

Diversity Action Plan

Introduction

The Diversity Action Plan should be read and monitored in conjunction with Sporting Equals' Diversity Policy and be an integral component of our Governance Code Action Plan.

Valuing diversity, reducing inequality and ensuring all people are treated with dignity and respect are core themes of Sporting Equals. The organisation recognises that inequality, disadvantage and prejudice exist in society and that BAME as a group are likely to suffer discrimination.

The aim of the Diversity Action Plan is to ensure that no one who is in contact with Sporting Equals in any capacity will receive a less favourable response on the grounds of age, race, ethnicity, faith, marital status, gender, sexual orientation or physical or mental impairment. We wish to ensure that in all aspects of our work those people involved are representative of the local communities we serve.

These aims are all encompassing and apply to all those who work or wish to work with Sporting Equals as a paid employee, volunteer, service user or client. The aim is to ensure that anyone in contact with the organisation in person, through the website, through publications or using any written materials has equal access to the organisation and its services.

The Trustees of Sporting Equals will agree action areas in relation to achieving these aims which will be incorporated into the organisation's strategic plan and be subject to regular review. The implementation of the Diversity Policy and Diversity Action Plan and completion of the action areas will be the responsibility of the Head of Governance (or equivalent) supported by the CEO. The CEO will involve all senior managers and staff at all levels in the implementation of the policy and procedures, and develop a rolling action plan in a way that is appropriate to their job role and responsibilities.

All staff and volunteers will accept they have personal responsibility for ensuring that they act appropriately and in accordance with the policy and procedures.

Our Mission

Our mission is to make a sustainable difference to the inclusion of all under-represented communities in sport and physical activity, so as to improve the long-term opportunities and health outcomes of those communities.

Our Values

Energy

We are passionate and committed. We inject vision and energy into projects, getting fully involved and going the extra mile.

Equality

We believe in equality because fair societies and inclusive organisations are those where all can achieve their full potential.

Honesty

We work with integrity. We are trusted by the communities and organisations we work with, because we are honest, open and accountable.

Leadership

We are pioneers. As the ground-breakers of our field, we set the agenda, raising standards and pushing the boundaries in best practice.

Creativity

We are agents of change. With creativity and flexibility, we deliver innovative, effective solutions that make a real difference.

<h2>Recruitment</h2> <p>How the organisation will attract an increasingly diverse range of candidates</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 achieving gender parity and greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)</p>	<p>The appointment of the Chair, independent non-executive directors and employees must be via an open, transparent, publically advertised recruitment process</p>	<p>The Board shall have in place succession plans for orderly appointments to the Board and to key positions within senior management</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>Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes to ensure openness and transparency</p>	✓	✓	✓	✓	✓
<p>Aim to achieve and maintain a minimum 30% BAME, disability and balanced diverse gender representation on the board and staff team</p> <p>Ensure the recruitment and appointment process of the Chair Trustees and employees is open and transparent and publically advertised</p> <p>Put succession plans in place for appointments to Board and senior positions</p>					
<p>Priorities</p>	<p>Actions</p>		<p>Person(s) Responsible</p>		<p>Completion Date</p>
<p>Short Term:</p> <p>Approve the Diversity Action Plan</p>	<p>Approve the Board rotation plan, adopt the mandatory 30% gender diversity target and adopt our own 30% BAME target and goal where possible.</p>		<p>Board</p>		<p>Diversity Action Plan and wider targets to be adopted in April 2018</p>

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<p>Medium Term:</p> <p>Seek support and advice on how to improve diversity through board recruitment.</p>	<p>Seek views from underrepresented groups on our advertisements and recruitment process</p> <p>Work with EFDS, WIS, Stonewall and other partners to better understand how to improve diversity in our board recruitment and any actions we can take at Board level to make becoming a trustee a more attractive proposition for currently under-represented groups</p> <p>Engage with the board and partners to draw on experiences and networks to help improve diversity</p> <p>Engage in informal headhunting for trustee recruitment from currently under-represented groups (budgets do not allow engagement with search agencies) Following in-house governance procedures for Trustee Recruitment</p> <p>Consider co-opting and mentoring opportunities as a way to help support a more diverse board.</p> <p>Ensure a process is in place for screening applicants applying for trustee posts or create positive action for underrepresented groups where necessary</p> <p>Update this action plan as actions are agreed</p>	<p>Nominate a Trustee as the lead Diversity Champion</p> <p>Director of Operations to lead with support from Senior Management Team and Board</p> <p>Review the diversity action plan on a 6 monthly basis</p>	<p>April 2018 Board</p> <p>Ongoing to December 2018</p>
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<p>Long Term:</p> <p>Take the findings and incorporate into our recruitment procedures and training</p>	<p>We hope to achieve a more diverse board in the medium term so that longer term actions will be about maintenance, ensuring a diverse board and more diverse team is making a difference to our work by monitoring the pace of change we are able to achieve</p> <p>Assess whether there are training needs around diversity and/or unconscious bias within the team, trustees and seek to address these</p> <p>Assess actions taken to see what is working and needs to be continued and what does not work and can be dropped</p> <p>Review diversity monitoring in staff, trustee and volunteer recruitment</p>	<p>Director of Operations and CEO</p>	<p>Ongoing – specific dates to be added once Medium Term plans are agreed.</p>
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Engagement		Code for Sports Governance				
Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally		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 gender parity and greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)	The appointment of the Chair, independent non-executive directors and employees must be via an open, transparent, publically advertised recruitment process	The Board shall have in place succession plans for orderly appointments to the Board and to key positions within senior management	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)
Objective: Ensure we champion diversity internally and through our communications		✓	✓	✓		
Priorities	Actions			Person(s) Responsible	Completion Date	
Short Term: Publish information about our commitment to diversity	Publish on our website: This Action Plan Diversity Statement Include information on our Annual Accounts and Trustees' Report about our commitment to diversity and updates on this action plan			Head of Governance	Diversity Statement is published on our website Diversity Action Plan to be approved by Board in April 2018 and then published on website in April 2018	
Medium Term: Engage with our stakeholders to understand where we can improve our reach Seek to improve representation at our events and will utilise social media for communicating	Review our communications generally to ensure they are appropriate for diverse audiences Aim to have more diversity in our speaker line-up and delegates at our events			Senior Management Team	July 2018	

Long Term: Continue to embed diversity in all of our communications	Training for management team on inclusive communications.	Whole team	December 2018	
Progressing talent from within A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.	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 gender parity and greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic)	The appointment of the Chair, independent non-executive directors and employees must be via an open, transparent, publically advertised recruitment process	The Board shall have in place succession plans for orderly appointments to the Board and to key positions within senior management
Objective: Ensure our internal culture is inclusive			✓	
Priorities	Actions	Person(s) Responsible	Completion Date	
Short Term: Continue to use our values within recruitment and performance review processes.	Use values to determine the fit of those we recruit and throughout the performance review processes. Ensure our values are explained when new staff, trustee and volunteers who join the organisation as part of the induction process	Head of Governance	Ongoing	
Medium Term: Conduct staff survey annually and use the results to improve the inclusive culture of the organisation	Carry out annual staff survey Review findings of staff survey with board and develop an action plan resulting from the survey if required	Head of Governance	December 2018	
Long Term: Maintain the above and ensure the charity retains an inclusive culture	Develop actions for succession planning across the departments. Must be embedded in our culture by using our	CEO and the Board of Trustees		

	internal mechanisms (staff meetings/supervision meetings/appraisals etc)		
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Key Questions

How does this feed into our broader governance plan?

The plan is a natural fit for Sporting Equals, diversity is embedded in our overall strategy, and therefore is a part of our everyday work. However, it is important that our organisation is vigilant in reviewing the plan against policies, processes and routes to engagement with internal and external stakeholders

The continued growth of our organisation is dependent on attracting and retaining staff, trustees and volunteers who offer different perspectives and are better able to understand the diverse backgrounds of the customers, clients, and communities we serve. We will ensure that objectives in this area align to our wider business strategy and wider governance actions.

We currently have a broad governance action plan which is RAG rated which this plans aligns closely against this in relation to actions against broader diversity targets, reporting and monitoring e.g the staff survey is also part of the wider governance action plan.

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

Sporting Equals Board will have overall responsibility for ensuring that we operate within a framework of equality of opportunity. The Head of Governance will lead on these actions but CEO will have overall management responsibility, delegated to all Senior Managers and other staff in relation to day to day practices.

All members of staff, volunteers and partners have a duty to support and uphold the principles of our equality and diversity policy and its supporting policies.

How will overall success be measured?

Success will be measured as follows:

- Recruitment of internal role to help support compliance and governance
- Good governance within the organisation structures working to specific targets and measures as identified by this plan
- Diversity reflected in staff, board and volunteer profiles
- Monitoring data reported and reviewed by Board Including analysis of data (qualitative and quantitative) of staff survey.
- Meeting our core objectives in relation to greater involvement of diverse communities in sport and physical activity
- Positive feedback and actions for improvements are achieved in staff, Trustee or volunteer surveys

Whilst overall management responsibility sits with the Head of Governance and CEO, responsibility is also delegated to all other staff and volunteers in relation to day to day practices.

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

As detailed above diversity is embedded in everything that we do. We believe that excellence will be achieved through recognising the value of every individual.

We aim to create an environment that respects the diversity of staff, trustees and volunteers, enabling them to achieve their full potential, contribute fully and derive maximum benefit and enjoyment from their involvement in the work of Sporting Equals. We recognise the value of diversity and that individuals' diverse life experiences will help and enhance the work of Sporting Equals.

This plan will tie back to the code in relation to the targets, monitoring and reporting. We will use this action plan to set a framework for standards that can be monitored and reviewed regularly by board in relation to composition, targets and greater transparency.

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