

WHO'S ON BOARD?

2014

Evaluating changes
in diversity in
sports leadership
Summary Report by Sporting Equals

Introduction

Welcome to our fourth leaderboard report which analyses leadership data and tracks trends across governing bodies.

Sporting Equals is committed to improving employment opportunities for black and minority ethnic communities in the UK. Our leaderboard campaign launched through seLeaderboard in 2010 was set up to promote the case for diversity. Three years on we continue to promote the case for diversity and encourage the sports sector to take action on diversity in light of new opportunities, changing demographics, utilising talent and attracting talented individuals from under-represented groups.

This report has been prepared with data received directly from Sport England. This year 45 National Governing bodies completed the survey which is a slight drop from 2012 survey but higher than 2011 and 2010 figures.¹ In this report we track progress from previous years and look at some of the key challenges moving forward.

The findings of this report highlight a 'call for action' in light of the challenges the sports sector faces regarding its visibility as an 'all white' sporting establishment and the lack of BME representation within the sector. Approaches to diversity should start from the very top tier and filter down the supply chain to ensure greater inclusion and equality of opportunity for all sections of society.

¹ 2010 Survey – 39 Responses
2011 Survey – 42 Responses
2012 Survey – 56 Responses

The business case for diversity

A recent report published by the Business In The Community² identifies that 'only by having fair and unbiased recruitment processes can employers be confident that they are accessing the widest talent pool'. The report found that white candidates were on average more successful than black and minority ethnic (BME) candidates at getting shortlisted and hired. This difference in the success rates was not found in all benchmarking organisations however the top performing organisations for recruitment were defined as being those in which BME candidates had the highest chance of success in the recruitment process.

Race diversity in the boardroom sadly is making very slow progress. The FTSE 100 Board representation shows that only 5.7% of Board positions were held by BME faces in 2012 – while only 1 in 15 of the BME workforce is in a management position, when 1 in 8 of the workforce as a whole is BME.²

Economic uncertainty, globalization and rapid technological development are causing organisations to face complex challenges requiring the best talent and leadership. To survive they need excellent, diverse leadership and diversity in the wider workforce. To reap the rewards of diverse workforces we need greater visibility of more women and BME people working at every level of organisations. Diversity and inclusion can no longer be an add-on for sports providers, inclusion needs to be at the heart of an efficient sports delivery system.

The Sporting Equals seLeaderboard campaign emphasizes that diversity management needs a whole organisation approach led from the top. Diversity is about relationships and creating an environment that people can thrive in. On the surface relationships between organisations and people may be fine but underneath there are barriers that bury talent and may lead to discrimination.³

A business is only as good as the people it employs and organisations that can attract the best mix of employees, exploit their abilities, develop and motivate them will be best placed to survive in an increasingly difficult external environment. The working population is also ageing as there is a reduction in the number of young people entering the workforce and one of the strongest arguments for increasing diversity within the sports sector is to deal with present or anticipated shortages of staff and volunteers.⁴

² The 2013 Race for Opportunity Benchmark Trends Report, Business in the Community, 2013

³ Making Diversity Happen, A practical guide for voluntary and community organisations, NCVO Publications, November 2003

⁴ Women in the IT industry, towards a business case for diversity, dti, January 2005

When an organisation comprises of people with diverse backgrounds, cultures and experiences, new creative and innovative ideas are developed. It is natural that people with varying experiences and perspectives in life would be able to generate unique ideas and solutions to problems. This could be of immense value to sports providers as people who have different perceptions are more likely to understand how to develop services to address the concerns and barriers certain communities face when accessing sport.

seLeaderBoard gives the opportunity of creating a talent pool reflective of the changing society around us. We want to ensure that organisations within the sports infrastructure recognise the benefits of embracing diversity as one of the tools for achieving success. We believe our programme will provide a long term solution to help develop an inclusive system however there is a need to support a culture shift within the sports sector to put diversity at the heart of its strategies. This will enable increased sports participation at all levels from participant and volunteer through to boardroom and governance.

Ethnic Diversity in Sport

This is the fourth year that Sporting Equals has undertaken its annual audit looking at the profile of National Governing Bodies (NGBs) in sports leadership. In previous years the survey request was sent out by the Women's Sport Fitness Foundation (WSFF) however this year data collection was carried out directly by Sport England. In total Sport England received 45 responses to the data request which is lower than the previous year and does impact on reporting.

People from Black and Minority Ethnic Groups in National Governing Bodies of Sport

	2010 ⁵	2011 ⁶	2012 ⁷	2013 ⁸	2013 Percentage	Change 2011-2013
Chair⁹	1	0	3	1	2%	-2
Board	7	8	15	14	3%	-1
Chief Executive¹⁰	3	3	3	2	4%	-1
Development Director	0	1	0	0	0%	-
Performance Director¹¹	2	4	5	1	2%	-4
Executive Decision Makers	11	20	9	5	11%	-4

The findings of this latest audit suggest a disappointing decline in all areas however these drops may be attributed to the lower number of responses to the audit so figures cannot be compared on a like by like basis. Only one NGB has a BME Chair which is British Judo and only two NGBs have a BME CEO, British Gymnastics and British Triathlon. Only one NGB has a BME Performance Director, Pentathlon GB and only 5 have BME Executive Decision Makers; British Triathlon, England Athletics, Pentathlon GB, British Gymnastics, England Squash and Racketball.

⁵ 2010 Survey – 39 Responses

⁶ 2011 Survey – 42 Responses

⁷ 2012 Survey – 56 Responses

⁸ 2013 Survey – 45 Responses

⁹ 2012 Survey - 2 not specified and 3 vacant posts

¹⁰ 2012 Survey - 5 stated not applicable and 1 not specified

¹¹ 2012 Survey - 5 stated not applicable and 6 not specified

If we compare baseline figures since 2010, the number of Chairs did increase in 2012 however this has dropped back to 1 (the original 2010 figure). Board figures have been increasing which is encouraging, however there has been either relatively little change or decline within Senior Management roles.

These findings emphasise the need for the sector to take actions that correlate with increased promotion rates and greater representation at management and senior management for BME employees. A strong culture shift is required to open up opportunities at all levels which will require diversity to be at the heart of recruitment, growth and retention to help facilitate change.

Chair 2013

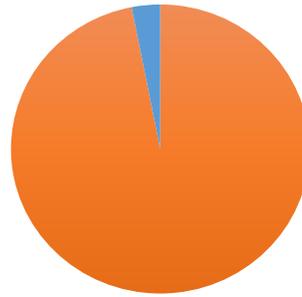


Total = 45

BME = 1

Percentage = 2%

Board 2013



Total = 441

BME = 14

Percentage = 3%

Chief Executive 2013

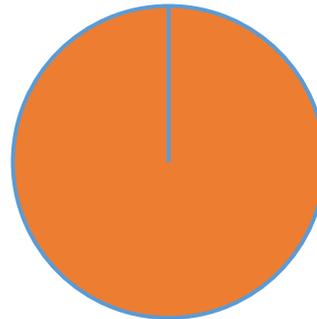


Total = 45

BME = 2

Percentage = 4%

Development Director 2013

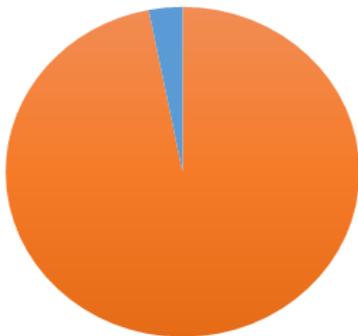


Total = 45

BME = 0

Percentage = 0%

Performance Director 2013

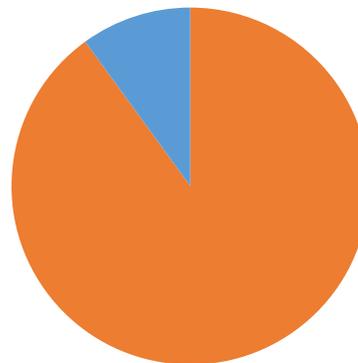


Total = 45

BME = 1

Percentage = 2%

Executive Decision Makers 2013



Total = 45

BME = 5

Percentage = 11%

Conclusion

Currently BME representation at senior management level and within overall staffing profiles is considerably lower than representation in the general population and although slight progress has been made more work needs to be done to ensure greater inclusion and equal access to opportunities. Diversity and inclusion can no longer be an add-on for sports providers who are operating in an increasingly multicultural society – ‘inclusion needs to be put at the heart of an efficient sports delivery system’.

It is essential to recruit and retain people not only with the right skills but also the flexibility to change and improve as the needs of the organisation change. There are many talented women, ethnic minority individuals and other diverse groups whose talents are not being used or developed sufficiently. Diversity policies can be a mechanism for the sports sector to gain access to talent. Qualified and talented candidates are often attracted to ‘employers of choice’ who show they are committed to developing a wider array of people and have inclusion at the heart of their policies.¹²

Diversity is also necessary to understand the needs and requirements of particular market segments, increase the chances of fostering brand loyalty resulting in greater customer retention and growth. Sports deliverers must be responsive to the increasingly diverse needs of customers and staff must be able to recognise these needs to help break down barriers and ensure services become more inclusive. This will help increase sports participation and enable greater access for people who are often disengaged from the sports infrastructure.

More emphasis needs to be given to support a culture shift within the sports sector to help put diversity higher up the agenda and enable access to new markets to help facilitate change. Strategies need to be put in place to help increase BME profiles from participant and volunteer through to boardroom and governance which should include:

- Understanding the demographics of your local population and ensuring workforces are reflective.
- Setting targets for recruitment across all equality strand to ensure a fair representation.
- Reinforcing the need for widening the talent pool at all levels of your organisation.
- Monitoring and tracking at each stage of the process.
- Encouraging diversity in the sector by promoting opportunities through recruitment fairs, cultural events and local engagement.
- Supporting internal career progression and development.

¹² Women in the IT industry, towards a business case for diversity, dti, January 2005

The sports sector need to look at why they risk putting off potential BME candidates from seeking a career with them. There is a need for the sector to work together to agree an approach to help promote access, ensuring BME talent is not lost through reviewing recruitment, progression and development opportunities.

In conclusion we would highlight the following key recommendations for governing bodies, county sports partnerships and sports deliverers:

- Sports leadership and workforces need to reflect the profile of the increasingly diverse society.
- A diverse workforce will help make the sports sector more receptive to the needs of the communities they work with.
- Diversity should be linked closely with the overall business strategy of the organisation rather than just an add-on and should permeate through all aspects of the business.
- BME involvement in sport is likely to be influenced by visible involvement of BME individuals at the highest levels.

Sporting Equals Leaderboard Programme

Sporting Equals has established its Leaderboard campaign which aims to introduce a culture of diversity within sports governing bodies and the sports infrastructure. We want to ensure that sports infrastructure organisations recognise the benefits of embracing diversity as one of the tools for achieving success. As part of the seLeaderboard campaign Sporting Equals has put in place six key strategies;

Leadership Audit

We will continue to carry out an annual leadership audit in partnership with Sport England. This information will help us to identify change and assess the long term impact of seLeaderboard.

Mentoring

We can accept recommendations for suitable mentors to provide guidance and support to those who are new to, or aspiring to, board positions. Sporting Equals can help facilitate the process through matching candidates with suitable mentors.

Development Programme

We are currently exploring development programmes in order to assess the provision that is currently available and are seeking funding to develop general and/or bespoke modules and development opportunities within the sports sector that will be suitable for supporting aspiring and new board and senior management candidates.

Advice and Guidance for NGBs

We are available to NGBs to answer queries relating to diversity in governance and senior management in sport. We are also able to help with research, marketing, engagement, resource development and training.

Trustee Vacancies

Board vacancies can be viewed on the vacancies page of the seLeaderBoard website at www.seleaderboard.com and on our main website at www.sportingequals.org.uk. NGBs and other sports or physical activity providers can advertise vacancies through these channels.

CV Bank

Individuals from black and minority ethnic backgrounds can send their CV to us at leaderboard@sportingequals.org.uk. Sporting Equals will hold the CV for up to 12 months and forward it on where there are appropriate vacancies so that NGBs can invite applications from a wider pool of talent.

The following National Governing Bodies took part in the 2013 audit:

The Football Association
England Handball Association
England Golf Partnership
British Wrestling
British Equestrian Federation
Archery GB
Snowsport England
Rugby Football League (RFL)
GB Taekwondo
England Squash and Racketball
British Orienteering
British Mountaineering Council
english lacrosse
British Water Ski & Wakeboard
Amateur Swimming Association (AMA)
British Gymnastics
BADMINTON England
England Netball
Goalball UK
British Cycling Federation
British Fencing Association Ltd
England Hockey
ROYAL YACHTING ASSOCIATION
Exercise Dance Movement Partnership (EDMP)
British Judo
Lawn Tennis Association Limited
British Rowing
Baseball Softball UK
Bowls Development Alliance
Pentathlon GB
Great Britain Wheelchair Rugby
British Canoe Union
British Weightlifting
BWB
English Table Tennis Association
Angling Trust
england basketball
England Athletics
Boccia England
British Shooting
England and Wales Cricket Board (ECB)
British Triathlon
Rounders England
Volleyball England
UK Athletics

Sporting Equals would like to thank its partner Sport England for providing the data to support this research. We will continue to work in partnership to improve diversity within sports leadership.

Notes:

- Data for this audit was provided by Sport England.
- The previous audit included 57 responses compared to the current audit which includes 45 responses so figures cannot be interpreted on a like for like basis.
- The term BME includes everyone other than those of 'White British' background.
- Executive Decision Makers are staff members who are not on the boards but are involved in organisational decision making, they can be volunteers or paid.
- Data Collection took place during the period February to April 2014.
- Where data fields are either not applicable or not specified, this has been highlighted in the reporting.
- Sporting Equals Leaderboard website page can be viewed through www.seleaderboard.com

May 2014

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