
Trophy Women?

NGB Leadership Audit 2011/12

Conceived by the Women's Sport and Fitness Foundation, the **Commission on the Future of Women's Sport** was launched in 2008 with government backing. Its purpose is to unlock the exceptional potential of women's sport by addressing the problems of leadership, investment and profile in the sector.

Acknowledgements

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Introduction

This is the third report from the Commission on the Future of Women's Sport examining the leadership profile of national governing body (NGB) boards and senior management teams.

There has been some progress since we published the last audit: the proportion of female board members has risen from 20% in 2010 to 22%, and the number of NGBs without any women on their board has dropped from 10 in 2010 to 6. There has also been an increase in the number of women in executive leadership positions. We welcome this progress and congratulate those NGBs who have increased the diversity of their boards and leadership teams.

One of the most notable developments since the last report has been the appointment of Heather Rabbatts as The FA's first female board member. We take great encouragement from the fact that the largest and most commercial NGB has recognised the value of having women involved at board level. Of the ten sports that were named in our 2010 report as having no women on their boards, the Amateur Boxing Association of England, British Canoe Union, British Judo, the Rugby Football Union and Pentathlon GB have all joined The FA in appointing women to their board.

However, the fact that women still account for only 22% of board members is wholly inadequate. In the first of our reports, "Trophy Women? Why a balanced board is good business for sport" the Commission set out very clearly the business case for diverse boards – an argument more recently underlined by Lord Davies and his review of the business sector. There can be no doubt that a lack of diversity at the top of British sport has consequences for its performance from the elite to grass roots, and the Commission, in publishing this year's figures, calls again for concerted action to improve the profile of sports governance and leadership.

The Commission will continue to work with Sport England, UK Sport and DCMS to develop a package of proposals to encourage and support NGBs to reap the benefits that a balanced board will offer them.

A view from the top

Achieving higher levels of female representation in management will involve far-reaching changes to structures and cultures. However, for the women involved, realising their goals will continue to be a human challenge with real life setbacks and unpredictable outcomes. Clearly not every woman working in sport has the same experience; therefore it's always interesting to hear individual stories of success.

In Trophy Women? 2010, we spoke to three women who have reached senior positions within sport. This year, we have spoken to Heather Rabbatts who shares some of her own experiences, and explains why she believes having more women on boards is so crucial – and why it is so rewarding.

Heather Rabbatts

Board Member of The FA

Business woman and former Millwall Deputy Chairman Heather Rabbatts was appointed a non-executive director at The FA in January 2012.

She has a wealth of experience working in business and the public sector in roles including Chief Executive of the London Borough of Lambeth and Managing Director of Channel 4's education programmes business 4Learning. She was awarded the CBE in the 2000 New Year Honours list.

In addition to her love of the game, Heather became attracted to the position at The FA after a positive experience as Deputy Chairman of Millwall Football Club. "Despite Millwall's challenging reputation I had a great experience at the club" explains Heather. "The majority of fans were extremely welcoming and I settled into the role very quickly."

The role that football plays in the UK's national identity makes her position at The FA particularly rewarding: "More and more, football has come to reflect the global diversity of the UK – not least on the pitch. As someone with a Jamaican mother and an English father, football is a place where I feel a real sense of national identity. Being involved in the game has given me a real insight into the national DNA of the country."

"Sport is a fantastic mix of business, entertainment and politics which is why women have so much to offer. Sport needs to take advantage of the different experiences and skills which many women possess. It is not acceptable to say that there are no talented women out there – I promise you that there are and it is up to the sector to go out and find them. I would like to see more leadership and commitment from Chairs and Boards to charge their executive search companies with finding capable women. We need to change the culture of sport so that having strong female representation at leadership level is the norm rather than the exception."

Heather also believes that support schemes such as mentoring and leadership development programmes are needed in order to give women the confidence to apply for top roles in sport. "Many women have the right skills and experience but are either unaware of the opportunities that exist or don't feel confident enough to apply. We have to ensure that women have the confidence to reach for these roles and are not put off applying".

Above all, Heather is keen to emphasise the positive aspects of being involved in sports governance and to encourage more women to step forward. "Sport is such an exciting area to be involved in, it offers the chance to be involved in an industry that has a global resonance and to develop your skills in business, entertainment and politics."

2011/12 Leadership Audit by NGB

Report Methodology

46 national governing bodies (NGBs) receive funding from Sport England. In addition, the Rugby Football Union for Women (RFUW) was also surveyed, as at the time of the audit, they remained a separate entity to that of the Rugby Football Union. Each NGB was emailed a link to an online survey focusing on the demographic profile of their staff and board. The questionnaire requested data on staff members, board members, non-board decision makers (e.g. heads of committees and executive decision making team), coaches (both affiliated and employed) and affiliated members (including youth profile). The gender of Development and Performance Directors were also included (if applicable).

NGB	Female Chief Executive ¹	% Women board members ²	% Women in executive leadership positions ³	% Women in ALL leadership positions	Female Performance Director ⁴	Female Development Director ⁴	% Employed coaches who are women	% Affiliated coaches who are women	% Female staff
Amateur Boxing Association of England ⁵		13	-	-	-	-	-	-	-
Amateur Swimming Association		20	29	26	NO	YES	4	48	66
Angling Development Board	YES	17	40	43	YES	YES	-	7	21
Archery GB		20	9	17	YES	NO	0	N/A	68
Badminton England		22	20	19	NO	NO	32	N/A	56
Baseball Softball UK	YES	20	13	20	N/A	NO	-	N/A	19
Boccia England ⁶		17	-	-	NO	YES	-	N/A	67
Bowls England		33	30	29	N/A	NO	-	N/A	56
British Canoe Union/Canoe England		10	15	15	NO	YES	4	22	28
British Cycling ⁷		0	19	13	NO	NO	4	20	32
British Equestrian Federation ⁵		63	-	-	-	-	-	-	-
British Fencing ⁵		20	-	-	-	-	-	-	-
British Gymnastics	YES	20	57	55	NO	NO	27	79	74
British Handball Association ⁵		10	-	-	YES	-	-	-	-
British Judo Association		9	0	4	NO	NO	13	N/A	37
British Mountaineering Council ⁵		14	-	-	-	-	-	-	-
British Orienteering		27	45	38	YES	NO	67	50	47
British Rowing	YES	36	67	48	NO	YES	24	N/A	50
British Shooting ⁵		0	-	-	-	-	-	-	-
British Taekwondo ⁵		0	-	-	-	-	-	-	-
British Triathlon Federation ⁵	YES	27	-	-	YES	NO	-	-	-
British Water Ski & Wakeboard ⁵		13	-	-	-	-	-	-	-
British Weight Lifters' Association ⁵		11	-	-	-	-	-	-	-
British Wrestling Association		0	20	9	NO	N/A	0	N/A	50
England and Wales Cricket Board		14	5	8	NO	NO	0	5	31
England Basketball		13	-	-	NO	NO	N/A	17	27
England Golf		9	14	14	YES	NO	-	-	-
England Hockey	YES	38	27	34	NO	YES	30	45	65

NGB

	Female Chief Executive ¹	% Women board members ²	% Women in executive leadership positions ³	% Women in ALL leadership positions	Female Performance Director ⁴	Female Development Director ⁴	% Employed coaches who are women	% Affiliated coaches who are women	% Female staff
England Netball		81	-	-	YES	YES	-	-	-
England Squash and Racketball ⁵		14	-	-	-	-	-	-	-
English Lacrosse Association		44	36	39	YES	NO	63	-	45
English Table Tennis Association		11	14	16	N/A	N/A	19	16	36
Exercise Movement and Dance Partnership		63	80	63	YES	YES	-	98	91
The FA		6	16	14	NO	NO	23	6	-
Goalball UK ⁵		0	-	-	-	-	-	-	-
Great Britain Wheelchair Basketball		22	9	17	NO	YES	17	N/A	40
GB Wheelchair Rugby		0	50	27	YES	YES	0	N/A	40
Lawn Tennis Association / British Tennis ⁵		17	-	-	-	-	-	-	-
Pentathlon GB		9	50	17	NO	NO	0	N/A	27
Rounders England	YES	67	67	65	N/A	NO	N/A	N/A	93
Royal Yachting Association	YES	22	14	18	NO	NO	0	19	62
Rugby Football League		25	29	28	NO	NO	0	4	37
Rugby Football Union		6	-	-	NO	NO	-	-	32
Rugby Football Union for Women ⁸	YES	73	22	41	YES	NO	33	N/A	64
Snowsport England		33	40	35	NO	YES	50	29	71
UK Athletics		11	11	10	NO	NO	13	N/A	43
Volleyball England	YES	20	8	16	NO	NO	25	N/A	42
2011/12		22	32	27			30		45
CHANGE SINCE 2010		+2	+7	+4			+3		+2

¹ Chief Executive or equivalent role.

² All who sit on top tier of governance, including executive positions (such as Chief Executive) and non-executive positions (trustee positions). Voting rights vary by NGB.

³ For the purpose of this report this figure includes the senior management team and heads of committees.

⁴ Some NGBs may have a number of Performance and Development Directors. If they have more than one and at least one is female it has been acknowledged here.

⁵ Data taken from respective NGB websites during Feb/March 2012.

⁶ At the time of publication Boccia England were recruiting a new CEO. The current interim CEO is female.

⁷ Although not a full board member, British Cycling have recently appointed a female board advisor.

⁸ At the time of data collection, The Rugby Football Union for Women (RFU) remained a separate entity to the Rugby Football Union (RFU). However, Sport England fund them as one organisation.

The RFUW responded separately to this audit.

N/A Not applicable

- Unknown

Data collection took place Dec 2011 - March 2012

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