

# **GREATERSPORT**

## **DIVERSITY ACTION PLAN 2017 – 2020**

## **ABOUT US**

GreaterSport is a high performing charity passionate about changing lives through physical activity and sport. Operating as a County Sports Partnership GreaterSport has a unique and trusted strategic partnership with Greater Manchester's Combined Authority, Health and Social Care Partnership, the 10 local authorities, GM Leisure Trusts and Sport England.

This partnership works collaboratively to deliver on the 12 priorities within GM Moving, the plan to reduce inactivity and increase participation in physical activity as referenced in the Greater Manchester Strategy, GM Population Health Plan and the Mayor's Manifesto.

The role of GreaterSport is to:

- Provide leadership
- Support others to bring the ambitions of GM Moving to life
- Embed and scale up good practice
- Bring coherence, simplicity and connectivity to the physical activity landscape
- Land the ambitions of 'Towards an Active Nation in GM
- Understand people and places in GM
- Source and develop products, programmes and interventions in collaboration with others

Our work cuts across the whole life course with the target of getting 2 million people in Greater Manchester Moving by 2021.

## **OUR VISION**

**To change lives through physical activity and sport and help to make Greater Manchester the most active region in England.**

## **OUR VALUES**

### **Passion**

- Pride in our brand, our team and our work.
- We believe in what we do.
- The drive to go above and beyond to make a difference.
- Be enthusiastic, positive and committed to what we are doing.

### **Integrity**

- Set high standards for your behaviour and stick to them, even in difficult situations.
- Be honest, transparent, fair and sincere.
- Remain dedicated and self-controlled, even when challenged.
- Acting in the best interest of the charity (accountable, responsible and professional).

### **Purpose**

- Having a clear intended outcome that guides our actions.
- Being determined to exceed our goals.
- Knowing why, what, where and how we are doing what we do.
- Being able to demonstrate the impact we have.

# Message from Our Chair

## Message from our Chair

GreaterSport is committed to increasing and promoting diversity in all aspects of its work and activities and this must start at the highest level within the board room.

As a charity GreaterSport acknowledges that a diverse board is proven to have many benefits such as; effective decision making, opinions representative of the communities we serve, better use of the talent pool and establishing the company as a responsible corporate citizen. It is for these reasons why we are committed to implementing this Diversity Action Plan.

This Diversity Action Plan is one element of the Code for Sports Governance which sets out the levels of governance, transparency and accountability required from organisations that receive funding from Sport England and UK Sport. The Board is committed to complying with this code.

To this end, the Board has adopted a target of a minimum 30% of each gender on our board with a commitment to achieve gender parity by 2020.

There is also a commitment to having a diverse board including, but not limited to Black, Asian, Minority Ethnic (BAME), diversity and disability member representation that reflects the community of Greater Manchester.

The Board is committed to encouraging each of its members to being fully engaged, and contributing to developing the work of the Board and GreaterSport and celebrating individual differences that reflect the communities we serve.

The Diversity Action Plan sets out our key actions that we aim to achieve over the next few years. The plan was approved by our Board on 2<sup>nd</sup> February 2018 and will be reviewed regularly by the Board to ensure delivery.

Mike Perls

Chair

GreaterSport

<h2 style="color: red;">Recruitment</h2> <p>How the organisation will attract an increasingly diverse range of candidates</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 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)
<p><b>Objective:</b> Embed good diversity and inclusion practice into our recruitment activities and decision making processes</p>		✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible			Completion Date	
<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Board membership to reflect a minimum of 30% of each gender on the board</li> <li>Board has a strong understanding and commitment to GreaterSport's Diversity Policy</li> <li>Diversity Action Plan owned and managed by the N&amp;R sub-committee.</li> </ul>	<ul style="list-style-type: none"> <li>Nomination &amp; Remuneration (N&amp;R) sub-committee to scrutinise potential appointments to the Board and ensure minimum % achieved</li> <li>Board to refresh and review GreaterSport Diversity Policy</li> <li>Consider all recruitment as an opportunity to diversify our Board</li> <li>Have a targeted recruitment plan:               <ul style="list-style-type: none"> <li>Target relevant partners who have access to under-represented groups</li> <li>Increase scope and range of advertisements</li> <li>Clearly state encouragement of diverse applicants</li> <li>All interview panels are diverse</li> <li>Use 'Inclusive Boards' (or similar organisations) used to support recruitment campaign.</li> </ul> </li> <li>Equality monitoring will be conducted at the end of every recruitment to provide a deeper insight into the impact of our promotions.</li> </ul>	Nomination & Remuneration Sub-committee: <ul style="list-style-type: none"> <li>Chair</li> <li>CEO</li> <li>Nominated trustees</li> <li>Company secretary</li> </ul>			April 2018	
<p><b>Medium Term:</b></p> <ul style="list-style-type: none"> <li>Board membership to reflect 40% female trustees by 2019</li> <li>Increase BAME trustees so that the Board reflects the demographic of Greater Manchester (20%)</li> </ul>					September 2019	
<p><b>Long Term:</b></p> <ul style="list-style-type: none"> <li>Board membership to reflect 50% female trustees by 2020</li> </ul>		September 2020				

	<ul style="list-style-type: none"><li>• Ensure logistics of interviews and future board meetings are suited to supporting people with protected characteristics</li><li>• All board members involved in recruitment attend specific and relevant training.</li><li>• As part of annual review all recruitments will be analysed:<ul style="list-style-type: none"><li>○ Where vacancies are posted</li><li>○ Number of applicants</li><li>○ Demographic background</li></ul></li></ul>		
--	--	--	--

Engagement	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 (including but not limited to BAME, disability, LGBT+ and socio-economic)	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 publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)
<p><b>Objective:</b> To ensure that diversity is integral to GreaterSport's values and ways of working</p>			✓	✓	✓	✓
Priorities	Actions			Person(s) Responsible		Completion Date
<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Appoint a board champion for diversity</li> <li>Adopt the board diversity action plan</li> <li>Refresh board skills matrix ensuring membership reflects GreaterSport needs</li> <li>Establish working groups of external partners to help and develop good practice</li> </ul>	<ul style="list-style-type: none"> <li>Regular training opportunities for all trustees</li> <li>Maintain an understanding of the changing diversity of Great Manchester.</li> <li>Regularly review the DAP within the organisation and publish upon approval.</li> <li>Deliver consultation events with under-represented groups.</li> </ul>			<ul style="list-style-type: none"> <li>Board Champion</li> <li>CEO</li> <li>Development Manager (Business Operations)</li> <li>Development Manager (Marketing)</li> <li>Development Manager (Research &amp; Insight)</li> <li>Development Manager (Workforce)</li> </ul>		March 2019
<p><b>Medium Term:</b></p> <ul style="list-style-type: none"> <li>Develop new relationships with a wider pool of influencers and organisations</li> <li>Understand how to communicate and promote to under-represented groups</li> <li>Ensure diversity has a strong profile on the GreaterSport website</li> <li>Produce an annual report on equality and diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Any diversity and equality implications is a standalone section on all board papers and these papers are published publically on the GreaterSport website.</li> <li>Review GreaterSport 'Growth Hacking Plan (Our Marketing &amp; Communications strategy) to assess impact and under-represented groups.</li> <li>Review board skills matrix and ensure appointments reflect needs.</li> </ul>					March 2020
<p><b>Long Term:</b></p> <ul style="list-style-type: none"> <li>Create external ambassadors to promote diversity and be a positive role model.</li> </ul>	<ul style="list-style-type: none"> <li>Identify community role models who can promote GreaterSport's work and opportunities.</li> <li>Update website to reflect diversity – and use of social media campaigns to raise profile.</li> </ul>					March 2021

<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>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, LG&amp;T and socio-economic)</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity targets set out in Reg 2.1</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><b>Objective:</b> To develop a strong and diverse network that reflects the Greater Manchester community and that feeds into future company action planning</p>				✓	✓		
Priorities	Actions	Person(s) Responsible			Completion Date		
<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>To embed the GreaterSport's Relationship Manager model in the 10 localities of Greater Manchester</li> <li>Develop a stronger understanding of local needs and it is reflected in our future thinking and actions.</li> <li>Become compliant with the Code of Governance for Sport.</li> </ul>	<ul style="list-style-type: none"> <li>Regularly engage with our partner organisations (informally and formally).</li> <li>Develop insight and knowledge of Greater Manchester</li> <li>Research organisations with a positive record of working with under-represented groups and connect with them to support our own aspirations.</li> <li>Ensure the Chair and/or Senior Independent Director reflects on discussion at board and ensures trustees positively contribute to the agenda and decisions reflect discussion.</li> <li>Trustees to have access to an annual training programme.</li> <li>Trustees to champion key themes of work and mentor identified staff.</li> </ul>	<ul style="list-style-type: none"> <li>Chair</li> <li>Senior Independent Director</li> <li>CEO</li> <li>Senior Development Manager</li> <li>Deputy CEO</li> </ul>			March 2018		
<p><b>Medium Term:</b></p> <ul style="list-style-type: none"> <li>Identify key influencers who are effective at engaging with under-represented groups.</li> <li>Review the succession plan annually within the Nom/Rems group</li> </ul>					March 2019		

<b>Long Term:</b> <ul style="list-style-type: none"><li>Identifying and tracking potential future recruitment opportunities</li></ul>			March 2020
---	--	--	------------



# Key Questions

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

This action plan will be part of the companies Quality Management System with:

- \*Strategic Accountability aligned the Nom/Rems board Sub-Committee.
- \*Operational Accountability aligned with the Business Operations Hub

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

- \*Strategic Responsibility; Chair of the Nom/Rems Sub Committee
- \*Operational co-ordination will be the responsibility of the Development Manager (Business Operations) and Deputy CEO.

## How will we measure overall success?

### Headline Successes:

- \*UK Code of Governance Compliant.
- \*Percentage of actions achieved in the plan.
- \*Progress against the key priorities

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

The diversity plan will:

- \* feed in to the Recruitment policy
- \*Be aligned to the Articles of Association.
- \*Feed in to companies succession planning
- \*Highlighted in the risk management matrix
- \*Reflected in GreaterSport's Growth Hacking Plan (communications plan)
- \*Referenced in the audited accounts