



A Plan for a more diverse Governing Body

Background

Badminton England has been working hard to increase female representation on their Board over the last year. Badminton England currently has four women on the Board who have all been elected, one is a Director nominated by a Member, one is a Director recruited through an open and transparent process and two are Directors co-opted by the Board.

Badminton England also seeks to broaden diversity on the Board to ensure it is more representative of the age, gender and diverse backgrounds who play badminton in this country. With this in mind, the Board would like to develop an action plan with the aim to:

1. Increase female representation
2. Increase the diversity of representation

The key criteria will always be about quality, skills and experience; great people who add value rather than hitting numbers and quotas.

Badminton England would also like to think more widely about diversity across all levels of the organisation and is working with Women in Sport, Sporting Equals and the English Federation of Disability Sport to support Badminton England in achieving its diversity goals.

Commitment:

Badminton is recognised as a global sport (there are 185 nations within the membership of the Badminton World Federation) and that worldwide appeal is reflected in those taking part in badminton in England. Badminton England also celebrates the inclusivity and diversity of its membership – being a sport played by those from primary school age to the older population and from all sections of society.

Badminton England strives to ensure that the diverse representation of those taking part in badminton is reflected across its governance structure and welcomes the *Code for Sports Governance* and its requirement that “Organisations shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation’s goals”.

Badminton England has made significant progress in recent years in recruiting greater female representation to its Board of Directors. The female representation on the Board (40%) currently exceeds the requirements in the Code of Sports Governance; that being a minimum of 30% of each gender on the Board. However, Badminton England remains committed to making further progress by working towards gender parity on the Board and also to ensure that the composition of the Board better reflects the diversity of those taking part in the sport in England. In doing so it will ensure that Board members possess the skills and experience necessary to deliver its strategic plan and to ensure good governance. This requirement is reflected in the terms of reference of Badminton England’s Nominations Committee when recruiting and making recommendations for new members of the Board, and will remain under regular scrutiny.

Project objective:

1. Increase the diversity of representation at Board level

Proposed activity:

1. Audit current Board ways of working

All boards should review their working practices, as a means to promote a flexible approach to board membership. This might include:

- supporting flexible working
- holding meetings during conventional work hours
- offering financial support for childcare if evening or weekend meetings are essential

We will:

- **Appoint an independent, thorough review of current Badminton England working practices through interviews with existing board members to understand challenges, strengths and opportunities of current board operation e.g. meeting times, lengths, ability to input, format of pre – and post board material, conflict with other commitments (families/ full time roles).**
- **Seek to receive a series of recommendations to help Badminton England create an optimal environment for its Board and general membership meetings, which help to encourage diversity.**

2. Proactive recruitment

Badminton England to consider how the organisation will attract an increasingly diverse range of candidates for its board, how to proactively reach out to talented candidates from diverse backgrounds, thinking carefully about both the channels and tone used to recruit. Actions towards truly proactive recruitment may include:

- ensuring roles at board level are advertised and recruited on the basis of merit, rather than informal chats or on a system of entitlement/seniority
- broaden and diversify recruitment practices to actively address new markets where prospective candidates may be more prevalent

We will seek:

- **An independent check and challenge current Badminton England recruitment practices.**
- **Suggestions on how to market opportunities and where to go to recruit candidates from the wider community.**
- **An independent check and challenge on the current make-up of interview panels and questions.**

3. Progressing talent from within

Across the country, Badminton England has some great talent volunteering in a variety of roles. Through committee structures, and the use of mentoring and leadership support, this area focuses on developing a strong pipeline of diverse talent encouraging people.

We will:

- **Conduct an audit of the broader governance structure to identify potential candidates from diverse communities**
 - **Seek to identify potential candidates for the Board of Directors, against the competency profile, and in consideration of the Board succession plan**
 - **Through the Nominations Committee, the Board of Directors to take positive action towards female applicants, those from the BAME community and those with disabilities, to guarantee an interview, providing that they meet the essential requirements of the person specification**
- 4. Ensure Badminton England's commitment to diversity is communicated through internal practices and externally.**

As Badminton England implements its action plan and further demonstrates its commitments to diversity, we will be aware of the range of audiences we will be seeking to receive our messaging.

It is important that we recognise that one size-fits-all approach generally will not work. The people we want to reach represent not only many different cultures and backgrounds, but are also at different places along the journey of awareness and understanding. We have multiple stakeholders, internally and externally, and our message should be tailored to fit each group.

We will:

- **Undertake a review of Badminton England’s current marketing and communications tools and activity**
- **Collaborate with organisations such as Women in Sport, Sporting Equals and the English Federation of Disability Sport to make recommendations on how Badminton England can best understand the respective markets and potential talent pools and which channels and tools to use to promote badminton and Badminton England accordingly**
- **Ensure that all information, publicity and advertising for Board positions promotes a positive attitude towards women and girls and people from BAME and disability communities.**

Action Plan

Outcome 1 - Audit current Board ways of working	Action	By When?	By Who?	Progress
Consider the future representation of the Board to ensure it is reflective of those who take part in badminton.	<p>The Nominations Committee to manage all recruitment processes and practices taking into account the initial analysis.</p> <p>The Nominations Committee to ensure that diversity features as part of its recommendations to the Board.</p>	1 September 2017	Owner: Jim Mann	<p>The Board has undertaken an initial analysis of the current diversity of its board, and what it needs to achieve with regard to board diversity. We will implement the content of this plan with a view to considering wider representation.</p>
A thorough review of current Badminton England working practices through interviews with existing board members to understand challenges, strengths and opportunities of current board operation	Board interviews x 5	31 March 2018 (dependent on board members availability)	Owner: Malcolm Smith	
Create a series of recommendations to help Badminton England create an optimal environment for its Board and general membership meetings, which help to encourage inclusivity	<p>Desk time for recommendations review</p> <p>Recommendations feedback to Badminton England</p>	31 March 2018	Owner: Malcolm Smith	

Outcome 2 - Proactive Recruitment	Action	By When?	By Who?	Progress
Provide a check and challenge of current Badminton England recruitment practices	<p>Interview with Chairman and Chair of the Nominations Committee</p> <p>Desk time for feedback review</p> <p>Share recruitment processes with national partners and establish a conference call with all national partners to receive feedback</p>	<p>31 January 2018</p> <p>28 February 2018</p>	Owner: Jim Mann	
Provide suggestions on inclusive communication and where, and how, to market opportunities to women, disabled people and the BAME community	Desk time	28 February 2018	Owner: Jim Mann	
Provide a check and challenge on the current make-up of interview panels and questions.	<p>Review the interview questions and panels for 3 roles at different levels.</p> <p>Desk time for feedback and submit review</p>	<p>31 January 2018</p> <p>28 February 2018</p>	Owner: Jim Mann	

Outcome 3 - Progressing talent from within	Action	By When?	By Who?	Progress
Conduct an audit of the broader governance structure to identify potential candidates from diverse communities	Work with the Chairs of each Committee to carry out an audit of the existing governance structure to identify potential candidates.	31 March 2018	Owner: Jim Mann	
Against the competency profile, and in consideration of the Board succession plan, seek to identify potential candidates for the Board of Directors	Desk time for recommendations review Recommendations feedback to Badminton England	31 March 2018 30 April 2018	Owner: Jim Mann	
Through the Nominations Committee, the Board of Directors to take positive action towards female applicants, those from the BAME community and those with disabilities, to guarantee an interview, providing that they meet the essential requirements of the person specification	Ensure the process of recruitment is clear and provides easy signposting to opportunities that positively support our aspiration for greater representation	1 June 2018	Owner: Jim Mann	

Outcome 4 – Ensuring Badminton England’s commitment to diversity is communicated through internal practices and externally.	Action	By When?	By Who?	Progress
Publish Badminton England’s commitment to diversity	Statement on website emphasising commitment to Equality and Diversity	1 July 2017	Owner: Chairman	Complete
	Through staff communication, and digital and social platforms, ensure the commitment is understood	1 July 2017	Owner: Chief Executive	Complete
	The Terms of Reference of all Boards and Sub Committee’s to include a statement of commitment to equality and diversity	28 February 2018	Owner: Chairman	
	Identify and actively promote role models who are able to champion Badminton England’s commitment	31 March 2018	Owner: Chief Executive	
	Through the General Meetings, encourage CBAs to diversify their representation	31 March 2018	Owner: Chairman	

<p>Undertake a review of Badminton England's current marketing and communications tools and activity</p>	<p>Review the content, language and imagery used in the following:</p> <p>Website Social media channels E-newsletter</p>	<p>28 February 2018</p>	<p>Owner: Jackie Newcombe</p>	
<p>Collaborate with organisations such as Women in Sport, Sporting Equals and the English Federation of Disability Sport to make recommendations on how Badminton England can best understand the respective markets and potential talent pools and which channels and tools to use to promote badminton and Badminton England accordingly</p>	<p>Meet with all organisations and allow desk time to consider recommendations; such recommendations to be built into marketing materials</p>	<p>31 March 2018</p>	<p>Owner: Jackie Newcombe</p>	
<p>Ensure that all information, publicity and advertising for Board positions promotes a positive attitude towards women and girls, the BAME community and disabled people.</p>	<p>Identify relevant materials and take action to amend / promote accordingly</p>	<p>30 April 2018</p>	<p>Owner: Jackie Newcombe</p>	