



DIVERSITY ACTION PLAN (2017 – 2021)

VOLLEYBALL ENGLAND

ABOUT US

Volleyball England is the membership and development body for volleyball across the country. Our remit covers three volleyball disciplines of; standing, sitting and beach. Volleyball England have achieved the Foundation and Preliminary Level of the Equality standard. Volleyball England is led by a Board which is collectively responsible for the long-term success of the organisation and exclusively vested with the power to lead it.

The Board consists of an independent Chair, three independent non-executive directors and eight Directors elected by members at the AGM.

The day to day operation of the Association is led by the Chief Executive based at the Volleyball England Hub in Loughborough.

There are nine regional associations who lead the development and delivery of the sport within their region.

The work of the Association is split into four areas reflecting both the strategic aims of Sport England and the sport. Sub groups for these areas have Lead Directors supported by relevant staff and volunteers. Seven technical leads are elected, each linked to a key area of the Associations activity and serve within the sub groups. These sub groups draw upon a large pool of volunteer volleyball experts to carry out the delivery of projects related to the sub groups.

There are five standing committees covering matters relating to staffing, nominations, remuneration, judicial and disciplinary and international relations.

OUR MISSION

Volleyball England is committed to leading the growth of, and excellence in, all disciplines of volleyball in England.

OUR VISION

Volleyball England will:

- Lead by creating innovative, exciting opportunities for people to enjoy volleyball
- Aspire to develop world class structures & events to enable those with the potential to succeed
- Respect the diverse communities within the game and be ethically driven
- Celebrate, support and develop people across the entire sport
- Be recognised and respected by stakeholders

OUR VALUES

Volleyball England believes in developing volleyball as an active, inclusive and competitive sport in all its forms; Volleyball, Sitting Volleyball and Beach Volleyball.

By being **supportive** of our staff and volunteers at all times and encouraging an **innovative** approach to our volleyball programmes and initiatives, we aim to create a **positive** experience for everyone who takes part in, or contributes to, the sport.

Message from Our Chair

Having taken on the role of chair at Volleyball England this year I have been impressed by the strong commitment from the organisations to strengthen its diversity across not only the board, but the whole network. Equality and Inclusion sit at the heart of Volleyball England and all we do as reflected in our organisation's values. We feel the Board of Volleyball England should reflect the wider community that it serves and applies the principles set out in the Equality Act 2010.

We will ensure that the Board of Volleyball England contains a diverse and representative group of talented, skilled individuals that demonstrate strong decision making to help Volleyball England achieve its aims, objectives, mission and values.

The Board will ensure that we demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity on its Board including greater Black Asian and Minority Ethnic (BAME) representation as well as disabled individuals and LGBTQ.

Volleyball England is committed to ensuring it is both fully supportive and compliant with all relevant legislation, rules, regulations and standards relating to equity and diversity in relation to our Board and throughout the organisation. We are committed to the adoption of appropriate standards set out in the Equality Standard for Sport.

I am extremely proud to report the equality across the sport with; 46% of participants across national events being female, 63% of the 6000 participants in the HEVO programme being from a BAME background and 51% of the registered players in the National Volleyball League being from a BAME background. Our board currently very diverse with a 50/50 gender balance with BAME, LGBTQ and disability represented on the board.

We hope to be seen as a model of good practice in this area and work with other partners, with expertise in equity and diversity, to ensure Volleyball England is an open and inclusive sport.

Adam Walker

Volleyball England Chair.

<h1>Recruitment</h1> <p>How the organisation will attract an increasingly diverse range of candidates</p>		Code for Sports Governance					
Objective: Embed robust diversity and inclusion practice into our recruitment activities and decision making processes		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
Priorities		Actions			Person(s) Responsible		Review Date
Short Term: 1. Review the current diversity make-up of the Board. 2. Attract a broad base of applicants when recruiting new directors to the board.		✓	✓	✓	✓	✓	Will do going forward
Short Term: 1. Review the current diversity make-up of the Board.		1.1 Carry out board and staff equity survey. 1.2 Feedback the results to board. 1.3 Publish results and develop an action plan to fill gaps in relation to gender, BAME, disability, sexual orientation and other areas identified through the survey.			Nominations Committee & Board Director MarComs Coordinator		October 2019 November 2019 On going
2. Attract a broad base of applicants when recruiting new directors to the board.		2.1 Use VE equality statement on all recruitment materials. 2.2 Advertise board positions, targeting specific groups highlighted in the action plan, as widely as possible using partners and stakeholders such as EFDS, Sporting Equals, Women in Sport, Stonewall etc. 2.3 Advertise board positions through a wide range of appropriate media including print, websites and social media. 2.4 Continue to capture and collate diversity information on board members' applications.			Nominations Committee Nominations Committee Nominations Committee COO		On-going already part of the process. On going Current policy – on going On going

<p>3. Demonstrate a strong commitment to delivering the Diversity policy, to ensure progress towards achieving gender parity.</p> <p>4. Recruit a member of the Board with Inclusion and Diversity background.</p> <p>5. Promote VE commitment to Diversity by publishing policy statement and action plan on the VE website.</p>	<p>Collate information and feed back to the Nominations Committee to analyse marketing success when recruiting.</p> <p>2.5 Review our touch points for all those who fall under the protected characteristics to ensure we are encouraging a diverse membership and applicants for roles.</p> <p>2.6 Support people in applying for roles that may not have considered an application in the past, by identify potential talent coming to VE. Identify mentors to support potential candidates.</p> <p>3.1 To promote Volleyball England’s commitment through publishing documents, policy and action plan on the website.</p> <p>4.1 Promote Diversity role to a wide network to recruit a suitably skilled Director.</p> <p>4.2 Establish a Diversity working group of the board to support the development and delivery of strategy.</p> <p>5.1 Review and update Diversity policy and Action Plan.</p> <p>5.2 Board approve changes.</p> <p>5.3 Publish policy on the VE website.</p> <p>5.4 Review policy on an annual basis.</p> <p>5.5 Review our touch points for all those who fall under the protected characteristics to ensure we are encouraging a diverse membership and applicants for roles.</p>	<p>Board Director, SMT, MarComs Coordinator.</p> <p>Diversity working group</p> <p>MarComms Coordinator Diversity working group</p> <p>Nominations Committee</p> <p>Board Director</p> <p>Board members, SMT MarComs Coordinator Board Director Nominations Committee</p> <p>Nominations Committee</p>	<p>On going</p> <p>January 2019</p> <p>March 2019</p> <p>April 2019</p> <p>April 2019</p> <p>January 2019</p> <p>January 2019</p> <p>January 2019</p> <p>January 2020</p> <p>March 2019</p>
--	--	--	---

<p>6. Sign up to disability confident – As a minimum level of committed.</p>	<p>6.1 – VE Staff member to sign up to disability confident - https://www.gov.uk/guidance/disability-confident-how-to-sign-up-to-the-employer-scheme.</p>	<p>SMT</p>	<p>March 2019</p>
<p>Medium Term:</p> <p>1. Develop a working relationship with organisation and partners that will support the recruitment of a diverse board and staff.</p> <p>2. Review of recruitment process and paperwork</p>	<p>1.1 Develop a relationship with organisations that work with hard to reach and under-represented groups such as EFDS, Women in Sport, Asian Sports Foundation, Stonewall etc.</p> <p>2.1 To review our current recruitment processes to ensure we are compliant with the law and good practice.</p> <p>2.2 Volleyball England to become Level 2: Disability Confident employer. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/618688/disability-confident-employer-pack-level-2.pdf.</p>	<p>SMT and Board Director</p> <p>SMT and Board Director</p> <p>SMT and Board Director</p>	<p>On going</p> <p>March 2019</p> <p>June 2019</p>
<p>Long Term:</p> <p>1. To demonstrate a strong commitment to achieving a gender parity and greater diversity on our board including but not limited to Black, Asian, other ethnic minorities, sexual diversity and disability.</p> <p>2. To ensure the board is reflective of the diverse community it serves.</p>	<p>1. To ensure we review the policy on a regular basis, at least annually.</p> <p>2.1 To maintain an up to date register of the board to reflect their diversity.</p> <p>2.2 To ensure we review the skill set of the Board to ensure they are able to deliver the strategic needs of the organisation.</p>	<p>SMT and Board Director</p> <p>Board Director</p> <p>SMT and Board Director</p>	<p>November 2018</p> <p>March 2019</p> <p>March 2019</p>

Engagement		Code for Sports Governance					
Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally		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, 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)	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 Req 2.2
Objective: Raise awareness of Volleyball England commitment to diversity and current gender / BAME balance across the sport		√	√	√	√	√	Will do going forward
Priorities	Actions	Person(s) Responsible			Review Date		
Short Term: 1. To carry out an annual stakeholder survey/ consultation where we collect and collate information on diversity. Ensure the data collected informs future planning. 2. Carry out an annual staff satisfaction survey with a focus on equality and diversity.	1.1 Consultation to be carried out across the Stakeholder / Membership identified in our Stakeholder / Membership policy. 1.2 Feedback back from survey to be review by SMT and Board and used to inform identified improvements and implementation in relation to equality and diversity. 2.1 Staff satisfaction survey to be carried out on an annual basis. 2.2 All results collated and shared with staff. 2.3 Staff working group to be formed to look at results and develop an action plan for improvements following survey.	SMT and Board Director SMT and Board Director SMT SMT and Board Director Staffing sub-committee			March 2019 March 2019 March 2019 April 2019 April 2019		

<p>3. Review and refresh the Foundation and Preliminary level equality standards.</p> <p>4. Refresh the content within the diversity section of the volleyballengland.org website.</p>	<p>3.1 Review and refresh the Foundation and Preliminary Standards. 3.2 Update changes on the website</p> <p>4.1 Finalise the Diversity action plan 2017-21 and make it accessible to the membership. 4.2 Update the legislation and signpost the membership to best practice. 4.3 Produce an article for the website and newsletter to promote the guidance. 4.1 Review and update Diversity policy and action plan 4.2 Board approve changes. 4.3 Publish policy on the VE website. 4.4 Review policy on an annual basis.</p>	<p>Working group led by Board Director</p> <p>SMT and Board Director</p> <p>MarComs Coordinator</p> <p>Management Team Board members</p> <p>MarComs Coordinator SMT and Board Director</p>	<p>June 2019</p> <p>March 2018</p> <p>March 2019</p> <p>April 2019</p> <p>November 2019 November 2019 November 2019 November 2019</p>
<p>Medium Term:</p> <p>1. Achieve the Intermediate level of Equality Standard for Sport</p>	<p>1.1 Submit application for the Intermediate Level of Equality Standards.</p>	<p>Diversity working group</p>	<p>May 2019</p>
<p>Long Term:</p> <p>1. Achieve the Advanced level of Equality Standard for Sport.</p>	<p>1.1 Submit application for the Advanced Level of Equality Standards.</p>	<p>Diversity working group</p>	<p>May 2020</p>

<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					
		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, 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 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)	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 Req 2.2
Objective: Increase the number of people from underrepresented groups in Sub-Groups and provide a pathway into strategic roles		✓	✓	✓	✓	✓	Will do going forward
Priorities	Actions	Person(s) Responsible			Review Date		
Short Term: 1. Board, staff and key volunteers to be involved in the consultation and development of our Diversity Action Plan. 2. Provide training and development for staff, Board and Key volunteers.	1.1 Develop a Diversity working group.	SMT and Board Director			January 2019		
	1.2 Staff to be involved in the consultation of Diversity Action Plan.	SMT and Board Director			January 2019		
	1.3 Board and Key volunteers to be involved in consultation of Diversity Action Plan.	SMT and Board Director			January 2019		
	1.4 All actions from consultation to be fed back to the Diversity working group and incorporated into the strategy.	SMT and Board Director			On going		
	2.1 Following the TNA for Board and staff understand Diversity training needs, identify and provide training programmes – allocate funding to budget.	SMT and Board Director			On going		
	2.2 Ensure all new staff and Board members get an opportunity to access training related to diversity.	Business Service Team Equality and Diversity working group			On going		
	2.3 Support the relevant Director to monitor the impact of the policy and training.	SMT and Board Director			On going		
Medium Term:	1.1 Ensure funding is in place for Diversity training for board and staff.	SMT and Board Director			April 2019		
	1.2 Embed Diversity training into staff leadership training programme.	SMT and Board Director			April 2019		

<p>1. Build Diversity into Board and Staff induction process and leadership training.</p> <p>2. Develop and share a pathway for volunteers to develop, from grassroots to the Board.</p>	<p>1.3 Assess the impact of the training.</p> <p>2.1 Promote a volunteer pathway on the website and through meetings, that shows the progression and development opportunities from Grassroots to Board to all sectors of the sport.</p> <p>2.2 Develop a process to identify volunteers from underrepresented groups and provide training and mentoring to allow them to reach their full potential as sport administrators.</p> <p>2.3 Develop a network of mentors to work with potential key volunteers of the future.</p> <p>2.4 Encourage individuals to sign up to the 'Pool of Experts' the first step into Volleyball volunteering.</p> <p>2.5 Set up a rewards and recognition scheme for volunteers at all levels of the sport.</p>	<p>SMT and Board Director</p> <p>Marketing and Comms Team</p> <p>Regional / County and Club representatives</p> <p>Key volunteers around the country</p> <p>On-going promotion through newsletters, website and face to face meetings.</p>	<p>On going</p> <p>April 2019</p> <p>April 2019</p> <p>June 2019</p> <p>On going</p>
<p>Long Term:</p> <p>1. Promote opportunities to both staff and board to improve understanding of Diversity.</p>	<p>1.1 Volleyball England is committed to the professional development of staff, board and key volunteers and to developing a well-trained, diverse workforce.</p>	<p>Management Team and Board</p>	<p>On going</p>

Key Questions

How does this feed into our broader governance plan?

Our Diversity Action plan is seen as a vital component of our Governance Action Plan.

- We have recruited a Director with a knowledge of Diversity, who is part of the Nominations Committee, to support us in this highly important piece of work. He will be heading up and Diversity working group of the board that will review our current position and the Foundation and Preliminary Awards we currently hold and work towards achieving the Intermediate and Advanced Awards.
- We have now built a new Board with skills to help us in this area, Directors with a background in Law, Insight & Research and an SMT with significant knowledge and expertise in governance and change management. Our Nominations Committee, the majority of which are independent, will support the identification of need and the recruitment of Board and Senior staff.
- The new governance structure of the organisation, with a Finance, Strategy and Risk Sub Group will ensure we not only have this strategic objective but will provide funding to ensure we give every member of the Board and staff an opportunity to improve their knowledge and understanding of this area of work and its importance to the organisation as a whole.

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

- We have a Director with knowledge of Diversity on our Board, he has a clear mandate from the board through the delegated responsibility to drive forward this area of work. He will be supported by other Directors who bring Legal and Insight information to the discussion.
In addition,
- We have a delegated member of the SMT who will take a lead role internally with this area of work. Although we have champions both in the board and staff for this area of work we see it very much in the same way as we delivery safeguarding
- It is the responsibility of every member of the board and every member of the staff to commit to working in an open and inclusive manner.
- We will be providing training opportunities, delivered by an external organisation in the field, for all the board, as part of our cycle of pre-meeting training opportunities. Staff will also receive training as part of our CPD programme. Both staff and Board will receive information and training as part of their induction process.
- We will continue to show our commitment to this area of work by information being presented to the membership and wider public through our website, vision and values and e-news.
- Diversity will form part of all of our strategy documentation moving forward, this will include our Marketing and Communications Strategies, Stakeholder Engagement Strategies, Safeguarding etc.

How will we measure overall success?

- We will measure the success of this piece of work through consultation and feedback with our membership, board, partners and staff.
- We will also develop a bespoke consultation process that works with the under-represented groups identified through the membership / stakeholder survey. We will carry out a regular review of our diversity across Board, staff, key volunteers and participants. Our Director with knowledge of Insight and Research will help us to understand and breakdown the barriers to under-represented groups being represented at all levels and as participants in our sport.
- We see this action plan as a firm foundation to move the organisation forward.

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

- Volleyball England has already achieved the Foundation and Preliminary Level of the Equality standard, this work is reflected in all our current recruitment and induction processes, but we will go back and review this work over the next 6 months and start work on achieving the Intermediate and Advanced Level before the end of this funding cycle.
- The recruitment of a Director with knowledge of Diversity and the Terms of Reference of the Nominations show a clear commitment to this work. Our new Board will receive training as part of their CPD and this will ensure Diversity is reflected in all policies and procedures that we review over the next 12 months.
- We carry out regular feedback from our members at events and competitions and use this information as part of our whole business improvement plan. This piece of work is the foundation of a Board /SMT training day that will take place in December.
- Through the work being done by the SMT and Board, to achieve the new Code of Governance compliance, we can see that we have much of the good practice needed already in place, but we will be following the actions in this plan to ensure they are embedded.