



## **GOVERNANCE DIVERSITY ACTION PLAN 2017 – 2021**



## **ABOUT US**

Swim England is the national governing body for swimming in England. We were founded in 1869 and our headquarters are on the Loughborough SportPark. We help people learn how to swim, enjoy the water safely, and compete in all our sports.

Our vision is of a nation swimming and we strive to inspire everyone to enjoy the water in the way that suits them. We work with our partners to create engaging programmes that enable everyone to be active, have fun and stay healthy through swimming.

Each month millions of people are able to enjoy swimming, diving, water polo and synchronised swimming because they have been through our renowned Swim England Learn to Swim Programme.

Ensuring people are safe in the water is of paramount importance to us and so we work closely with partners to keep water safety high on the national agenda.

At our heart Swim England is a membership organisation dedicated to supporting our clubs and members to develop and succeed. We maintain the laws of the sport and run world-class national events that are open to all.

We also operate a comprehensive range of qualification and education programmes for teachers, coaches, officials and tutors.

## **OUR MISSION**

Creating a happier, healthier and more successful nation through swimming.

## **OUR VISION**

A nation swimming.

## **OUR VALUES**

**Quality** - above all, we provide world class products, services and experiences.

**Purpose** - we act with a sense of purpose.

**Togetherness** - we are one team working towards our vision of a nation swimming.

**Fun** - we make life as enjoyable as possible for everyone involved with swimming.

## Message from Our Chair and CEO

Swimming is a sport without boundaries – which anyone and everyone can enjoy throughout their lives. Swim England's mission is to create a happier, healthier and more successful nation through swimming.

Our vision of a nation swimming is wholly-inclusive. Inclusion is about recognising and removing any barriers faced by people involved or wanting to be involved in aquatics.

It is about ensuring that the culture of aquatic activity is one that values diversity and enables the full involvement of under-represented groups in every aspect.

It is a central principle of a dynamic and modern sports organisation that it can demonstrate democratic governance with progressive strategies and programmes.

Swim England is committed to being a fair, equitable and ethical world-class sporting organisation. We are committed to achieving equality in aquatics and are working with all stakeholders at every level to promote the highest standards of conduct and behaviour.

We aim to continuously improve understanding and proactively address any under-representation across all protected characteristics.

We embrace the spirit of all equalities legislation and are committed to eradicating any form of discrimination.

We will not tolerate discrimination - either directly or indirectly - on any grounds including race, disability, social class or background, sexual orientation, ethnic or national origins, gender, gender identity, marital status, pregnancy, parental status, carer status, age, religion or belief, or political persuasion.

Swim England will take positive action to:

1. Eliminate discrimination.
2. Comply with all statutory obligations and best practice.
3. Meet the needs of our employees, volunteers and partner organisations.
4. Make equality and equal treatment a core issue in the development, delivery, refinement, and application of our policies, procedures, initiatives and services and in the way we manage our people.
5. Adopt and meet a target of a minimum of 30% of each gender on our Board.
6. Progress towards achieving gender parity on our Board.
7. Progress towards greater diversity on our Board, including BAME and disability membership.

Recruitment		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, 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
How the organisation will attract an increasingly diverse range of candidates for our Boards							
<b>Objective:</b> Achieve greater diversity and embed best practice inclusion into our Board recruitment activities and decision-making processes		✓	✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible	Completion Date	Actions completed to date			
<b>Short Term:</b> Create a unitary and more gender-balanced Board which implements and achieves our public commitment to increasing diversity through open, rigorous, transparent and fair appointment processes.	Seek ASA Council ratification in October 2017 of proposals to progress to a unified Swim England Board structure by 31 March 2018. Continue to work closely with external partners (including: Stonewall, Disability Confident, Sporting Equals) to proactively identify and recruit representative new Board members against skills, knowledge, attitudes and behavioural requirements.	Swim England Nominations Committee.	31 July 2018	Following ASA Council ratification in October 2017, we have progressed to a unified Swim England Board structure. All board members have been recruited on the basis of skill set, knowledge, attitudes and behavioural requirements. The gender split of the unitary board is 60 per cent male and 40 per cent female, exceeding the target of 30 per cent gender split.			

Maintain progress towards gender parity and greater diversity at all levels.	Analyse gender pay data across the paid workforce and publish report in line with Gender Pay Gap Reporting requirements. Create an action plan to tackle any identified gender pay gaps. The aim is to reduce the gender pay gap of our employed workforce each year, and ensure any gender pay gap is below the national average.	Swim England Board with support from Head of People Development.	30 April 2018	First Gender Pay Gap report produced and published for the 2016/17 financial year on our <a href="#">Swim England Website here</a> . Across 468 workers, the average gender pay gap was 11 per cent and median pay gap -9 percent.
<b>Medium Term:</b>  Maintain progress towards gender parity and greater diversity at all levels.	Analyse gender pay data across the paid workforce and publish report in line with Gender Pay Gap Reporting requirements. Create an action plan to tackle any identified gender pay gaps. The aim is to reduce the gender pay gap of our employed workforce each year, and ensure any gender pay gap is below the national average.  Develop and implement action plans based upon the findings of our Biennial Equality Audits increasingly reflect the diverse composition of Swim England and its Regions and encourage greater diversity throughout our aquatic sports.	Swim England Board with support from Head of People Development.  Swim England Nominations Committee with support from Head of People Development.	30 April 2019  31 October 2020	
<b>Long Term:</b>  More diverse and representative Boards.	Continue to drive actions that increase diversity based upon the findings of our Biennial Equality Audits to ensure we increase the diverse composition of Swim England and its Regions and encourage greater diversity throughout our aquatic sports.  Continue to work closely with external partners (including: Stonewall, Disability Confident, Sporting Equals, Women on Boards) and the Swim England Members Forum to proactively identify and recruit representative new Board members against skill set, knowledge, attitudes and behavioural	Swim England Nominations Committee with support from Head of People Development.  Swim England Nominations Committee with support from Head	31 October 2022  December 2019 and then annually	

	<p>requirements. With the aim of achieving gender parity of board members.</p> <p>Continue to review gender pay data, and publish annual reports to summarise the actions taken to drive the achievement of gender pay parity.</p>	<p>of People Development.</p> <p>Swim England Board with support from Head of People Development.</p>	<p>Annually</p>	
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<h2 style="color: #0070C0;">Engagement</h2> <p>Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally</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 (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)
<p><b>Objective:</b> To amalgamate Equality, Diversity and Inclusion action plans, drive the implementation of actions and communicate with internal and external stakeholders.</p>	✓	✓	✓	✓	✓	✓
Priorities	Actions			Person(s) Responsible	Completion Date	Actions completed to date
<p><b>Short Term:</b></p>				<p>Swim England Chairperson and CEO with support</p>	<p>31 October 2018</p>	

<p>Publish an annual update on progress in delivering the actions specified in Req. 2.</p> <p>Prepare and submit a joint application for the Advanced level of the Equality in Sport Framework.</p>	<p>Develop action plans for responding to the applicable findings of the 2017 and 2018 Swim England Equality Audits.</p> <p>Bring together all organisation activities in relation to Equality and Diversity, pull together an organisation wide action plan and communicate to team members. Complete the advanced standard submission document, referencing actions taken, case studies created and action plans across the organisation.</p>	<p>from Head of People Development.</p> <p>Swim England Chairperson and CEO with support from Head of People Development and wider organisation Heads of Service.</p>	<p>31 October 2018</p>	
<p><b>Medium Term:</b></p> <p>Promote details of continuous progress in delivering our public commitment to foster continuously increasing diversity and inclusion across Swim England.</p>	<p>Source and deliver Equality, Diversity and Inclusion training, for Swim England Board and Committee members. Specifically include guidance on inclusive language and the recognition of unconscious bias.</p> <p>Implement action plans for responding to the applicable findings of the 2017 and 2018 Swim England Equality Audits.</p> <p>Promote Swim England as an inclusive organisation both internally and externally through social media, digital marketing and PR channels.</p> <p>Establish a project group to assess 'the barriers to inclusion' across Swim England clubs, members in conjunction with county associations and regions. Develop an action plan to tackle identified barriers with the aim of increasing diversity across the 9 protected characteristics.</p>	<p>Swim England Chairperson and CEO with support from Head of People Development</p> <p>Swim England Chairperson and CEO with support from Head of People Development and the Swim England Marketing and Communications team.</p> <p>CEO and Board Champion and Project Board.</p>	<p>31 July 2019</p> <p>31 July 2019</p> <p>31 December 2018</p>	

<p><b>Long Term:</b></p> <p>Ensure fully-embedded continuous progress in delivering our public commitment to foster continuously increasing diversity and inclusion towards fully-representative Boards which continually reflect the increasingly diverse composition of Swim England and its Regions across all 9 protected characteristics.</p>	<p>2020 Equality Audit. Engage with the Swim England Insight team to complete the Equality Audit. The questionnaire to be emailed to all internal team members and external stakeholders including; club members, Just Swim members, volunteers and event volunteers.</p> <p>Equality Steering Group to review the audit findings and develop action plans for responding to the audit results, and increasing diversity across the 9 protected characteristics. Equality Steering Group to then recommend actions to the Swim England board.</p> <p>Continue to promote Swim England as an inclusive organisation both internally and externally through social media, digital marketing and PR channels.</p>	<p>Swim England Insight Team with support from the Head of People Development, and other relevant internal team members responsible for the stakeholder groups.</p> <p>Swim England Chairperson and CEO with support from Head of People Development and the Swim England Marketing and Communications team</p>	<p>31 March 2020</p> <p>31 October 2020</p> <p>31 October 2020</p>	
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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 achieving greater diversity generally/(including but not limited to BAME, disability, LGBT and socio-economic)	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	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)
<b>Objective:</b> A focus on developing a strong internal pipeline of diverse talent to help populate inclusive decision-making.		✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible	Completion Date	Actions completed to date		
<b>Short Term:</b> Ensure that the new Nominations Committee develops succession plans for achieving our public commitment to increasing diversity and ensuring total inclusion.	Swim England has already developed and implemented new internal career progression pathways.  Our aim is to use the findings of our biennial Equality Audits to identify and remove any barriers which prevent people from any of the 9 protected characteristics from progressing internally to leadership positions across Swim England.	Swim England Nominations Committee with support from Head of People Development	31 October 2018			
<b>Medium Term:</b> Create a fully-inclusive talent pool and pipeline for future Board-level appointments.	Swim England now has its first-ever female CEO and is keen to equally encourage positive role models across all 9 protected characteristics and internal progression to leadership positions.  Develop and implement succession plans (including the provision of mentoring, shadowing and developmental opportunities) to encourage anyone across all 9 protected characteristics to progress to leadership positions across Swim England and its Regions.	Swim England Nominations Committee with support from Head of People Development.	31 March 2020			

<p><b>Long Term:</b></p> <p>Ensure that Swim England is recognised as having the very best process for developing wholly-inclusive internal progression.</p>	<p>Ensure that fully-inclusive succession plans and progression pathways are working effectively and reflect the increasingly diverse composition of Swim England and its Regions across all 9 protected characteristics.</p>	<p>Swim England Nominations Committee with support from Head of People Development.</p>	<p>31 March 2022</p>	
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# Key Questions

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

The Governance Diversity Action Plan is designed to underpin and help implement our broader best-practice governance provisions by ensuring that our Boards have a fully-representative balance of independence, skills, knowledge, attitudes and behaviours which reflect and foster our increasingly diverse sport.

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

Swim England Chairperson, Nominations Committee, CEO, Head of People Development, other Senior Leadership Team members and heads of service.

## How will we measure overall success?

Through regular Board Effectiveness and Equality Audits and the achievement of agreed quotas which reflect the increasingly diverse composition of swimming at all levels,

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

The DAP specifically cross-refers to Requirements 1.8, 1.10, 1.21, 2.1, 2.2, 2.3, 2.4, 2.6, 2.7, 2.8, 3.5 and 5.1.