



DIVERSITY ACTION PLAN
2017 – 2020

ABOUT US / OUR MISSION

The Lawn Tennis Association's (LTA) mission is to get more people playing tennis more often, and part of its role is to govern tennis in Great Britain, Channel Islands and the Isle of Man by acting as guardians to safeguard the integrity of the sport.

OUR ROLE

- To enrich lives through tennis

OUR VALUES

- Teamwork
- Integrity
- Passion
- Excellence

Message from Our Chair

At the Lawn Tennis Association (LTA) we are committed to improving the diversity of both our sport and organisation, to ensure that it better reflects the society we live in. We are an inclusive and open organisation that welcomes people from all backgrounds.

Together with the Tennis Foundation we develop and deliver a number of programmes to encourage diversity and inclusion in the sport. Together, we deliver programmes and activities as varied as the disability tennis programme, SERVES, Tennis for Kids, She Rallies and Seniors Tennis which help to encourage people from all different backgrounds to take up the game. Further, our grassroots facilities investment fund – Transforming British Tennis Together – will greatly increase the accessibility of tennis across the country.


In addition to the work we do externally, we are also committed to improving diversity and inclusion at all levels of our organisation – from the Board, our senior leaders to colleagues and volunteers. This year will also see us improve the way in which we collect information so that all our members of staff have equality of opportunity and access in the workplace.

The attached plan outlines the LTA's diversity action plan for 2017-2020. It includes commitments to review a number of practices, policies and procedures across the organisation, as well as a strengthening of equality, diversity and inclusion across all levels of governance. This plan incorporates, and builds upon, our successful submission for the Intermediate Level of the Equality Standards for Sport in June 2017.

Our mission is to get more people playing tennis more often. This means encouraging people from all walks of life to take up the game. The development of a diverse player base will lead to a diverse volunteer base and ultimately ensure greater diversity in our Council, our Board, and across our sport. This will take a long-term commitment from the LTA, but it is a commitment we are proud to make. By living our organisational values of excellence, integrity, teamwork and passion we believe we will enrich lives through tennis for players, fans and colleagues alike.

David Gregson

Chairman

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 (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: Embed good diversity and inclusion practice into our recruitment activities and decision making processes at board, council and colleague level	✓	✓	✓	✓	✓	 Annual update provided
Priorities	Actions			Person(s) Responsible		Completion Date
Short Term: Achieved 30% female representation at board level	The LTA meets this requirement, having first achieved it in 2014 and will ensure it is at least maintained as recruitment for several new Board positions takes place over the next 12 months			Board, Company Secretary, People Director		Already complete
Started delivering inclusive recruitment training internally so our staff are better representative of the communities we are trying to reach	The LTA's D&I Advisor has begun to provide this training to internal teams at the LTA and the Tennis Foundation			D&I Advisor, People team		Ongoing
	Appoint recruitment agency with track record in diversity to assist with recruitment of Board					

<p>Plan for increased diversity composition of our colleagues, board and council</p>	<p>vacancies</p> <p>Ensure Council aware of Code for Sports Governance responsibilities for Council-elected Board member positions</p> <p>Actively recruit diverse candidates for Board nominated Councillors positions and establish a process to do so</p> <p>Complete D&I audit of British Tennis and staff surveys and review</p> <p>Review of monitoring with new D&I Q + evaluation of BT data and staff data</p>	<p>Legal / People Team / Board</p> <p>D&I Advisor</p> <p>People team / Board</p> <p>Company Secretary / Board</p> <p>Company Secretary / People Director / Board</p> <p>D&I Advisor, People team</p> <p>Insight team</p>	<p>2017</p> <p>2017</p> <p>2017-18</p> <p>2017-18</p> <p>2017-18</p> <p>2017-18</p> <p>2017-18</p>
<p>Performed Equality Impact Assessment of current Recruitment Process in respect of potential or perceived barriers experienced</p>			<p>2017-18</p>

<p>by candidates with protected characteristics</p> <p>Create Diversity and Inclusion Working Group, to include new Board Nominated Councillors, independent members and relevant staff and volunteers. The Group will advise on diversity and inclusion across British tennis, providing feedback on specific plans and proposals.</p>	<ul style="list-style-type: none"> • Delivery of Inclusive Recruitment Training • Review of recruitment data, barriers, participation • Piloting new Recruitment policy considers accessibility to recruitment and where candidates' screening is based on strengths as well as competencies <p>Recruitment process will be begun once Board Nominated Councillors appointed</p>	<p>D&I Advisor, People team</p> <p>Company Secretary, People Director, Board</p>	<p>2018-19</p> <p>2018-19</p>
<p>Medium Term:</p> <p>Begin to register an increase in the diversity composition of our colleagues, board and council.</p> <p>Ensure LTA recruitment process is attractive to people from all backgrounds and communities</p>	<ul style="list-style-type: none"> • Board nominated council positions to be recruited as referenced above • Refresh D&I in Recruitment Training every 24m • Review recruitment policies • Test review pay grades; staff benefits and availability of flexitime so it supports disabled staff, those facing higher costs: i.e. childcare costs, etc. • Review of recruitment 	<p>Organisation-wide</p> <p>D&I Advisor People Team</p>	<p>2018-20</p> <p>2018-19</p>

	<p>data/barriers/participation</p> <ul style="list-style-type: none"> • Identify external partnerships to assist with diverse recruitment e.g. charities 		
<p>Long Term:</p> <p>Increase number of women, ethnic minorities and disabled people in the overall workforce but more specifically in positions of senior leadership and in the executive team.</p>	<ul style="list-style-type: none"> • Refresh D&I in Recruitment Training every 24m • Regular Equality Impact Assessments of recruitment policies • Regular reviews of recruitment data/barriers/participation • Address barriers in data gathering/recruitment as needed 	<ul style="list-style-type: none"> • People Team • D&I Advisor 	<p>2019 onwards</p>

Engagement

We have:

- Developed clear and inclusive communications strategies across the LTA and Tennis Foundation
- Presented E,D & I board paper at Q3 2017 board meeting

Objective: For all our communications to be inspiring and inclusive to all both internally and externally so that work on programmes is communicated effectively to the widest possible audience

Code for Sports Governance

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	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)	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	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)	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board
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Priorities	Actions	Person(s) Responsible	Completion Date
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<p>Short Term:</p> <p>LTA and TF communications strategies reviewed to ensure they are clear and inclusive across all areas</p> <p>Board and council are kept regularly up to date and informed about the LTA's E,D & I requirements and plans</p> <p>Recruitment committee convened to finalise plans for recruitment of minimum 4 Board</p>	<p>LTA and TF communications team will keep these strategies under review</p> <p>Board paper on E,D & I including discussion and follow up actions</p> <p>Committee to meet November 2017, roles to be advertised late 2017 / early 2018, with</p>	<p>LTA / TF Communications teams</p> <p>Company Secretary, Legal Team, D&I Advisor, People Team</p> <p>Legal Team, People Team, Board</p>	<p>Already complete</p> <p>2017-18 and ongoing</p> <p>May 2018 (may be ongoing if additional appointments made)</p>
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<p>Nominated Councillors with the specific aim of increasing the diversity of the LTA Council, both in terms of background and experience</p> <p>LTA's and TF's website are being reviewed to improve accessibility in order to bring to life our inclusive communication strategy. A thorough audit of the LTA website will be carried out to identify accessibility issues and action will be taken to rectify any such issues. The Tennis Foundation inclusive Communication strategy is also adopted where applicable to LTA's programmes so that they reach out and appeal to the widest audience possible.</p>	<p>appointments to be made by May 2018</p> <ul style="list-style-type: none"> • D&I Advisor to train Services Team in Inclusive Customer Service. • LTA Digital team currently working on project to improve website accessibility • Thorough accessibility audit of LTA and TF websites to be carried out • Transforming British Tennis Together to adopt Access Guidelines for Venues followed by training in Accessibility to the regional teams so they can support clubs in their regions. 	<p>D&I Advisor Services Team Digital Team D&I Advisor and Venues Team</p>	<p>2017-18</p>
<p>Medium Term:</p> <p>Ensure there are outreach programmes for under-represented groups, starting with women and girls participation strategy 2018-2020</p> <p>Ensure remaining business priorities are interrogated through E,D&I lens</p>	<ul style="list-style-type: none"> • Delivery of women and girls participation strategy • TBTT is reviewed to ensure venues applying for funding use a holistic/inclusive approach for their investment in venues and programmes • Regional teams and Tennis Foundation Disability Development teams deliver 	<p>Participation Digital Teams</p> <p>D&I Advisor Coaching managers Communications / Media Teams Venues Team</p>	<p>2018-2020</p> <p>2018-2020</p>

	<p>ongoing practical support to clubs and venues in matters of Inclusion</p> <ul style="list-style-type: none"> • Regular updates to all colleagues 		
<p>Long Term:</p> <p>D&I is at the heart of all new initiatives in British Tennis as its benefit and impact are widely understood</p>	<ul style="list-style-type: none"> • D&I online training to be made available to coaches followed by an additional version of the training developed for officials and volunteers and made available to officials and clubs (committees and volunteers). 	<p>D&I Advisor Officiating Team Volunteer manager Communications/Media teams All LTA Colleagues</p>	<p>2019-2020</p>

Progressing talent from Within

- We have:
- Developed a colleague mentoring programme
 - Increased female representation of women on leadership team

Objective: To achieve greater diversity of talent in executives and leadership teams for the benefit of the LTA and ultimately British Tennis

Code for Sports Governance

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✓		✓			

Priorities	Actions	Person(s) Responsible	Completion Date
Short Term: Improved awareness of flexible working policies to ensure all colleagues feel able to progress at any stage of their life Board, executives and line managers are trained in the benefits of greater diversity in the composition of decision-makers. Talking Points team and People Team review work policies and conditions to ensure they are inclusive	<ul style="list-style-type: none"> • Internal communications plan around flexible working policies available 	People team	2017-18
	<ul style="list-style-type: none"> • Highly tailored D&I Training/Workshops/presentations are delivered to Board, executive team and leadership 	Legal Team D&I Advisor	2017-2018
	<ul style="list-style-type: none"> • Talking Points team and People team to work with the D&I Advisor to review the policies 	Talking Points team People Team D&I Advisor	2018

<p>Medium Term: Improved pathway for internal progression for female workforce</p> <p>Diversity in the workforce increases, as well as diversity in the composition of LTA's decision makers</p> <p>Talking Point survey shows that there is greater awareness of the link between life-work balance, good mental health practices in the workplace and related employee benefits</p> <p>LTA makes good use of data and information from applicants and staff who have gone through the internal recruitment process</p>	<ul style="list-style-type: none"> • External mentoring scheme for female colleagues and managers delivered by Women Ahead • Identify opportunities to increase greater women's participation in leadership and management teams by offering mentoring, coaching or further training as applicable to staff level employees as this builds up the pipeline of female, BAME or disabled candidates' ability to progress further • Ongoing staff Training/CPD provision • Review of Internal D&I and Talking Point surveys • Consider setting up an "end of recruitment process" survey for internal staff that have not been hired in internal positions but completed the process to gather 	<p>People Team</p> <p>D&I Adviser People team</p> <p>Talking Points Team</p> <p>People Team</p>	<p>2019</p>

	information about the accessibility and fairness of the process.		
<p>Long Term:</p> <p>Diversity in decision makers and leadership increases to better reflect its local community (London and the regions will differ accordingly)</p> <p>Talking Points Survey reports greater levels of satisfaction and inclusion at work, including greater work-life balance</p>	<ul style="list-style-type: none"> • Regular refresher training on inclusive recruitment and unconscious bias • Regular Recruitment training reviews and Equality Impact Assessment • Regular feedback from staff and Talking Points team 	<p>People Team</p> <p>Talking Points Team D&I Advisor Communications Team</p>	2020 and beyond

Key Questions

How does this feed into our broader governance plan?

Good governance is at the heart of everything the LTA does and has been a strategic priority for the organisation for many years. It is only by functioning efficiently and effectively, involving diverse groups and individuals from different backgrounds and with different experiences in British tennis that we can grow our sport – and sustain that growth. This is why the LTA has transformed its governance over the past 10 years, with two separate reviews producing a slimmed down, efficient LTA Council, increasing the diversity of the LTA Board and removing unnecessary and unwieldy committees, even before the recommendations of the Code for Sports Governance were issued. Our new Diversity and Inclusion Working Group and the appointment of at least four new Board Nominated Councillors with the specific aim of increasing the diversity of background and experience of our Council, are big developments for the LTA which underline our commitment to the importance of Diversity and Inclusion in British Tennis.

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

LTA Board, Chairman and Chief Executive
Director of Legal & Company Secretary
People Director
D&I Advisor
LTA People team, Legal team and all LTA colleagues
LTA Councillors

How will we measure overall success?

Through data via the LTA Colleague Talking Points Survey
Monitoring data both internally and externally to measure the effect of our actions
Longer term – diversity within the LTA and in tennis more broadly should increase, which ultimately should lead to an increase in tennis participation

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

As a result of achieving the Intermediate level of the Equality Standard for Sport, we had already developed an action plan up to 2020 which is in line with this Diversity Action Plan and begun to act upon it. We believe that greater internal diversity of our staff will bring greater success in achieving our participation goals and grow our credibility with the audiences we are trying to reach. Ultimately, growing diversity and inclusion is part of good governance, and underpins our compliance with, and support for, the Code for Sports Governance and its objectives.