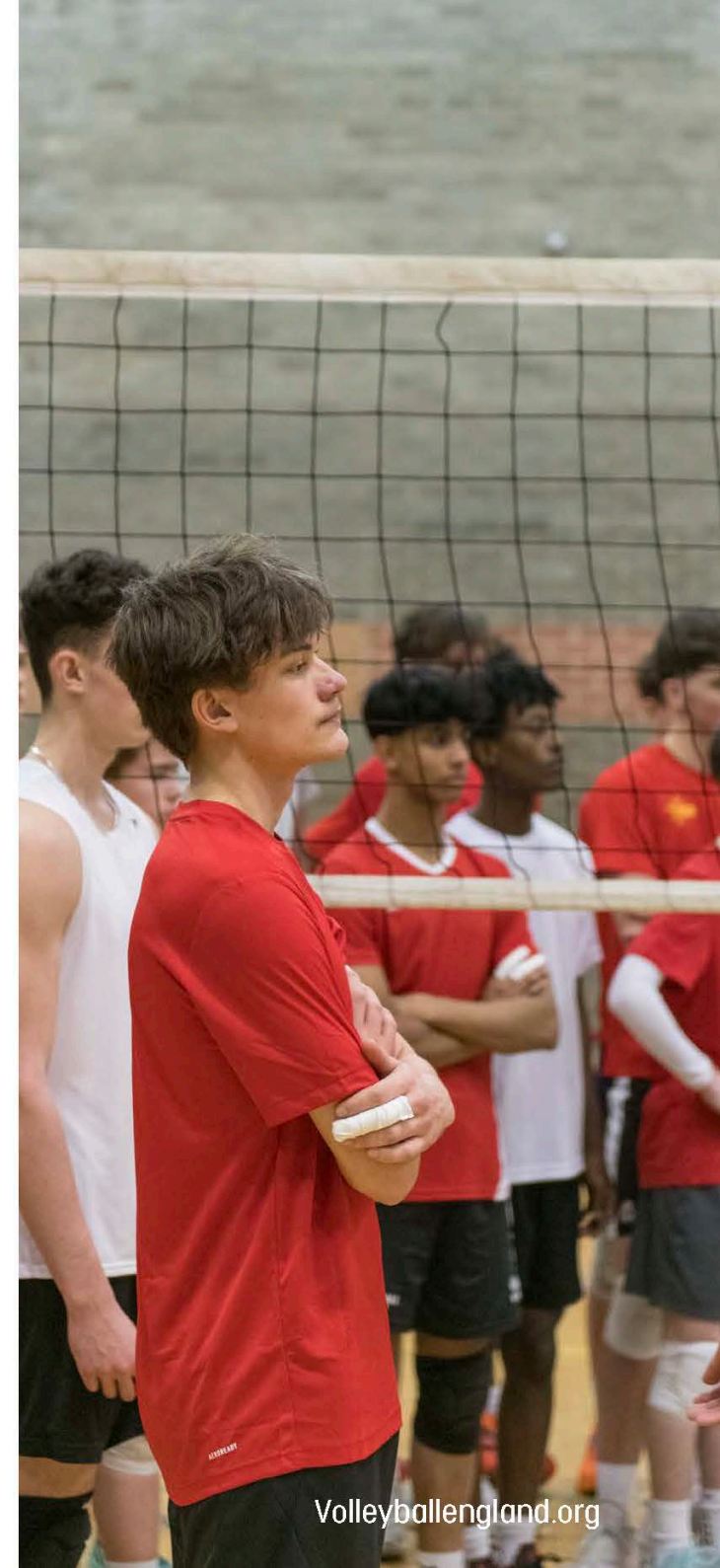
- Volleyball England workforce to reflect the diversity across England.
- Supporting all levels of our sport to foster a culture that encourages inclusive behaviours, collaboration and fairness.
- Embed diversity and inclusion into our systems and processes through accepted responsibility and accountability.

Under each of these goals, the DIAP depicts clearly the actions that we intend to take throughout the life span of The Game Plan strategy and importantly how we will monitor and report progress. To ensure our DIAP is focused, the actions we have depicted initially are all short term (18 months to two years), will be reviewed periodically and will evolve over time.

We understand that publishing the DIAP is only the beginning, and it is vitally important that Volleyball England Hub Staff, the Board and delegated authority groups convey and champion the ambitions we are trying to achieve.

Finally, we would like to give personal thanks to Cashain David from AKD Solutions for the support, guidance and counsel that he has provided Volleyball England during the process of the DIAP's creation.

Charlie Ford  
Volleyball England Chief Executive Officer





# Benchmarking

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## Understanding England's Demographics

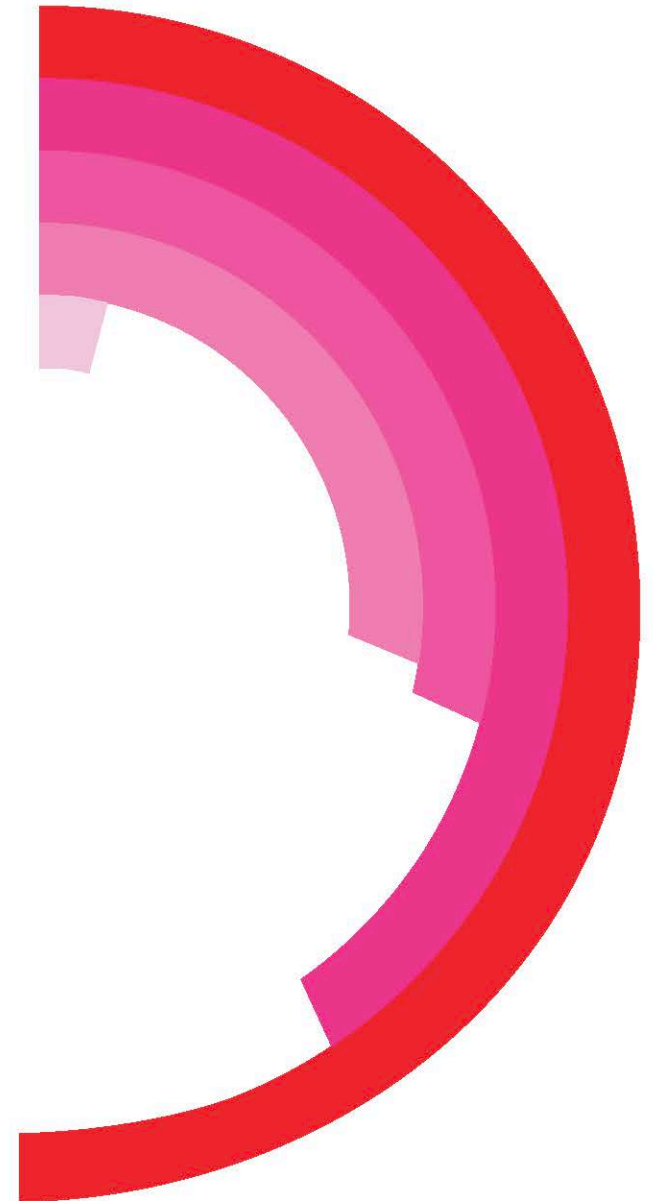
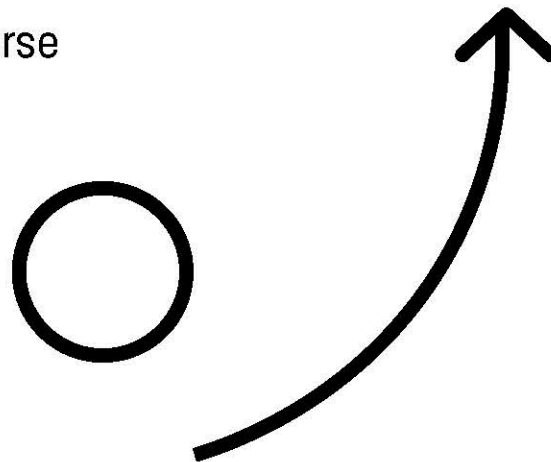
■ 51% Women

■ 17.8% People with disabilities

■ 29.1% Young people

■ 3.2% LGBTQIA+ people

■ 18.3% Ethnically diverse communities



# Volleyball England diversity statistics

## Strengths to build on

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**40%**

of our HUB staff is female.\*

**47%**

of our junior players are girls.\*

**43%**

of our adult players are women.\*

**26%**

of our referees are from ethnically diverse communities.\*

**30%**

of our players are from ethnically diverse communities.\*

**19%**

of our Hub staff is from ethnically diverse communities.\*

**60%**

of our membership are young people.\*

\*2023-24 staff and membership data



# Could do better

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**27%**

of our Senior Leadership Team (SLT) is female.\*

**28%**

of our coaches are female.\*

**31%**

of our referees are female.\*

**10%**

representation of people from ethnically diverse communities at the senior leadership level.\*

**13%**

of our coaches are from ethnically diverse communities.\*





# Work needed

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**0%**

representation of young people at the board/decision-making level.\*

**0%**

representation of people from ethnically diverse communities at the board level.\*

**0%**

representation of LGBTQIA+ communities across our Board, Hub and Team England support staff.\*

**10%**

of our coaches are under the age of 25.\*

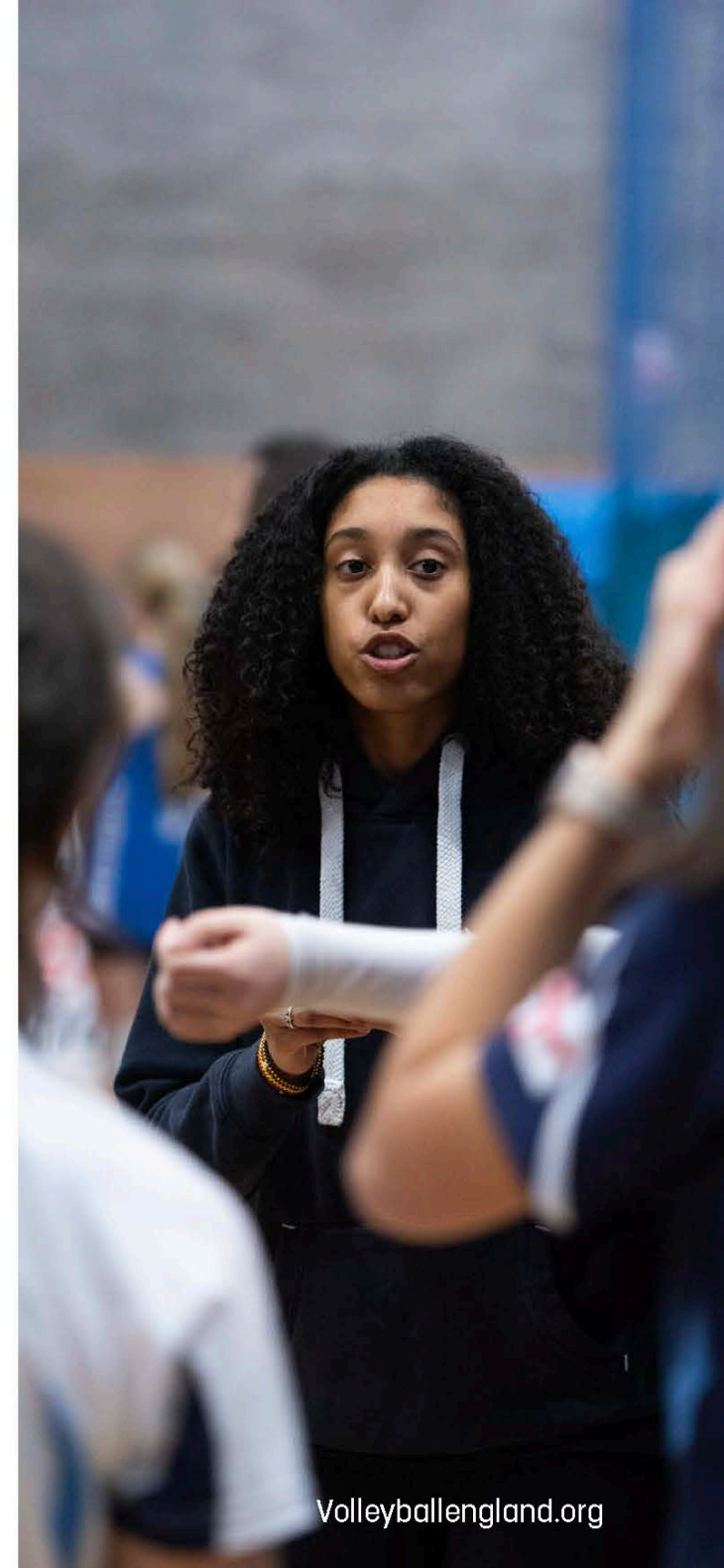
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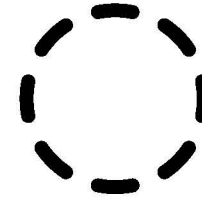
capturing membership diversity across disability.\*

**No data**

capturing membership diversity across LGBTQIA+.\*

\*2023-24 staff and membership data





# Areas of improvement

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To effectively prioritise and focus our efforts, we have used the RAG (Red, Amber, Green) indicators to categorise areas based on their current state of representation and the amount of work needed.

## BOARD

- People from ethnically diverse communities
- Young people
- LGBTQIA+ people

## SLT

- Female staff
- People from ethnically diverse communities

## HUB STAFF

- Female staff
- People from ethnically diverse communities

## MEMBERSHIP

- Young coaches
- People with disabilities
- LGBTQIA+ people

## BOARD

- Female Board members

## MEMBERSHIP

- Female coaches
- Female referees
- People from index of multiple deprivation 1-4

## MEMBERSHIP

- Female players
- Players and referees from ethnically diverse communities
- Young people



Significant work required to increase representation



Continue the ongoing improvement efforts in increasing representation



Strengths to build on



# DIAP goals

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## An inclusive and diverse community of people

- 1** | Volleyball England workforce to reflect diversity across England.
- 2** | Supporting all levels of our sport to foster a culture that encourages inclusive behaviours, collaboration and fairness.
- 3** | Embed diversity and inclusion into our system and processes through accepted responsibility and accountability.



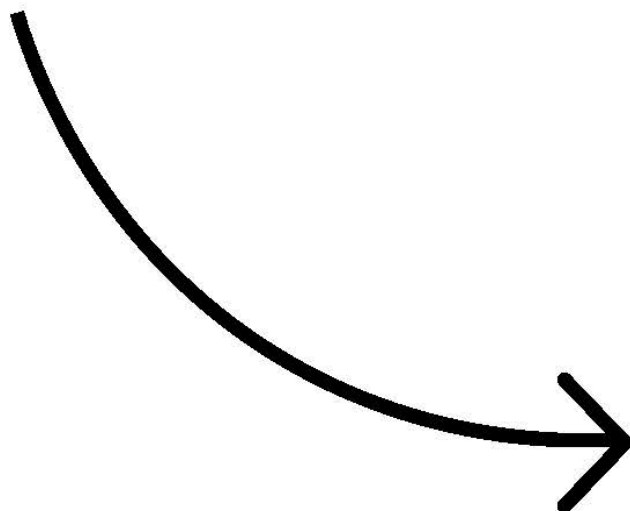
# Diversity

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**Goal: Volleyball  
England workforce  
to reflect **diversity**  
across England.**

## Objectives

- 1.** Recruit from a diverse, qualified group of candidates to increase diversity of thinking and perspective at board and staff levels.
- 2.** Increased diversity at the coaching and refereeing level to ensure it represents the diversity of our players.

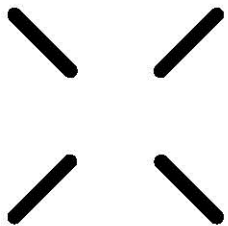




# Inclusivity

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**Goal: Supporting all levels of our sport to foster a culture that encourages inclusive behaviours, collaboration and fairness.**



## Objectives

- 3.** Continually educating the leaders, workforce and the wider communities and creating non-judgemental spaces for constructive discussions around diversity and inclusion to raise awareness.
- 4.** Continue to make Volleyball England an inclusive place to work.
- 5.** Celebrate our diverse volleyball community through our marketing and communications and speak to 'everyone' involved in the sport.
- 6.** Foster an inclusive volleyball culture through better supporting a diverse player base.
- 7.** Understand the barriers to inclusion for under-represented coaches and referees to enable participation and progression.
- 8.** Supporting the sitting volleyball community to ensure they continue to grow.

# Sustainability and accountability

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**Goal: Embed D&I into our **systems** and processes through accepted **responsibility** and **accountability**.**

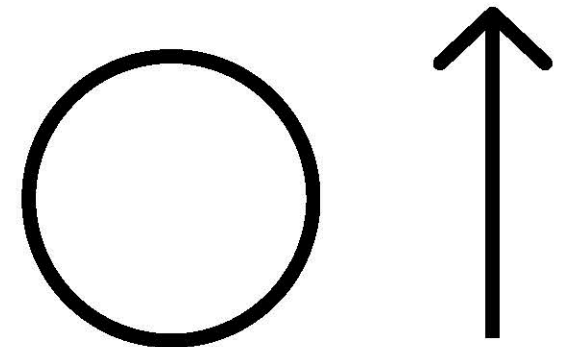
## Objectives

**9.** A visible responsibility, commitment and accountability for DIAP from the Board, SLT and the Hub.

**10.** Diversity data/insight tracking across all levels of the sport, identifying clearly what we know and, importantly, what we don't but should know.

**11.** Developing structures to facilitate regular monitoring, consultation and delivery of DIAP.

**12.** Identify and breakdown systemic barriers by embedding DIAP principles in all Volleyball England policies and procedures.





A background image showing a group of volleyball players in white jerseys huddled together, with their hands stacked in the center. The image is semi-transparent, allowing the text to be overlaid clearly.

**BEHAVIOURS WORKFORCE ACCOUNTABILITY  
RESPONSIBILITY CULTURE DIVERSE INCLUSIVE  
COMMITMENT **BELONGING** CULTURE PLAYERS  
COMMUNITY EDUCATION FAIRNESS COLLABORATION**

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