



DIVERSITY ACTION PLAN

2017 – 2022



COMMONWEALTH GAMES ENGLAND

ABOUT US

Commonwealth Games England (CGE) leads and manages the participation of the English team at the Commonwealth Games and Youth Games working closely with each sport's National Governing Body, our funding partner Sport England, the Games' Organising Committee and sponsors.

We work across a 4-year cycle for each Commonwealth Games, with the most recent Games held in Glasgow in 2014 and the next Games on the Gold Coast in 2018. The size of the organisation changes during this cycle, especially in the year before and the year after a Games. In 2015 there were 4.5 Head Office staff based in Holborn, London, whereas today we have 10 staff. Games time will see a team of around 400 athletes heading off to Australia with a support staff of around 50 including volunteers. Following the Games the size of the organisation is then likely to reduce after the 2018 Games with potential growth linked to a decision around the host city for the 2022 Games.

We have a strong relationship with our international body, the Commonwealth Games Federation, and can use our position to be strong and relevant. Within the last two years we have made important appointments within our own Board and Leadership teams – including our President, Chairman, CEO and Chef de Mission. The Board has also recruited three female Non-Executive Directors with experience in marketing, athlete/Games success and para sport. Following an extensive skills audit we are now underway with our recruiting of new Board members.

Our vision, mission and core values which follow are taken from our Sport England Plan submitted in April 2016 and an extract can be found on the CGE website (www.weareengland.org). We take pride that our values of equality, diversity and inclusion are a true expression of our daily work.

Our team, Team England will be almost perfectly balanced on the Gold Coast with anticipated numbers of 201 male athletes and 204 female athletes. Across the competition programme there will be equal numbers of medals available for the first time. For the staff we predict a split of 130 male and 70 female across the sports.

We see an ever-increasing number of events for para athletes included at each Games. This event is the only multi sport Games where there is full integration. For the Gold Coast there will be 7 para sports with all medals won added onto just one medal table. There is a diverse range of disabilities but always inclusion within a team such as cycling and para cycling, which is one sport led by one team leader.

We have sports that do not feature in an Olympics such as squash and netball nor a Paralympics such as bowls. There is also a blend of sports, which are funded or not by UK Sport. Whatever their profile at this time all sports are working on their own Diversity Plans. To assist with our own priorities and actions we have set time lines which work around the next major Games in 2018 and 2022 using each as a public platform to confirm our commitment to diversity.

At our next Annual General Meeting on 31st October 2017 our Chairman Ian Metcalfe will formerly confirm our work in this area.



OUR VISION

At CGE our vision is to empower our athletes' success and inspire personal achievement through the power of sport.

OUR MISSION

We have the following three strategic priorities:

- To deliver Team England success in the Commonwealth and Commonwealth Youth Games.
- Create an English Commonwealth movement to promote personal achievement and our core values of equality, diversity and inclusion
- Be one of the most effective, respected, best governed and well managed sports associations in England and the Commonwealth

OUR VALUES

Our core values of equality, diversity and inclusion can be seen throughout CGE.

The culture and identity of athletes and staff competing for Team England next April has been formed through a piece of work led by our Chef de Mission, Sarah Winckless and the 19 team leaders. It is based around the word PRIDE with a letter representing performance, respect, inspiration, diversity and excellence.

Supporting Information - Appendix 1: [Vision 2022: Strategy On A Page](#)

TIMESCALES

Across the three areas of recruitment, engagement and talent we propose the following timescales against our actions.

Short Term - up to and including Gold Coast, April 2018

Medium Term - May 2018 – Summer 2020

Long Term - Autumn 2020 to the Games in 2022

This action plan is designed to be a live document and will continue to be reviewed and evolve over time.



Message from Our Chair - Ian Metcalfe

I am very proud to introduce our first formal Diversity Action Plan. Equality and diversity are at the heart of everything we do at CGE. Indeed on the Gold Coast men and women will compete for equal medal opportunities alongside the largest ever para programme across seven sports: athletics, swimming, powerlifting, bowls, table tennis, cycling and triathlon.

We've made some progress in making our Board more diverse but we still have more to do before we achieve the gender parity, BAME diversity and disability representation to which we aspire. Our recruitment plans are already well underway and we look forward to announcing new Non-Executive directors in due course, in succession to the three directors who will be retiring in 2018.

We've worked hard to communicate our commitment to diversity both internally and externally. We really value our strong relationships with our member National Governing Bodies and will increasingly use this platform to get our commitment to diversity across. We'll use the spotlight of the Commonwealth Games to highlight the diversity of Team England.

I'm particularly pleased to see more diverse talent progressing at every level – from athletes and coaches to our volunteers, staff and Board. In the future we will be aiming to create more opportunities for this to happen on an even larger scale. In which regard I suspect we might be one of the few Governing bodies, which needs more men at executive level to meet the gender equity requirements!

As part of our Action Plan, I'm delighted to announce that one of our Non-Executive Directors, Dawn Newbery, has taken on the newly created role of Diversity Champion for the organisation. Dawn has been our Para-Sports representative on the Board since 2015 and has a wealth of experience, particularly in the disability sports arena. Thank you to Dawn for her efforts in helping the Board to produce this Action Plan.

I want to underline my absolute and personal commitment to leading the Board to achieve a minimum of 30% of each gender on our Board, and the other Diversity requirements of the Code for Sports Governance. This Plan sets out the actions we will be taking to meet the requirements and we will monitor our progress in delivering the Plan at every Board meeting.

We are not doing this because the Code requires us to do so. We are doing it because we firmly believe it is the right thing to do, and that a more diverse Commonwealth Games England will be an even better and stronger organisation. Delivering this Plan will give us the diversity of skills, experience and knowledge we need to become a more effective and representative organisation in the future.

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 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&I 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
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes	✓	✓	✓	✓	✓	✓
Priorities	Actions				Person(s) Responsible	Completion Date
Short Term: Take all appropriate actions to encourage a minimum of 30% of each gender on our Board.	1. Target a diverse range of candidates for the Non-Executive Director vacancies through a combination of headhunting and a broad range of advertising methods 2. Advertise all other CGE vacancies publically and openly through appropriate channels to reach a diverse audience 3. Put on the CGE website within a new section on diversity a strong and public statement stating a desire to work towards gender parity and greater diversity generally on the Board 4. Introduce equality monitoring for all recruitment				Ian Metcalfe / Tom Harlow Tom Harlow Paul Blanchard Tom Harlow	October 2017 As required 31 st October 2017 31 st December 17
Medium and Long Term: Work towards gender parity and greater BAME and disability representation	1. Repeat the Board skills audit on an annual basis to ensure that it has the diversity of skills, experience and knowledge required. 2. Write an annual update on progress made against actions identified above				Ian Metcalfe / Tom Harlow Ian Metcalfe/Dawn Newbery / Tom Harlow	Annually Annually

SUPPORTING INFORMATION: _

Appendix 2: CGE 2017 Board Skills Audit Results

Appendix 3: CGE Governance Code Assessment - Accepted Final Assessment



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)	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
Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally			✓		✓	
Objective: Ensure our commitment to diversity is at the heart of our communications						
Priorities	Actions			Person(s) Responsible	Completion Date	
Short Term: Across the next 6 months and the Gold Coast Games use national and social media to reinforce the diversity of Team England and our strong commitment.	<ol style="list-style-type: none"> Publicise the Chairman's message following the AGM through CGE's website, social media and other channels Ensure Team England selection announcements take the opportunity to raise the profile of para athletes in sports where there is a para element and the equal numbers of medals available for men and women Create strong messaging during the Games fortnight to celebrate the success and diversity of Team England Continue to develop the Team culture and identity through "PRIDE" including a message from the Chef de Mission within the Team Handbook When designing the new CGE website ensure pictures and images show the full range of diverse sports and male-female parity 			Paul Blanchard / Peter Hannon Paul Blanchard / Peter Hannon Paul Blanchard / Peter Hannon Sarah Winckless Paul Blanchard/Peter Hannon	1 st November 2017 As teams are announced until April 2018 April 2018 From December 17	
Medium and Long Term: Continue to ensure our commitment is communicated through a range of channels	<ol style="list-style-type: none"> Post Games and if Birmingham 2022 bid is successful ensure the diverse nature of the Games and its athletes are reinforced through NGB's, partners, sponsors, stakeholders and the media Ensure all sections of the CGE website continue to reinforce these messages 			Paul Blanchard / Peter Hannon Paul Blanchard / Peter Hannon	Post Games	

Progressing talent from within	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)	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
Objective: Attract diverse talent to the Board and Leadership Team through effective succession planning		✓			✓	
Priorities	Actions			Person(s) Responsible		Completion Date
Medium and Long Term: Utilise the Board's Sub-Committees* to welcome and develop diverse talent. With the potential for a home Games in 2022 take a stronger focus on longer-term staff development	<ol style="list-style-type: none"> 1. Create opportunities to co-opt diverse talent on to the 4 Board's Sub Committees. 2. Appoint 2 new chairs of the Sports committee and the Commercial/Communications committee 3. Provide Board readiness mentoring for new Board members and co-opted Sub-Committee members as required 4. Provide greater training and development opportunities to staff as identified through the 2017 staff survey and building on experience gained in 2018 Games 5. Repeat the staff survey on an annual basis 			Ian Metcalfe / Sub-Committee Chairs Ian Metcalfe Ian Metcalfe / Sub-Committee Chairs Paul Blanchard / Tom Harlow Paul Blanchard / Tom Harlow		30 September 2018 From April 2018 As required 30 September 2018 Annually

*CGE has four sub committees – Audit and Finance, Remuneration Nominations and Corporate Governance, Sports, and Commercial and Communications



Key Questions

How does this feed into our broader governance plan?

Diversity, equality and inclusion are our core values. This plan therefore sits at the absolute heart of our organisation's strategy and governance plans. These are also available on our website.

Our mission to deliver Team England success in the Commonwealth Games and Commonwealth Youth Games is supported through considering talent from the widest pools and ensuring members are able to thrive within an inclusive environment.

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

The actions in this plan are the result of wide ranging discussions and input with Board members and CGE staff.

The key people responsible for overseeing the delivery will be

Ian Metcalfe – Chairman

Dawn Newbery – Diversity Champion and Board Para Sports representative

Paul Blanchard – Chief Executive

How will we measure overall success?

We will:-

- Check our progress in delivering this Action Plan at every Board meeting.
- Consider qualitative measures including the perceptions amongst our key stakeholders.
- Monitor the results of the staff survey recording both diversity and engagement of the team

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

Our DAP cross-references several other areas of the code, including the Board's skills audit (1.10), committees (1.23-1.26), recruitment (2.4) and staff survey (3.5)