



DIVERSITY ACTION PLAN 2018 – 2021

Approved by Board January 2018

Rounders England – Our Journey

Our journey began when the National Rounders Association was formed by a small group of teachers in 1943, with the primary aim of standardising the rules. The Association continued in an entirely volunteer capacity to develop standardised rules, competitions, adult clubs, and to support school Rounders development. In the mid 1970's the first England adult team was selected, and matches were played against Wales. The organisation was entirely volunteer based until 2000, when a small grant was received from Sport England to develop the sport.

Rounders England are proud that over a period of just twelve years, the delivery and expectations of our sport has gone from being perceived as a school activity with the occasional ad hoc and informal team playing for fun in local parks' and an England team that many were unaware of, to a sport with clear and defined playing pathways and ever increasing playing opportunities.

Likewise the number of recorded sustainable play continues to increase year on year with the development of a membership database, which has also enabled better and more effective communications.

As with any developing organisation, growth cannot be achieved overnight and we strongly believe that it is the development of our infrastructure including our governance that has supported the growth in Rounders play and delivery.

OUR VALUES

Fun
 Passionate
 Accountable
 Straight talking



Message from:



Ruth Daniels - Chair

Rounders England is committed to building a culture that respects and embraces diversity and inclusion, believing that these values are critical to creating a sustainable, high performing organisation as well as enabling it to engage with as many players, volunteers and spectators as possible. Numerous reports consistently show that diverse teams perform better and we want diversity and inclusiveness to be integral to how we serve our members and develop our Rounders family. Diversity comes in many forms and only by embracing these differences, through inclusiveness, will Rounders be and remain an inclusive organisation and sport for all. I am proud to be able to say that our recent re-branding exercise and strapline #weareallrounders demonstrates our commitment as an organisation to this as does our full support of this Diversity Action Plan for 2017-2018.

<h2 style="margin: 0;">Recruitment</h2> <p style="margin: 0;">How the organisation will attract an increasingly diverse range of candidates</p>		Code for Sports Governance				
<p>Objective:</p> <p>We will adopt a target of and take all appropriate actions to encourage a minimum of 30% of each gender onto our Board. We will demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on our Board including but not limited to black, Asian, minority ethnic (BAME) diversity and disability.</p>	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, LG&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
<p>Priorities</p>	<p>Actions</p>		<p>Person(s) Responsible</p>		<p>Completion Date/Action</p>	
<p>Short Term: 12-24 months</p> <p>Assess the gender diversity and ethnicity percentage/parity of our operational & strategic teams.</p>	<p>1. Conduct a staff audit and a Board audit to identify any gaps or shortfalls in diversity. 2. Integrate shortfalls of parity and/ or diversity into our immediate and planned (next 2 years) recruitment criteria – that includes the following: A clear directive within our tender process and PQQ's to our partners/ recruitment agencies, expressing our specific demands to achieve diversity (including our targets) and the timeframe for accomplishment. ii) Ensure all non-agency recruitment advertising/ campaigns incorporate a</p>		<p>CEO</p>		<p>October 2017</p> <p>1. Completed 2. See Treasurer recruitment pack</p> <p>ii) See Treasurer recruitment pack</p>	

	<p>diversity-focused statement of intent outlining our aims.</p> <p>iii) Our bi-monthly monthly team workshops to include a CEO addressed diversity and inclusion update communicating progress to date within our organisation and the wider community.</p> <p>iv) Quarterly Board Meetings will include an Equality/ Diversity/ Inclusion update on our strategic and operational position to date.</p>		<p>iii) on agenda</p> <p>iv) on agenda</p>
<p>Medium Term 24-36 months</p> <p>Evaluate the alignment, inclusion and success of diversity targets against our current recruitment advertising and selection processes and our Equality & Diversity Policy.</p>	<p>Review our existing Equality & Diversity Policy to ensure:</p> <ol style="list-style-type: none"> 1. It supports the delivery of our 2017-2018 diversity aims. 2. It is compliant with existing legislation. 3. It is integrated into our recruitment practices and processes. <p>We will monitor our performance annually to ensure we are achieving our targets and progressing our understanding within the organisation.</p>	<p>SMT</p>	<p>April 2018 Equality Policy reviewed and approved by Board January 2018. Templates to be reviewed before November 2018.</p> <p>Process in place</p>






<p>Long Term: 3- 5 years</p> <p>Embed, promote and publicise good diversity and inclusion into our recruitment activities and decision-making processes.</p>	<p>Apply a "Diversity by Design" approach to recruitment across the organisation, in other words implant diversity as a forethought not a post script.</p> <p>1/ Review our business strategy to ensure we have embedded D&E fully into our culture and operational psyche. Ensure delivery of improved Core Values to the workforce are supported by D&E focused training.</p> <p>2/ Review our existing recruitment practices and processes. Identify D&E shortfalls. Design new steps to integrate improved D&E based on our updated strategic objectives. Implement & publicise. Set demanding targets in excess of legislative requirements.</p>	<p>SMT/CEO/Board</p>	<p>December 2018- April 2019</p>
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<h2 style="margin: 0;">Engagement</h2> <p style="margin: 0;">Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</p>		Code for Sports Governance					
<h3 style="margin: 0;">Objective:</h3> <p style="margin: 0;">We will strive to maintain a diversity-focused, inclusive approach in all our organisation's communication channels, operational processes and policies that govern the application and delivery of our services across the country. This will apply to (though not exclusive to) our oral and written communication lines, sports forums, social media outlets and strategic partners in addition to our participation base, ad hoc customers and our volunteer workforce.</p>		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 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
Priorities	Actions	Person(s) Responsible	Completion Date/Action				
							

<p>Short Term: 12-24 months</p> <p>Commit to a campaign of inclusion-led, diversity-focused marketing of our fan base, participants and customers aimed at expanding the background and cultural base of our supporters.</p>	<p>Deliver a sustained campaign of “rounders in diversity” promotions via:</p> <ol style="list-style-type: none"> 1. Social media & website- These promotions will incorporate diversity and inclusion-based editorials and ‘real events’ to evidence our pro-active and long term commitment to a diversity agenda. 2. Education establishments- Incorporate a diversity and inclusion section within our school’s events programmes- relevant to both pupils and teaching staff. The core message is to consistently encourage support (within the context of sporting competition) for equality, diversity and inclusion across all spheres of school life expressing the benefits of E&D to all. 3. Incorporate our diversity values into the current development of our Rounders England Toolkit for member teams and leagues. This will help, advise and support administrators through the process of adopting and embedding diversity an inclusion into their organisation. 4. Targeting BAME, disability and social minority focused media & lifestyle outlets sharing our diversity-focused press releases and community-based good news stories. In addition inviting guest representatives to contribute to our own RoundUp publications that are distributed to all Rounders England members, employees, Directors and partners. 	<p>MH</p>	<p>Apr-July 2018</p> <ol style="list-style-type: none"> 1. Jordan Russell England team intro done first #WAAR imagery #Winter2018 montage 2. In progress 3. May 2018: Encouragement & guidance has been given to teams & leagues through the Toolkit to ensure their diversity reflects that of the local community. See Role descriptions & Constitution Template. 4. Not yet started. Support needed
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	<p>5. Review and update where appropriate our current libraries of computer-based and paper-based visual imagery to ensure we have a true representation of diversity and inclusion. Ensure we consider diversity during the acquisition and selection of imagery prior to publication.</p> <p>6. Nominate a Diversity Champion at Board level who will engage, encourage and promote our diversity and inclusion aims in an ambassador capacity and deliver our message nationally through networking and marketed campaigns.</p>	<p>Chair/CEO</p>	<p>5. In progress. 2018 shoot has been arranged</p> <p>Jan 2018 Georgina Crossman appointed</p> <p>Sept 2018 Natalie Ward installed as Diversity Champion replacing Georgina Crossman.</p>
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<p>Medium Term: 24-36 months</p> <p>Incorporate inclusion in our face to face engagement with volunteers, partners and third party relationships to develop an understanding, acceptance and appreciation of the advantages of a diverse organisation.</p>	<p>Develop a set of 1-2-3 steps to be applied that ensures all individuals respect and feel:</p> <ol style="list-style-type: none"> 1. Included 2. Welcome 3. Valued <p>Incorporate the commitment promise from our Chair within the steps to emphasise the magnitude of our dedication to embracing inclusion.</p> <p>Underpin this message with a pledge that all staff will act as ambassadors in their engagement dealings with partners and third parties.</p>	SMT	Oct 2019
<p>Long Term: 3-5 years</p> <p>Develop an understanding of equality & diversity that is culturally responsive, and respectful of differentiation.</p>	<p>Deliver an inter-active Diversity training tool for use by employees, volunteers and partners that encompasses:</p> <ol style="list-style-type: none"> 1. Self-reflection & perception challenges 2. Opportunity to exchange cross-cultural values and opinions. 	CSM	October 2020

<h2>Progressing talent from Within</h2>		Code for Sports Governance				
<p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	<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&T and socio-economic)</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 Req 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>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</p>
<p>Objective: Adopting management practices that embrace, support and promote aspirational levels of diversity and inclusion within our organisation (beyond legislative demands) through the development of a diversity-focused succession plan and learning & development framework.</p>						
Priorities	Actions			Person(s) Responsible		Completion Date/Action

<p>Short Term: 12-24 months</p> <p>Identify a set of rules that capture the essence of inclusion and diversity within our internal recruitment process in order to support our diversity goals.</p>	<p>Develop a set of Diversity Recruitment Principles that sets out the acceptable minimum requirements applicable to the recruitment process for applicants and recruiters. The Principles will be supported by strict criteria demonstrating our internal commitment-ensuring we apply diversity and inclusion to our panel selection and interview processes: e.g. Gender-balanced panels; at least one panel member to be unconscious-bias trained; consideration of introducing qualified partner representatives from under-represented sectors of society onto our recruitment panel to influence diversity and inclusion ratios, as well as our understanding and learning; inclusion-focused psychometric testing for panellists and applicants; consideration given to location and facilities for disabled candidates, prayer, accompanying infants, dietary needs, reading or writing needs etc.</p>	<p>CSM</p>	<p>November 2018</p>
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<p>Medium Term: 24-36 months</p> <p>Ensure our succession planning is sourced from a balanced talent pool of internal and external candidates from all backgrounds and cultures.</p>	<p>Develop a set of succession plan smart targets that support:</p> <ol style="list-style-type: none"> 1. Parity of internal/ external candidates through insight and research of existing successful commercially-diverse cultures (not primarily exclusive to sport) with a specific focus on what diversity success looks like. 2. Cross –cultural advertising: Targeted recruitment encompassing recruitment journals with significant BAME, disability and social minority readerships. Consideration should be given to local venues e.g. community centres, on-line forums and religious centres. In addition and to ensure we capture all sectors of under-representation we will incorporate the list of recruitment avenues prescribed by Inclusive Boards. 3. Encourage key diversity & inclusion through our various corporate messaging route ways including and promoting where applicable our support of: unconscious bias; imagery, corporate wording and language on our website; company policies and process guidance documents; office aesthetics; dress codes; consideration for religious prayer and fasting; wheelchair access; partially sighted, deaf etc. 	<p>SMT</p>	<p>April 2019</p>
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<p>Long Term: 3 – 5 years</p> <p>Deliver a learning and development process that builds on our succession plan and incorporates CPD aims that are organisation focused (as opposed to purely job related) and budget- proof. This process to incorporate Board members as well as the operational team.</p>	<p>Create an L&D Action plan that:</p> <ol style="list-style-type: none"> 1. Draws on external non SE funding- specifically funding that is self-generated and with the aim of promoting self-sufficiency and sustainability beyond our Sport England ties in order to emphasise the longevity of our commitment to diversity and inclusion. This commitment will surpass and exceed all partner relationships and will continue indefinitely as long as our organisation exists. In doing so our L&D action plan must be dynamic, flexible and adaptable maintaining judicial, social and commercial relevance to diversity and inclusion. Consideration must be given to the aims of delivering a process that will achieve multi- decennial status therefore regular review is necessary. 2. Maintains diversity & inclusion balances that embed an understanding and awareness within all employees and Board members of the importance and benefits of diversity and inclusion in commercially focused, sport oriented NGB organisations like ourselves. This is a cultural change that may take a decade to be acclaimed as successful. 	<p>CSM/CEO</p>	<p>April 2020</p>
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	<p>3. Supports individual career growth to senior management level where ability, knowledge, experience & a desire to improve is evident (using past performance as a guide). Individual CPD will continue to be employee-led however our L&D framework will include a mandatory section for all employees & directors to understand and gain competency in diversity within the workplace and the benefits of embracing E.D.& I. This will be evaluated by a question paper based on current legislation (i.e. Equality Act 2010) and Rounders England's Equality Policy and Gender Policy. In addition consideration will be given where appropriate to additional training/ training needs through recognised parties (e.g. ACAS).</p>		
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Key Questions

How does this feed into our broader governance plan?

The aims of the Sport England Governance Code reflects a best practice approach that can be evidenced in successful organisations not only within but outside the sports sector. The aims of our Diversity Action Plan will play an influential part in our organisation's governance and will mirror the demands of Sport England incorporating the same governance principles namely:

1. Structure- ensuring we have a robust framework that embraces diversity and inclusion and allows dynamic growth.
2. People- ensures our people (existing and new) understand, adopt and practice the fundamentals of equality and particularly diversity and inclusion in their day to day roles and future planning.
3. Communication- that we publicise our intent and our actions to a wider & diverse audience providing a platform for parity and inclusion and to publicly share those values with our partners and customers.
4. Standards & Conduct- we will maintain a consistent focus toward our governance aims and the impact they have on our workforce, partners and the wider public. We will continuously monitor and evaluate our diversity performance in line with the needs of Sport England and any judicial requirements. As a result we aim to improve our sustainability and enhance our reputation as an ambassador of diversity and inclusion.
5. Policies & Processes- we will be transparent in all our operational and strategic dealing supported by a comprehensive set of Board approved policies delivered by the operational team that fulfil the governance requirements of Sport England. We will ensure that we have a diversity by design approach and mentality when drafting, reviewing or approving new and existing systems and procedures.

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

Everyone in the organisation has both a moral responsibility and an employee responsibility to ensure we embrace, support and promote diversity and inclusion within our organisation, operationally and strategically, including at Board level.

Members of the senior management team will have additional responsibilities regarding the design, preparation and application of specific priorities and subsequent actions that initiate the short, medium and long term activities.

How will we measure overall success?

This will be measured in a number of ways:

1. Adherence and compliance to all relevant sections of the Sport England Governance Code and Rounders England Governance Action Plan.
2. Fulfilment of all 3 diversity objectives contained within our Diversity Action Plan and achievement of the short, medium and long term priority actions, within the time-frames specified that support each objective .
3. Annual feedback from our customer and partner base (obtained via survey monkey, social media, our website, email, written correspondence and face to face discussions).
4. Rounders England Employee Survey feedback.
5. The CEO Succession Plan
6. A year on year comparison of the audit

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

Not only have we adopted the principles that are applied to the Sport England Governance Code (which is arguably the spine of our Plan) we have also added a set of intrinsic values of our own that predominantly add flesh to the bone and equally are a fundamental part of the Equality Act 2010 and form the basis of governance within our sport and other sectors.

1. Transparency- we consistently aim to be transparent in all our dealings not just diversity and are comfortable publicising our progress within the sector, irrespective of the subject matter or outcome. Our Diversity Action Plan promotes transparency.
2. Dynamic- our plan provokes change, change beyond the minimum. Rounders England has (like the monitoring frameworks we work within) a hunger to improve, to over-achieve, to excel.
3. Commitment- we proudly and publicly embed and evidence robust governance throughout the whole of our organisation including areas such as finance, commerce, insight & research, development partnerships, data protection, record-keeping and so on. This Action Plan makes a number of clear commitments to diversity and inclusion. As a purveyor of public funds we have a responsibility to act wisely and with integrity in all of our dealings.

How do these values cross-reference with other relevant frameworks?

82 of the Government's Equality Policy documents declare the importance of Transparency. 259 official equality papers express over-achieving or excelling. Finally there are 209 E & D documents that relate to the value of Commitment. Additionally our values echo the sports' aims and those of the sports' governors.

