



Diversity and
Inclusion

Action Plan
2019-2022

Sporting equals

Forewords

Sporting Equals have seen great success over the last few years, for example with our ~~leaderboard~~ programme; over 1/3 of graduates found board positions within six months. Uplifting BAME individuals in the world of sport, not only in terms of physical activity/participation but also in terms of employment and regulation. This latest feat highlights a real impact in terms of diversity and equality in sport. We saw 5 years of our British Ethnic Diversity Sport Awards this year and are gearing up towards our 6th year in March 2020 at the Hilton Hotel, Park Lane.

Diversity is at the heart of our organisation, our trustee board is one of, if not the most diverse in the sport sector as are our staff, with a team consisting of 70% women. We believe in inclusion by supporting and empowering our staff and this Diversity Action Plan will enable us to take this further and direct our focus into growing and engaging wider communities through empathy. This plan will help us to deep-dive and focus on utilising the already diverse workforce we have to truly discover and implement best practice throughout our organisation, empowering our staff to deliver the very best.

Densign White, Chair of Sporting Equals

Equality

Ensuring individuals and groups are treated fairly and equally

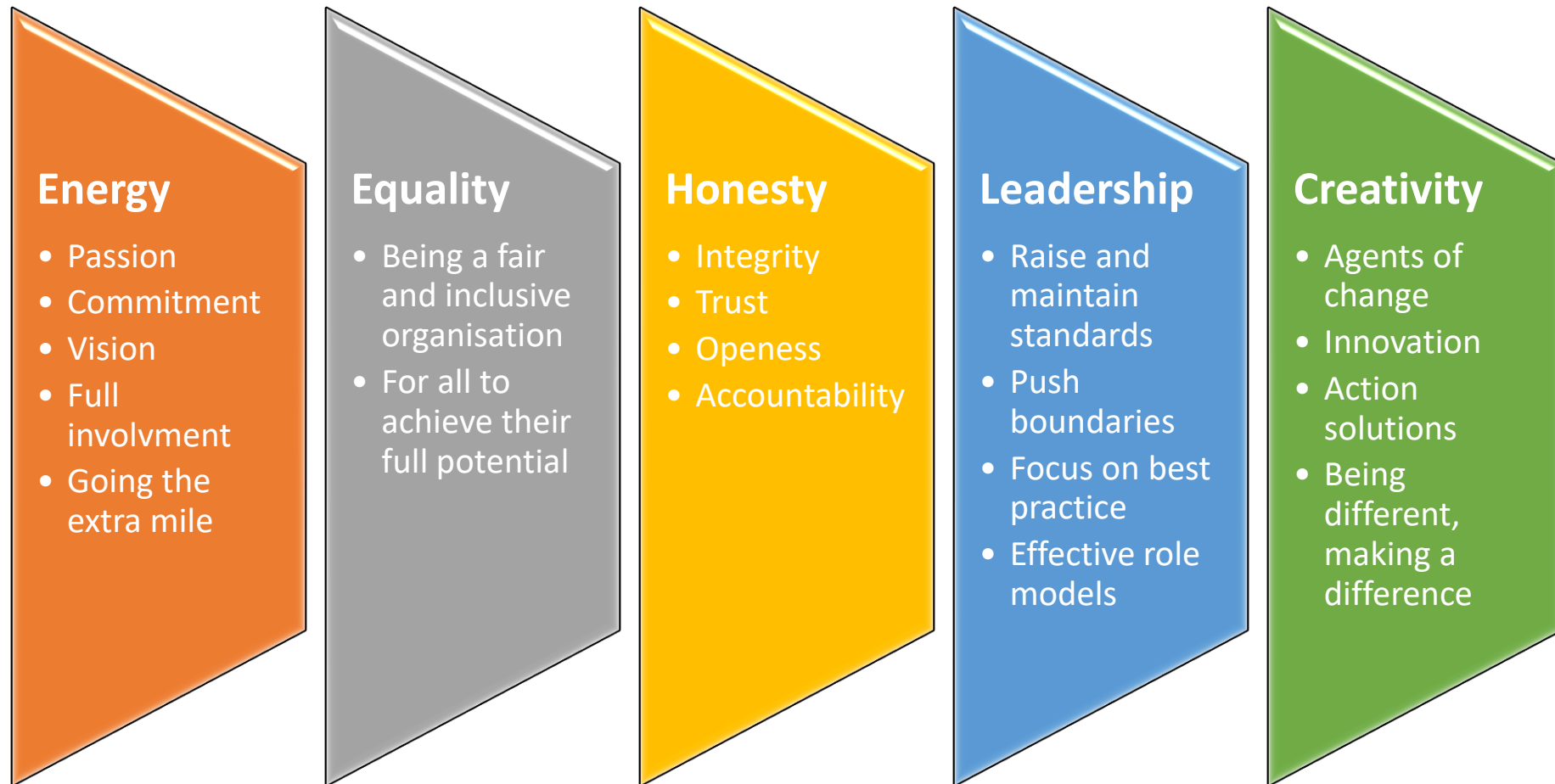
Diversity

The understanding that each individual is different and recognising that diverse teams that engage with diverse communities produce better outcomes

Inclusion

The action of including or of being included (valued) within a group and structure. An inclusive culture empowers and supports all to realise their full potential

Sporting Our Values



Promoting ethnic diversity in sport and physical activity

Sporting Equals

'I believe no matter who you are, respect yourself, respect others.' Sir Mo Farah, British Distance Runner

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Promoting ethnic diversity in sport and physical activity

'I am just going to go out there and do my best.' Dame Jessica Ennis-Hill, British track and field athlete

<p>Our Business Case</p> <p>Promoting, supporting and implementing diversity into practice is an important and integral aspect for Sporting Equals. The process is about valuing people, where everyone feels able to participate, contribute, develop and engage. The moral case, beyond the 'it is the right thing to do' is about building and becoming a fairer and more inclusive organisation, where simply put, people matter.</p> <p>Sporting Equals strive to put systems into place to ensure people are given the opportunity to use their skills and talents and to maximise their full potential within a safe, supportive and inclusive environment.</p> <p>We want to ensure our commitment to equality, diversity and inclusion is effectively communicated to our external stakeholders; the Black, Asian and Minority Ethnic communities whom we serve, our partners/ providers of sport related opportunities - national governing bodies, public sector organisations, charities and the community groups.</p> <p>Our overall outcomes are:</p> <ul style="list-style-type: none">• Increase participation• Identify and showcase talent• Improve health and lifestyle• Build cohesive communities• Diversity in the sports sector	<p>Introduction</p> <p>Our aim is to continue to learn, develop and improve. We want to ensure that we are active partners in delivering health, wellbeing and inclusive sporting opportunities to individuals and community groups</p> <p>The action plan, designed to run from September 2019 to September 2022, extends beyond the scope of the nine protected characteristics outlined within the Equality Act 2010. Four key areas of focus have been identified;</p> <ul style="list-style-type: none">○ Leadership:○ Engagement: responsive and respectful interaction with our communities○ Our People: building a diverse, inclusive and supportive working environment that encourages development and progression○ Support system for our partners to be more inclusive

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To empower and enable Black, Asian and Minority Ethnic communities to play sports and become more active

Leadership

To ensure strong and visible leadership – that equality, diversity and inclusion is embedded within the governance framework

Engagement

To set up effective engagement structures to allow for informal and formal interactions with and for our diverse communities

Our People

To establish an inclusive employer brand which attracts, recruits and retains talented candidates from all communities.

Support to our partners

To develop an understanding of our partners' concerns/dilemmas.
To collectively identify and implement fair and inclusive practice

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“My main priorities were to fight for Britain. Not a lot of Asians get selected for this country at anything and it’s a great achievement.” Amir Khan, British boxer

Our achievements to date:

- ✓ LeaderBoard Academy© – Pioneering leadership programme for BAME professionals to take up positions on sports governing bodies. One third of the first cohort took up sports board positions in the first six months of graduating. Take up includes doctors, lawyers, accountants and former athletes
- ✓ British Ethnic Diversity Sports Awards (BEDSA’s) – Into its seventh year, the first ever sports awards recognition dedicated to BAME communities – a formal event to acknowledge the achievements made by BAME athletes and volunteers to British sport. Aim is to inspire next generation of potential athletes, volunteers and coaches in the sports sector and is seen as a major event in the sports calendar
- ✓ Making Equals © – Sporting Equals innovative programme brings local communities together through their shared interest in sport and helps to reduce the number of neighbourhood conflict and hate crimes recorded, which in 2017/18, was over 100,000.

- ✓ Sporting Equals Race Equality Charter © – The Charter offers sports organisations a ‘helping hand’ to ensure race equality and inclusion. Organisations, by signing to the Charter commit to organising a framework for key data, take proactive measures to implement diversity and inclusion and put forward mechanisms to celebrate diversity related achievements. Signatories include Sport England, Swim England and the LTA.
- ✓ Faith centre model – First ever national programme to deliver sport through various faith centres around the country. Success stories include working with the Lawn Tennis Association and accessing currently delivering the project via funding from the London Marathon Charitable Trust.
- ✓ Fit as a Fiddle – Pioneering partnership project that with Age UK developed to promote the value of sport and physical activity to older people through faith and community centres

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We want our staff to feel...

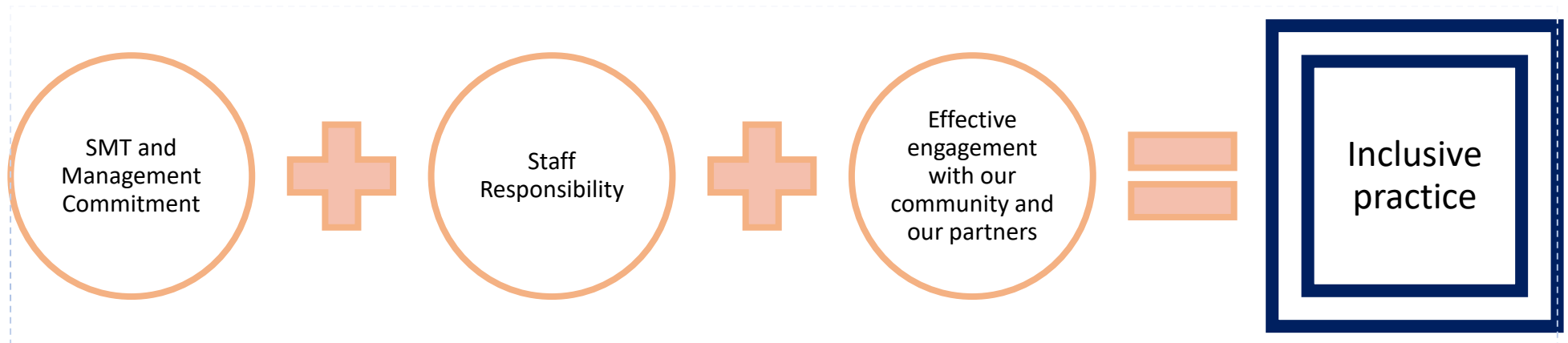
- valued, listened to and included
- quietly reassured that they will have the support to maximise their potential.

We want our communities to feel...

- that they can consistently receive a dedicated, inclusive and accessible service.

We want our partners/sporting providers to feel...

- that they can leverage support from us to ensure racial equality and inclusion is embedded into their practices



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Leadership

	Objectives	Outcomes	Measures	Responsible	Time Frame
1	Inclusive Leadership Training	Senior Management Team and Board Members to be aligned in the definition of inclusive leadership	CEO to track attendance	CEO / HRC	July 2020 (Board Away Day)
2	Appoint Board Level Diversity and Inclusion Champion	Equality, Diversity and Inclusion Champion to hold SMT and Board members accountable to ensure sufficient evidence of diversity into practice	Champion to establish two-way communication between SMT and Board Members. Chair to record actions taken	Chair/SAM	
	Construct a Board Pledge or Diversity Statement	To provide a clear commitment and vision to the promotion of diversity and inclusion within Sporting Equals		MCM	
	Set up Board Accountability Framework	Board to work within certain measures and outcomes		Chair/SAM	

	Objectives	Outcomes	Measures	Responsible	Time Frame
3	Diversity and Inclusion Updates	<p>Ensure proactive measures are taken in response to challenges and issues.</p> <p>Embedding diversity and inclusion in internal policies and external messages to all stakeholders</p>	<p>D&I to become an ongoing agenda item in Senior Management meetings to ensure progress is monitored.</p> <p>Provide regular updates to the Board Level Diversity and Inclusion Champion</p> <p>Publish an annual update that will set out what has been achieved and the diversity and inclusion priorities for the following year</p>	<p>CEO/SAM to support</p> <p>HRC/MCM/SAM</p> <p>CEO / MCM and SAM to support</p>	<p>Oct 2020</p> <p>Ongoing</p>
4	<p>Conduct and publish a review of a code for Sport Governance</p> <p>Update and publish a safeguarding Policy</p>	<p>To ensure that Sporting Equals is operating to best and, at the minimum meeting requirements as set by Charity Commission</p> <p>To ensure that all staff, young people and adults involved in sporting activities are protected from all forms of abuse and harm and that there are clear processes and channels for them to confidentially report abusive behaviour</p>	<p>Develop and review policy Approval by Board</p> <p>Management to communicate policy to staff and relevant stakeholders</p>	<p>DOP/SAM</p> <p>CEO/SAM</p>	<p>July 2020</p>

	Objectives	Outcomes	Measures	Responsible	Time Frame
6	Develop brand and reputation through online footprint and digitally engaging with current and potential users and stakeholders.	<ul style="list-style-type: none"> ○ Create a more informed, engaged and active participation. ○ Increase more opportunities for fundraising through right image, voice and relatability factor. ○ Spread awareness through social media profiles and online forums ○ Increase trust. ○ Utilise and differentiate Sporting Equals brand. 	SMT to undertake online review and monitor feedback specific in relation to how Sporting Equals is perceived by stakeholders. The process can be undertaken by collecting and sharing information on social media, discussion forums, blogs, and news articles.	DOD/MCM	July 2020
7	Review of Diverse Representation and skill set in Board and SMT	Social diversity – gender, race, age and professional diversity increases creativity, effective governance and accountability. This is also known as the Diversity of Thought where organisations are able to utilise individuals diverse life experiences including work and social experiences. Note Boards and SMT become greater advocates for the wider remit of diversity when they have direct beneficial experience. Representation to include disabled stakeholders.	Draft, review and circulate skill set forms to establish <ul style="list-style-type: none"> ○ Current skills that members have and how they can be utilised further. ○ composition of the board and executive team. ○ identify further skills needed and how these can be taken into consideration when appointing new board members. ○ Ensure that a D&I review and evaluation process are embedded in the Board and whole organisation 	Chair/CEO	

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Community Engagement
Lead – Shaheen Bi, Director of Projects

	Objectives	Outcomes	Measures	Responsible	Time Frame
1	Community Knowledge and Engagement: Data Monitoring	<p>As population diversity increases and in line with the value of healthy sports, it is important and necessary for Sporting Equals to provide support, integration and cohesion with the community it serves.</p> <p>A comprehensive framework to analyse and use information to understand the local community and their changing needs; engage effectively with all communities and establish community engagement and satisfaction.</p> <p>In essence, Sporting Equals will have effective engagement structures in place to allow for informal and formal interactions with our diverse communities.</p>	<p>Improve accessibility of our services by undertaking an annual stakeholder survey.. The survey will help understand the needs of local communities, key insight and highlight issues around service provision.</p> <p>The survey process will also consider the following:</p> <ul style="list-style-type: none"> • Staff to understand the value of community engagement and for Sporting Equal objectives to be shared through community engagement • Good representation of views • Identifying barriers and how to engage with communities 	DOP Support SAM	Dec 2020

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			<ul style="list-style-type: none"> Insight to help support changes in service delivery Survey results will be evaluated and then disseminated to the team to help inform work moving forward 		
2	Raising awareness of our services and building trust	<p>In order to deliver our services fairly and equally, taking into consideration that there are a significant number of disengaged communities, Sporting Equals consider building trust with all communities as an integral part of its service delivery.</p> <p>An ongoing engagement process to continuously improve how Sporting Equals operates</p>	<p>Work in partnership with our associate members and share trends in sports and consider the needs of new and emerging communities e.g. Active Lives Survey Data</p> <p>The aim to raise Sporting Equal’s profile with other agencies whilst promoting information and providing support. The process will also include sharing of good practice. Through Sporting Equals events, social media and the website.</p>	<p>DOD/PEM/RM</p> <p>MCM/DOD</p>	<p>August 2020 and January 2021</p> <p>Ongoing</p>

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3	Develop a youth engagement panel	A feedback loop that enables youth engagement, for the voice of young communities to feel acknowledged and be heard. Sporting Equals take action accordingly and feedback actions to the Youth Panel for their review	Explore possibility community champions in our cities being involved in a youth panel for Sporting Equals – to share perspectives on how to engage with the community	NPM and MCM	Dec 2020

'You have to speak from a place where all is possible. When you speak from a place where there's limits, you've already set yourself up to fail' Anthony Joshua OBE, British boxer

Our People
Lead – Arun Kang, Chief Executive

	Objectives	Outcomes	Measures	Responsible	Time Frame
1	Diversity Training	<ul style="list-style-type: none"> • Training – areas to include managing unconscious bias, definition of respect and dignity in the workplace and inclusive practice (staff interaction and service delivery) • Supportive workplace relationships are the strongest predictors of work morale, staff involvement and well-being. • To enhance the knowledge and skills of staff. 	<p>A series of customised bite size training initiatives for all staff including managers. The process is about creating opportunities for open dialogues, to share dilemmas, acknowledge good practice and consideration of next steps on inclusivity.</p> <p>Dignity in the Workplace Training</p> <p>Insights training</p>	<p>HRC/SAM/CEO</p> <p>HRC</p> <p>CEO/SAM</p>	<p>Sept 2020</p> <p>Jan 2020</p> <p>July 2020</p>

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2	Attraction and Recruitment of staff and Board	Diverse representation of staff /Board at all levels and monitoring of cultural behavioural diversity Sporting Equals to be an employee's choice of work	<ul style="list-style-type: none"> • Review recruitment methods, for instance webpages, recruitment agencies and other sources. These resources need to include diversity and inclusion as one of its underpinning values • Ensure a diversity statement is centred in all adverts • Review job adverts for gendered, age or other biased wording(http://gender-decoder.katmatfield.com/)– does the wording deter a diverse range of candidates from applying • Examine recruitment data to understand the diverse candidate pool at each stage of the selection process. • Training for the (diverse) recruitment panel to understand the provision of 	<p>SAM</p> <p>SMT/SAM</p> <p>HRC / SAM</p> <p>HRC / SAM to monitor</p> <p>HRC</p>	<p>June 2020</p> <p>April 2020</p> <p>June 2020</p> <p>June 2020</p>

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			reasonable adjustments, in line with legislation and an understanding of the support required to implement the reasonable adjustments during interviews.		Summer 2020 (Away Day)
3	Flexible Working	As well as making managers aware of reasonable adjustments and equal opportunities legislation, setting up a flexible approach, beyond working from home and part time arrangements, to consider disability needs, religious needs and child care/caring responsibilities will enable a diverse representation of staff.	<ul style="list-style-type: none"> Review flexible working policies and review take up of flexible working, if offered. Consider any barriers at play and how these can be managed Ensure job design allows for flexibility – e.g. job sharing, self-managed hours <p>Evaluate whether management team promote a culture of flexible working and any role models that show the organisation’s commitment to flexible working.</p>	HRC HRC HRC	July 2020 July 2020 July 2020
4	People Pledge	Develop, strengthen and maintain the theme of ‘Our People Matter’ and the importance of our Values. To ensure employees and relevant programmes are supportive, innovative and inclusive	<ul style="list-style-type: none"> Develop a guidance/code of conduct for inclusive behaviours which will outline expectations of how staff should be treated and they treat others, including work place banter. Every employee to be educated and supported to identify when 	HRC	Jan 2020

			<p>behaviours aren't inclusive and empowered to resolve (subjective) areas of concerns</p> <ul style="list-style-type: none"> • Instigating safe spaces/or moments for safe conversations 		
5	<p>Grown your own – Retaining, Developing and Promoting Staff</p>	<p>Career growth and progression is an essential element for employee motivation, engagement, job satisfaction and staff retention</p> <p>Diverse representation and promotion of equal opportunities across all staff levels</p>	<ul style="list-style-type: none"> • Review existing and carry out staff survey on diverse representation across all levels, to understand whether employees feel the organisation is inclusive and values individual differences, values and beliefs. • Take proactive measures to support staff when declaring their protected characteristics 	HRC/SAM	July 2020 (and annual monitor)

Our Partners
Lead – Nik Trivedi, Director of Development

	Objective	Outcomes	Measures	Responsible	Time Frame
1	Set up Mentoring Scheme with Partners	A sophisticated and collaborative approach to the identification and promotion of role models from a BAME background across sports. Utilising these role models to showcase and promote the career opportunities in sport	<ul style="list-style-type: none"> • Develop a mentoring scheme for women and girls from a BAME background. • Nominate role models and leaders from various sporting agencies to offer advice and support to those from a BAME background who are at the early stages of their careers. • Highlight some of the barriers faced and strategies to mitigate these barriers 	PEM	July 2020

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2	Develop 'Faith and Cultural Awareness'	<ul style="list-style-type: none"> Facilitate appreciation of diverse religions and cultures 	<ul style="list-style-type: none"> Research based fact finding exploration of different religious/cultures and requirements. Showcase good practice and pointers for consideration. Note consideration needs to be given that this will be an overview and it may not apply to all individuals from different backgrounds. 	DoP	April 2020
3	Working in collaboration, through the Race Equality Charter - to deliver consistent message regarding diversity and inclusion	<ul style="list-style-type: none"> Sporting Equals can support partner agencies in developing their remit on implementation of diversity specific in relation to race. Ensure promotional material within Sporting Equals and partners is used in an appropriate, constructive and creative manner 	<ul style="list-style-type: none"> Review current stakeholders. Identify specific stakeholders to work in collaboration with. Review and confirm Charter signatories supporting role in meeting the needs & interests of different groups in society Research to how dress codes may have a detrimental impact on sports men and women due to their religious attire Provide support to our partners to review their promotional imagery, content and language used in their literature, social media and enable them to project a more diverse and 	PEM/MCM RM/DOP MCM	Ongoing

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			accessible image of sports and thereby avoid any perceptions of cultural exclusiveness.		Ongoing July 2020
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'I was 12 when I started and 34 before I achieved my dream. That should give people hope.'

Dame Kelly Holmes, British Athlete

Key Priorities for the next three years

1. Continue to build partnership with community groups and local/national stakeholders through the associate membership programme . For external agencies, encourage them to seek support from us through the Charter in relation to good practice around race equality implementation.
2. Continue to work to ensure that equality, diversity and inclusion continues to be an integral part of our mission and values to improve community engagement and experience
3. Provide DAP progress to the Board
4. Create and maintain robust monitoring arrangements to ensure we collect and analyse data relating to staff in connection with recruitment, promotion, disciplinary action and exit interviews
5. Be innovative, expansive, and especially confident in promoting race matters.

'I don't run away from a challenge because I am afraid. Instead, I run towards it because the only way to escape fear is to trample it beneath your feet.'

Nadia Comăneci, Romanian gymnast