

Diversity Action Plan

2021 – 2022



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About us

We are the UK's largest network of community groups supporting half a million young people to overcome barriers to reach their full potential.

The 2,600 groups within our network are deeply rooted within their communities and led by highly committed, passionate local people who often give up their time voluntarily to run initiatives that help young people from their community to succeed. However, grassroots groups are often under-funded and under-resourced.

Our role is to empower the local heroes running these groups by providing much needed professional expertise, resources and operational support, free of charge, to help their group survive and thrive.

We fill an important gap in the system by providing professional expertise, resources and volunteer support, to help community groups become stronger and more sustainable, and to help young people overcome barriers to fulfil their potential.

At Sported we are inclusive and celebrate multiple approaches and points of view from our staff and volunteers. We believe diversity drives innovation and we are building a culture where difference is valued.

What we do

Our vision

We want every young person to have the same opportunity to fulfil their potential

Our mission

We help community groups survive, to help young people thrive

Reach

- We work with grassroots groups often not supported by other agencies and our groups are based in communities across all of the UK.
- Our groups work with young people who are typically "hard to reach".
- Our Sport England supported project increases physical activity for inactive

Include

- We work with expert partners to collaborate on projects to help create equity
- Our groups work with young people in under-represented groups.
- Project 51 focused on supporting community groups to attract more young females to close the gender gap.

Empower

- We provide services and projects to build skills and confidence in local group leaders.
- Our groups provide opportunities that empower young people.
- Our partnership with Nike offers a package of tailored support, mentoring and personal development opportunities for young leaders from ethnically diverse communities, to help develop and launch their own Sport for Change project.

Our values and intentions



Demonstrate
integrity

Commit to
inclusion

Be
people
led

Drive
change

We **lead** by example

We are honest, open and
trustworthy

We are **diligent** and
committed

We are willing to
challenge and be
challenged

We are positive,
supportive, and
approachable

We **value** an inclusive
culture

We demonstrate
respect and **equality**
for all

We are led by the
needs of our network
and volunteers

We invite feedback
and **respond** quickly

We **collaborate** and
support our colleagues

We are **innovative** and
make things happen

We strive for **continuous
improvement**
professionally and
personally

We make a significant
impact to communities
and young people

Message from our Chair

Sported is a wide reaching, inclusive organisation, which serves a great variety of members across the United Kingdom. We currently support 2,675 Sports Clubs in a huge array of sports. 34% of these clubs are located in the 20% most deprived areas in the UK. From Inner city Edinburgh to rural Cornwall, Sported by its very nature is an organisation which is fully inclusive.

As such, it is of utmost importance that the diversity of our members is reflected in our organisation, processes and people.

The exercise of developing a Diversity Action Plan has encouraged us to look at ourselves critically and understand where we can improve, in order to reflect the diversity of the members we work to support.

Board

As an experienced board director, I understand the importance of a diverse board with a combination of demographics, skills, experience and personal attributes, that can provide a range of perspectives and insights required to support good decision making.

Following a detailed skills review of the Board, we identified the need to recruit a new trustee. In doing so we have improved our representation from ethnically diverse backgrounds to 20%. We have also established gender parity at board level.

We are acutely mindful as a Board that we want to ensure social diversity. This is one of the factors that has led us to introduce our “Voice of Sported” programme. Every quarter, Louise Dier (trustee) represents and provides member feedback at our Board meeting by relaying Member experiences. This provides the Board with a greater understanding of the work undertaken by our members and Sported’s impact on them. We also intend to add a “Volunteer Trustee” to build a greater connection with our members and improve the social diversity of the Board. We have set a target date of April 2022 for this.

No one on the Board has a declared disability and we would like to encourage a trustee with a disability to join us in 2023.

Staff

Within our staff, we currently employ more women than men and will work towards gender equality in this regard. 16% of our staff are from ethnically diverse backgrounds and we have set a target of 20% within this Plan. We are committed to encouraging applications from candidates with a disability and ensuring a work environment that will accommodate any specific requirements.

Volunteers

Our volunteer statistics present us with some degree of difficulty when striving for diversity. We rely heavily on our volunteers and are obviously not in a position to turn down any support that is offered to us. We lack relevant statistics in order to properly understand the diverse make-up of our volunteers across all criteria, but we do know that the majority of our volunteers are men. We will encourage all to fill in an equality monitoring form moving forward. We have identified the need to obtain more accurate data about our volunteers as one of our objectives in this Plan. We are also aware that we need to use language and communication methods which encourage greater diversity from our volunteers. Ultimately, we are an inclusive organisation and seek to encourage applications from all sectors of society regardless of age, gender, ethnicity, faith, sexual orientation or social background.

BLM movement

2020 was a year in which every person within Sported's staff, Executive, Board and the organisation as a whole has come to learn more about diversity and inclusion. Following the death of George Floyd and the BLM movement, several important steps were taken to include Open 'Safe' Space Working Groups, Racism in Grassroots Sport Research and diversity and inclusion training for all staff and trustees.

These initiatives are supported by the Board and Executive, and I am hugely grateful to those members of Sported Staff who have provided personal details and lived experiences with us to help us all learn more about the realities of racism.

Tackling inequalities In and through sport

Sported has a long, well established history of supporting members and groups from ethnically diverse communities, women and girls, and those with disabilities. Our success in The [Times Christmas Appeal](#) illustrates just a snapshot of the variety of groups with whom we work. Sported are particularly proud of the partnership with Procter and Gamble as part of the Always Fuel Her Future campaign and Nike's Future Leaders in Sport project, as well as our work to encourage young people with a disability to get involved in sport through Project21.

LGBTQ+ issues have until recently had less attention than other areas at Sported. However, Sported are increasingly being asked for support in areas of LGBTQ+ by our network and as such, we are building connections in this space.

Sported's partnership with Sport England focuses on tackling economic disadvantages. This project will focus on inequalities related to protected characteristics and particularly race but recognises that discrimination is often intersectional.

The Covid pandemic has further exposed deep societal inequalities and has had a disproportionate impact for people from ethnically diverse communities and those who have a disability. In light of this, and our recent work undertaken to understand Racism in Grassroots Sport, Sported's commitment to Equality, Diversity and Inclusion has been enshrined in our new 4-year strategic plan. This plan details Sported's strategic aim to tackle inequalities both in sport and through sport. A copy of the Strategic Plan can be found in [HERE](#).

I am very proud of the excellent work that is being undertaken by the whole team in Equality, Diversity & Inclusion, and I would like to thank Rebecca Mills, Chair of Sported's Nominations Committee for her excellent leadership in this area. I am personally committed to supporting the Board and Executive Team in the implementation of this Plan.

Simon Cummins – Chair, Board of Trustees

Our statement on equality

At Sported we respect diversity and value our people. We believe that our different experiences and perspectives better enable us to understand needs, to deliver high quality to our members – who are, themselves, diverse and add value to the work we do.

We want everyone to be able to give their best and be successful. It is therefore extremely important that we demonstrate respect in the way that we treat one another; that we all understand and follow our policy relating to diversity and that we comply with the requirements of the Equality Act.

Our Board

Sported's Board consists of 10 trustees. Their ages range from early 30's to early 60's. The Board has a 50% split of female and male trustees, 20% of which are from ethnically diverse communities. No one on the Board has declared a disability. The majority of our trustees are based in South East of England.

We now exceed our 30% target for gender diversity.

We are proud to have met our target of at least 20% representation of Ethnically Diverse Communities at the Board.

We will also seek to encourage a disabled trustee to join us, as well as look to ensure that our trustees cover a wider geographical spread to reflect the charities' regional reach.

Sported completed a comprehensive Skill Assessment which was last updated in July 2020. This remains a live and active document, which is regularly reviewed. A copy of the current Skills Matrix can be found at Appendix B.

Sported have a strong mix of skills among the trustees whose role it is to review strategy and scrutinise Sported's work with authority and credibility. However, in those weaker skill areas, the trustees are supported by the larger Executive Team.

For each specific role on the Board there is a job description. All trustees are asked to read the induction documents such as the Charity Commission publication, "The Essential Trustee" which makes clear the generic skills required.

Within the Board, there are sub-committees for Fundraising (Development), Nominations (proposed to expand to include governance), and Finance and Audit

which are chaired by a trustee and whose role it is to report back to the whole Board on their relevant area of expertise. The sub-committees operate on an “open basis” and any trustee can join a sub-committee. However, where a vacancy arises, the Chair of the Board may ask a trustee to take on a particular role.

Trustee vacancies are advertised on Sported’s Website. There is currently no budget for trustee recruitment at Sported, so the advertising process is not as extensive or targeted as we might like. However, we do our best to ensure that we are using all freely available advertising such as the UK Sport website, charity jobs, LinkedIn etc.

We have recently worked with relevant organisations that can help us in our search to fulfil our diversity requirements. All candidates are considered by the Nominations Committee (which is made up of at least 3 trustees). A short list is then compiled and all of these second stage applicants are interviewed by the Nominations Committee and the CEO.

To ensure that once recruited, our trustees continue to promote diversity and fairness and to behave in a manner commensurate with our values, the Sported Chair will carry out annual performance appraisals of each Trustee. The Vice-Chair will lead on the Chair’s appraisal. As the Chair and some trustees have been in place for less than a year, the first internal evaluation will be in August 2021. An external evaluation took place in August 2020.

Sported’s Board Rotation Plan allows each Trustee to sit for 3 x 3 years. Please see Appendix C. As a vacancy arises, we will consider our skills matrix and diversity plan.

We will publish progress against these actions on our website each year to show what we are doing to achieve, and then maintain, diversity.

Rebecca Mills, as Chair of the Nominations Committee, will be responsible for ensuring that Board diversity remains a live issue at our quarterly Board meetings.

Our staff

Sported's headquarters are based in London, with a UK Wide staff team of 39 that cover all regions of England, Scotland, Wales and Northern Ireland

We are age diverse currently, with staff in their early 20s up to mid-50s.

We make all reasonable adjustments to accommodate disabled staff as required by law.

We have 74% female staff and 26% male staff.

16% of our team are from ethnically diverse communities.

We consider job share and flexible working to enable diversity in our workforce.

Staff recruitment is overseen by Erica Thornton as Head of Delivery and Development. Sported conducts a policy of open recruitment and advertises roles on low-cost websites and social media.

All roles have a job description which sets out the key elements of the role/competencies required to fulfil the role, and the skills/experience that we are looking for.

We have set an objective to encourage candidates from ethnically diverse communities, so we can improve the diversity of our staff team, working towards a target of at least 20% by 2022.

This year we recruited six new people of which five were female, this has increased our gender gap and we no longer reach the 30% male employee target set by this Plan in 2020. We have set a target to reduce this gap by 10% in 2021-22 and will work hard to attract more men to apply for roles, as set out below.

Disabilities are not always disclosed by candidates, but we will continue to use inclusive and open language when recruiting staff so to encourage underrepresented groups to apply.

In 2021 we launched the new Inclusion Champions programme. Where members of the team will become Inclusion Champions in specific areas relating to Equality, Diversity & Inclusion.

There are four groups, with up to four people in each, based around the nine protected characteristics within The Equality Act 2010 (with a view to all Champions considering the characteristics that sit within these four groups and how they may cross over.)

The groups are:

- Disability
- Gender
- LGBTQ+
- Race & Religion/Belief

By allowing space for each Champion to focus in one area, it will create a balanced and equitable approach to Sported's work around Equality, internally, for our members and for external partnerships and programmes.

The role of an Inclusion Champion:

- Monitor the landscape
- Note changes to legislation
- Highlight relevant media
- Be point of contact for staff
- Connect with the Culture Club relating to your group (invited by CC when agenda requires)
- Connect with Emma Heel regarding the Sported Strategy work where required

We will publish progress against these actions on our website each year to show what we are doing to achieve, and then maintain, diversity.

Our volunteers

We currently have a total of 345 volunteers who work with our member groups across UK aged between 25 – 81 years old (for those who have chosen to declare their age).

67% of our volunteers are male.

12% of our volunteers are from ethnically diverse backgrounds, as identified via their voluntary information. However, we have 80 (out of a total of 345) individuals for whom we hold no ethnicity data.

2% of our volunteers have declared a disability.

It is a challenge to set diversity targets for our volunteers, but we are committed to encouraging female, ethnically diverse, disabled and low socio-economic candidates to apply for relevant roles to encourage diversity. We will continue to actively seek volunteers from under-represented groups. An example being the targeted recruitment of ethnically diverse volunteers to work with a project supporting young ethnic minority people to launch their own sports for development project.

We are an inclusive organisation which relies heavily on volunteers to support our members and programmes, which means we strive to ensure we can meet the needs of our members through the skills of our volunteers. It becomes a challenge should we need to turn away skilled volunteers that do not satisfy the requirements of our diversity targets. We will continue to look for ways to overcome this.

As well as increase our ethnic diversity, we would like to encourage more female volunteers. To address this, we will use inclusive and encouraging language in our volunteer recruitment programmes, targeting specific advertising and social media platforms.

Sported need to collate more accurate statistics from our volunteers and will endeavour to provide up to date information on volunteer ethnicity in the future.

We will publish progress against this action plan on our website each year to show what we are doing to achieve, and then maintain, diversity.

The Diversity action plan

Recruitment	Code for Sports Governance					
How the organisation will attract an increasingly diverse range of candidates	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 Ethnically Diverse Communities disability, LGBTQ+ 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
Our Objective: Embed good diversity and inclusion practice into our recruitment activities and decision-making processes	✓	✓	✓	✓		
Priorities	Actions			Person(s) Responsible		Completion Date
Short Term: Approve Diversity Action Plan Increase ethnically diverse community representation to 20% Improve Gender parity of Board	<ul style="list-style-type: none"> Consider DAP as a Board, approve the targets and considerations set and agree time frames. Consider appointing a member of the Board to act as the Diversity Champion Board <ul style="list-style-type: none"> Ensure we reach a target of 20% ethnically diverse trustees by recruiting at least 1 female ethnically diverse Board Trustee 			Board Board Board/ Rebecca Mills	January 2020 January 2020 December 2020 Completed	

<p>When recruiting new staff members, strive to improve ethnic diversity and male representation</p>	<ul style="list-style-type: none"> Maintain at least 20% ethnically diverse trustees and 50% gender parity. Use relevant recruiters to help us with meet our diversity objectives Headhunt trustees who can fill gaps in our board where we are under-represented through existing trustee and staff networks <p>Staff</p> <ul style="list-style-type: none"> Ensure that language used in our job descriptions and adverts are inclusive and does not discourage any particular group from applying. Keep diversity as a key consideration when speaking with recruiters Aim for a shortlist of 20% ethnically diverse representation when considering new staff recruitment. Aim to ensure 30% Male staff ratio is maintained and improved when considering new staff recruitment Be as clear as we can within legal constraints, in all advertising and on role descriptions that men and candidates from ethnically diverse communities are encouraged to apply Headhunt men and candidates from ethnically diverse communities actively through existing trustee and staff networks Recognising that disability is not always declared, especially to head-hunters, we will not make this a requirement of shortlists from head-hunters but we will ensure the brief demonstrates we expect head-hunters to seek diverse groups of people as candidates 	<p>Nominations Committee</p> <p>Erica Thornton</p>	<p>Exceeded. We now reach 50% gender parity</p> <p>Ongoing</p>
<p>Medium Term:</p> <p>Ensure that we create a culture of diversity throughout our organisation</p>	<ul style="list-style-type: none"> Recruitment training and unconscious bias training for all Exec/Board Members/HR involved in recruitment <p>Open spaces, working groups and honest an open on-going discussion relating to diversity and inclusion.</p>	<p>Nominations Committee</p> <p>Erica Thornton</p>	<p>On going</p> <p>D&I training is now completed for all staff and trustees.</p>

<p>Long Term:</p> <p>Recruit at least 1 disabled Trustee</p> <p>Improve social-economic and geographical diversity at Board level</p>	<ul style="list-style-type: none"> • Aim to have at least one trustee with a disability by end 2023 • Recruit a 'Volunteer Trustee' to improve social-economic diversity at board Level • Consider geographical spread of our Trustees and look to recruit from the regions as well as South East. • Attain greater clarification on our volunteer statistics. (the new volunteer strategy is due in Q1 2021 – this will look to address the imbalance and how we can better gather stats on vols) • Review the language we use in our role descriptions and adverts to ensure it is inclusive and does not deter any particular group of candidates 	<p>Board/ Rebecca Mills</p> <p>Board/ Rebecca Mills</p> <p>Erica Thornton</p>	<p>2023</p> <p>2022</p> <p>2022</p>
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Engagement

Sported have a wider Stakeholder Engagement Policy, which should be read in conjunction with this part of the Diversity Action Plan. A copy of this can be found at Appendix D.

Our internal communications are open and inclusive. Due to our wide geographical spread across the UK, effective communication is key, and this is maintained by weekly reports and the use of electronic communications, conference calls, team meetings and regional team visits.

Where appropriate, we use videos to communicate with stakeholders who are have impaired sight or difficulties reading documents.

Sported is an inclusive organisation and support members from a diverse range of backgrounds. This is demonstrated in the variety of project that Sported have undertaken. An example of our diverse projects can be found below:

Future Leaders in Sport - Nike has recently partnered with Sported as part of its celebration of UK Black History Month. The programme is designed to support, empower and enable the next generation of BAME¹ young leaders in London.

Girls Unite is a Sported project funded by the London Marathon Charitable Trust. It aims to get more girls (aged 11-18) from socially deprived areas of the UK participating in sport and physical activity. This is done by giving community groups the knowledge, understanding and support to better engage and tailor their activities, on and off the field.

Project 51 - Sported and Women in Sport have come together to a joint programme helping girls in the most deprived areas of the UK to fulfil their potential and use sport to overcome the impact of negative gender stereotypes.

Gender stereotypes are one of the key barriers preventing more women and girls getting active. For example, only 43% of girls say they have the same choice as boys at school in sport and exercise; and amongst secondary school-age children, being 'sporty' is still widely seen as a masculine trait.

¹ Term used historically in project brief – in 2021 Sported began using the term Ethnically Diverse Communities

Project 21 Sported has partnered with Scottish Disability Sport and Dundee Dragons Wheelchair Sports Club to improve inclusion for young people with disabilities and create more inclusive sports spaces for everyone.

21% of young people in Scotland are considered disabled but 80% of those young people wish they were more active. Project 21 aims to tackle some of the barriers facing these young people and build new opportunities with groups working hard to deliver inclusive activities

Fuel Her Future - Sported joined forces with Always to highlight the long-term benefits that girls get from participating in sport. To help keep girls playing sport, Always is donating to Sported as part of its new Fuel Her Future campaign. For every pack of Always Ultra, Always Platinum or Tampax Compak Pearl purchased from participating retailers and for every share using #FuelHerFuture on Twitter during the campaign period, Always will donate to help Sported deliver programmes across the country. The funds donated will be used to provide small grants and equipment to Sported members, delivering vital services for young women and girls in their community.

TS1 Tees Valley - When Clairville Stadium in Middlesbrough was knocked down, the local community lost an important asset and focal point. With no easily accessible sport provision in the immediate vicinity, many young people – and adults alike – were left with nowhere to go and little to do.

In June 2015, some local residents came together and founded TS1 Tees Valley – a new fun, exciting and welcoming multi-sport club, open to all ages, backgrounds and abilities.

TS1 Tees Valley has grown to a point where it now runs daily multiple activities (including football, boxercise, gym, running, swimming and ju-jitsu) across five different venues in Middlesbrough, engages over 500 people a week.

Sported matched the club with local expert volunteer, Emily Burns [now Sported's North East Regional Manager]. Mentoring the club over the course of six months, Emily worked closely with the team to develop a business plan and improve its administration.

Sported's Include pilot project, run in partnership with Angel Eyes NI, helped community sport groups become more knowledgeable and accessible for young people who are blind or partially sighted, and provided opportunities for young visually impaired people to become involved in their local community sports groups. Sported and Angel Eyes NI together developed and delivered an

'Understanding Visual Impairment' training programme and resources for community sport groups across NI.

[Granby Somali Women's Group \(GSWG\)](#) is a charity based in Toxteth, Liverpool. Since 1998, the group, has played a vital role in the community, providing women and families who face a language barrier with a bilingual drop-in service, as well as Female Genital Mutilation awareness projects. In 2013 Sported helped develop a structured sports programme for the young women. Sported placed a volunteer mentor with GSWG and a football project for girls began to develop.

[Cerebral Palsy United FC](#) was founded by Sean Bailey in March 2015. Running the FA's North West talent programme for cerebral palsy football, he noticed high demand from players both younger and older than the programme's 11-16 age criteria. Determined that everyone with cerebral palsy should have the opportunity to play the beautiful game, Sean decided to set up his own club and Cerebral Palsy United FC was born. Having no previous experience setting up a community sport club, Sean was venturing into the unknown and approached Sported for support. As a young organisation, Sported paired Sean with local volunteer Colin Taylor to guide his through the maze of administrative and funding opportunities.

Sported engage with a wide variety of stakeholders and supporters and do so by using a variety of media channels to ensure we reach the widest possible audience. We will continue to review these channels and look for opportunities to improve our engagement.

In order to improve our communication of commitment to diversity in terms of our workforce and volunteers, we will seek to adopt and publish this Diversity Action Plan and we have an "Equality Statement" on our website. We will publish annual progress made against it following the yearly review of this Plan.

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 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 Ethnically Diverse Communities disability, LGBTQ+ 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
Objective: Ensure we champion diversity internally and through our communications		✓	✓		✓	✓
Priorities	Actions			Person(s) Responsible	Completion Date	
<p>Short Term:</p> <p>Communicate the Boards commitment to diversity Internally and publicly</p> <p>Review Website</p>	<ul style="list-style-type: none"> Review and endorse the Diversity Action Plan Send to Sport England for review Update and finalise Publish the Diversity Action Plan on Sported's Website in an appropriate place Enshrine Sported's commitment to diversity in "Values, Aims and Mission" section on Website Add a "Statement on Equality" to our visions/ aims section on website to make our position on diversity absolutely clear. Consideration to be given to whether the website requires a separate "Policies/Governance" section 			<p>Board</p> <p>Debbie Salman</p> <p>Rebecca Mills</p> <p>Debbie Salman</p> <p>Debbie Salman</p> <p>Debbie Salman</p>	<p>January 2020</p> <p>January 2020</p> <p>April 2020</p> <p>April 2020</p> <p>April 2020</p> <p>April 2020</p> <p>April 2020</p> <p>All short terms actions have now been completed.</p>	

<p>Medium Term:</p> <p>Review our Internal and external communications generally to ensure they are appropriate for diverse audiences</p>	<ul style="list-style-type: none"> • Consider targeted projects with underrepresented groups • Identify relevant communication channels to ensure we communicate with a diverse audience • Engage with our stakeholders to understand where we can improve our reach • Source funding for a new Equality Lead • Develop strategies to evidence, collaborate and act in support of these priority communities • Partner with Sport Councils, NGBs and others to understand, reach and support these communities better • Constantly review our own response to inclusivity and addressing inequalities 	<p>Board/SLT</p> <p>Board/SLT</p> <p>Board/SLT</p> <p>Erica Thornton</p>	<p>2021</p> <p>End 2021</p>
<p>Long Term:</p>	<ul style="list-style-type: none"> • Ensure that all Policies are kept up to date and progress is reviewed and published on our website on an annual basis. 	<p>Rebecca Mills / Debbie Salman</p>	

Progressing talent from within

Inclusivity and celebrating diversity are enshrined within Sported's Values and our Theory of Change. Our commitment to diversity is demonstrated by our varied project work examples of which are set under "Engagement" above. All Sported's staff work hard on a daily basis to facilitate these projects and programmes. As such, a culture of diversity is embedded across our organisation.

All staff members are provided with a thorough induction and training centred on our History, Values and Mission. These themes are central to all work undertaken at Sported and everyone from our Board, Senior Leadership Team, Regional Managers, Recruitment Team and staff are made fully aware of them.

There are no barriers to promotion or recruitment from within our organisation. PDP's are conducted face to face on a quarterly basis and KPI are set for all. Sported supports flexible working practices and a recent staff survey reported that we are a very "welcoming" place to work. Staff surveys and/or consultations are conducted twice a year and followed up through the Culture Club (see below) and SLT.

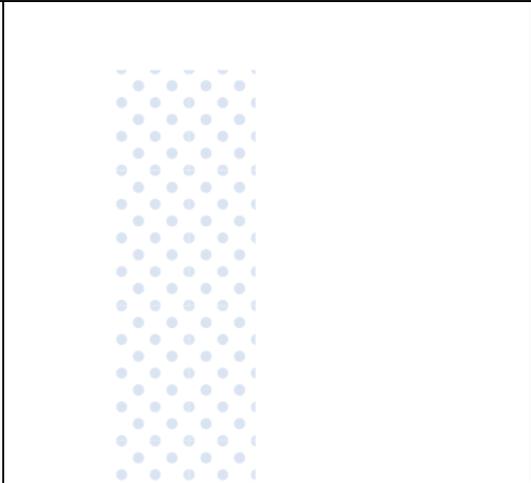
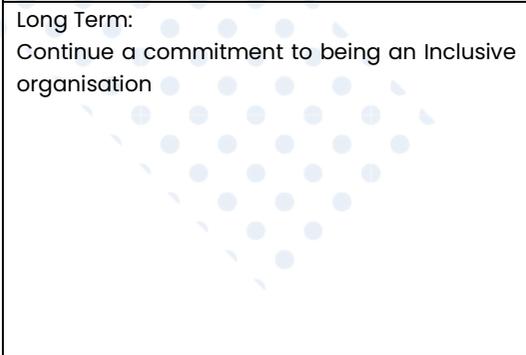
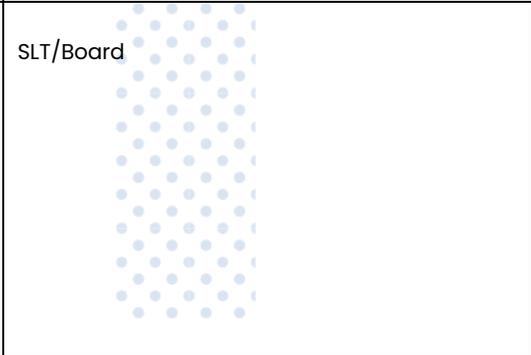
A Culture Club, which is made up of several staff (50% of whom rotate off every six months) meets monthly to discuss any staff concerns and issues that may arise. These are raised by SLT periodically.

The Senior Leadership Team conducts member and volunteer feedback every 2 - 3 months to ensure we are aware of their needs and any issues which may arise. The Senior Leadership Team uses this feedback to make improvements where necessary.

In 2021 we launched the new Inclusion Champions programme. Where members of the team will become Inclusion Champions in specific areas relating to Equality, Diversity & Inclusion.

There are four groups, with up to four people in each, based around the nine protected characteristics within The Equality Act 2010 (with a view to all Champions considering the characteristics that sit within these four groups and how they may cross over.)

Progressing talent from Within	Code for Sports Governance					
<p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</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 gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to Ethnically Diverse Communities disability, LGBTQ+ and socio-economic)</p>	<p>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</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>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</p>
<p>Objective: Ensure our internal culture is inclusive</p>				<p>✓</p>		
Priorities	Actions			Person(s) Responsible		Completion Date
<p>Short Term: Identify key personnel with the potential to progress within the organisation.</p>	<ul style="list-style-type: none"> Identify skills gaps in succession planning and determine approach to obtaining a diverse pool to fill these gaps Inclusion Champions recruited internally to fill gap of EDI knowledge within Sported 			<p>SLT</p>		<p>July 2020 April 2021 – ongoing</p>
<p>Medium Term: Consider training opportunities for all staff</p>	<ul style="list-style-type: none"> Provide opportunities for employees to obtain skills, knowledge to progress into senior positions. Internal recruitment for England National Manager – NW RM promoted into role April 2021 London team member promoted internally to NW Regional Manager Regional Support promoted to London 			<p>SLT</p>		<p>2020 2021 completed but ongoing action</p>

	<p>Administrator</p> <ul style="list-style-type: none"> Regional Support role promoted to Member Services Coordinator Member Services Coordinator moved to Volunteer Coordinator as career development opportunity Regional Manager provided with opportunity to lead Times funded Mental Health project Insight Manager head hunted by Sport England on back of brilliant work they completed for Sported 		
<p>Long Term: Continue a commitment to being an Inclusive organisation</p> 	<ul style="list-style-type: none"> Encourage Members/Volunteers to become involved in the "Voice of Sported" project via Louise Dier. Voice of Sported now included at Board level meetings and overseen by Louise Dier and included website. Also, members' stories featured in National media throughout 2020-21. Creation of a Member Panel to help obtain feedback and learn more about our Member experience. 	<p>SLT/Board</p> 	<p>Ongoing 2021</p>

Key questions

1. How does this feed into our broader governance plan?

This plan is integral to our broader governance plan. The plan has been drafted and agreed by the Board and Executive Team. It enshrines into writing a culture and ethos that already exists within our organisation.

We have reviewed this document in light of the additional work relating to ED&I that has taken place during 2020 and updated it accordingly.

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

Simon Cummins, Chair of Trustees
Board of Trustees
Rebecca Mills, NomCo Chair
Erica Thornton, Head of Delivery and Development
Debbie Salman, Head of Finance and Administration
Strategic Leadership team (SLT)

3. How will we measure overall success?

We will measure the success of this Plan at its yearly review, whereby progress and achievements will be recorded in this Plan and published on our website in relation to the targets and objectives set above.

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

We have made reference to how this Plan is relevant to both Board Diversity Policy and Engagement Strategy above.

Inclusion Champions Terms of Reference, see Appendix E

Tackling Racism at the Grassroots report can be found [HERE](#)

APPENDIX A

Extract from employee handbook

“3.1. Valuing diversity At Sported we respect diversity and value our people. We believe that our different experiences and perspectives better enable us to understand needs, to deliver high quality to our members – who are, themselves, diverse and add value to the work we do. We want everyone to be able to give their best and be successful. It is therefore extremely important that we demonstrate respect in the way that we treat one another; that we all understand and follow our policy relating to diversity and that we comply with the requirements of the Equality Act.

Everyone is selected, promoted and treated on the basis of their relevant competencies, abilities, skills, employment status and hours of work to do the job. No employee or prospective employee shall receive less favourable treatment or consideration during recruitment and selection on the ground of their age, disability, sex, sexual orientation, gender reassignment status, race, nationality, ethnic origin, religion or belief, marital or civil partnership status, or their membership or non-membership of a trade union. We aim to work with anyone with a disability to support them when applying to work with us and in employment. We ensure that barriers to their high performance are removed or minimised. Should you become disabled every reasonable and practicable consideration will be given to ensure that you remain in Sported’ s employment.”

Board Diversity Policy

The Board Diversity Policy (the “Policy”) sets out the Board of Sported Foundation’s (the “Board”) approach to diversity and provides a high level indication of the Board’s approach to diversity in all areas of the Charity.

The Board places great emphasis on ensuring that its membership reflects diversity in its broadest sense. A combination of demographics, skills, experience, race, age, gender, educational and professional background and other relevant personal attributes on the Board is important in providing a range of perspectives, insights and challenge needed to support good decision making. New appointments are made on merit, taking account of the specific skills and experience, independence and knowledge needed to ensure a rounded Board and the diversity benefits each candidate can bring to the overall Board composition. Objectives for achieving Board diversity may be set on a regular basis. On gender diversity the Board is committed to maintaining at least 3 female and male Board members (30%). The Board also makes a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME²) diversity and disability and has set a target of 20% of Board roles to be held by Black, Asian and Minority Ethnic (“B.A.M.E”²) executives by 2020.

² Term used historically in Board Diversity Policy – term will be updated to Ethnically Diverse Communities

APPENDIX B

Skills audit January 2021

	Simon	Abbie	Carnegie	Karen	Neil	Rebecca	Trevor	Louise	Priya	Kilian
									Joined July 20	Joined Feb 21
Direct connection to Founding Mission	● 3	● 3	● 3	● 3	● 3	● 3	● 3	● 3	● 1	● 3
Board of Director Experience	● 3	● 2	● 3	● 3	● 3	● 1	● 3	● 3	● 2	● 2
CEO Succession Planning	● 3	● 1	● 3	● 2	● 2	● 1	● 2	● 2	● 2	● 1
Community Affiliation/Access - Knowledge of Social Change/Community Development	● 1	● 1	● 2	● 1	● 1	● 1	● 2	● 2	● 1	● 3
Compensation	● 1	● 1	● 2	● 1	● 2	● 2	● 2	● 2	● 3	● 1
Financial Planning, Management and Reporting Requirements	● 2	● 1	● 3	● 2	● 3	● 1	● 2	● 3	● 3	● 2
Fundraising/donor relations	● 1	● 2	● 2	● 1	● 2	● 2	● 2	● 1	● 2	● 2
Grant Writing	● 1	● 1	● 1	● 1	● 1	● 1	● 1	● 1	● 1	● 1
Human Resources	● 2	● 2	● 1	● 2	● 1	● 1	● 2	● 3	● 2	● 1
Sports Industry Knowledge	● 3	● 2	● 2	● 2	● 2	● 2	● 3	● 3	● 2	● 3
Leadership	● 3	● 2	● 3	● 3	● 3	● 2	● 3	● 3	● 2	● 3
Legal/Governance Knowledge and Experience	● 3	● 1	● 2	● 2	● 3	● 3	● 3	● 3	● 3	● 1
Lobbying	● 1	● 3	● 1	● 1	● 1	● 1	● 2	● 1	● 2	● 1
Marketing/PR	● 3	● 3	● 1	● 3	● 1	● 2	● 2	● 2	● 2	● 2
Organizational Management	● 3	● 2	● 3	● 3	● 3	● 1	● 2	● 3	● 3	● 2
Risk Management	● 1	● 2	● 2	● 1	● 3	● 2	● 2	● 2	● 3	● 2
Strategic Planning	● 3	● 2	● 2	● 3	● 3	● 1	● 3	● 2	● 3	● 2
Technology/IT	● 2	● 1	● 1	● 1	● 2	● 1	● 1	● 1	● 3	● 2
Knowledge/Experience of Events	● 3	● 3	● 1	● 2	● 3	● 3	● 3	● 3	● 2	● 2
Knowledge/Experience of Data Management, Research and Analysis	● 1	● 1	● 2	● 2	● 1	● 2	● 1	● 1	● 3	● 2
Knowledge/Experience of Education/Health and Other Related Sectors	● 3	● 1	● 2	● 2	● 3	● 3	● 2	● 1	● 2	● 1
Knowledge/Experience of Member/Customer Service	● 3	● 2	● 2	● 3	● 2	● 2	● 2	● 2	● 2	● 1

APPENDIX C

Board rotation

Name	Appointed	Rotation 1	Rotation 2	Compulsory resignation date	Length of service @ start of January 2021	Specific expertise or committee role being lost	Mills family - minimum two
Carnegie Smyth	15/07/2015	Jul 2018	Jul 2021	Jul 2024	5 years, 5 months	Vice chair, Finance and Audit Committee, Development Committee	No
Trevor Watkins	28/01/2016	Jan 2019	Jan 2022	Jan 2025	5 years	Legal - Governance committee	No
Neil Wood	27/04/2017	Apr 2020	Apr 2023	Apr 2026	3 years, 8 months	Finance and Audit Committee	No
Simon Cummins	12/07/2018	Jul 2021	Jul 2024	Jul 2027	2 years, 5 months	Chair	No
Karen Buchanan	17/01/2019	Jan 2022	Jan 2025	Jan 2028	1 year 11 months	Nominations Committee	No
Abbie Mills	25/04/2019	Apr 2022	Apr 2025	Apr 2028	1 year, 9 months	Fundraising expertise	Yes 1
Rebecca Mills	25/04/2019	Apr 2022	Apr 2025	Apr 2028	1 year, 9 months	Nominations Committee	Yes 2
Louise Dier	01/02/2020	Feb 2023	Feb 2026	Feb 2029	11 months	Member focussed trustee	No
Priya Nair	23/07/2020	Jul 2023	Jul 2026	Jul 2029	5 months	Nominations Committee, Development Committee	No
Kilian Toms	17/02/2021	Jan 2024	Jan 2027	Jan 2030	N/A	Development Committee	No

APPENDIX D

Stakeholder engagement - November 2019



STEPI ENGAGEMENT STRATEGY

Ensure that all interested parties are considered and included.

Sported aims to engage with all parties in the most appropriate way, ensure feedback is obtained and ensure that any improvements or diversification is built into an action plan.

Additionally, Sported aims to ensure that the engagement strategies are not viewed in isolation and are incorporated into other appropriate strategies and policies.

STEP 2 STAKEHOLDER MAPPING

Ensure that each stakeholder group is treated differently, and the most appropriate engagement method is used.

External parties affected by Sported's activities - members

The highest priority as the core purpose of the charity. Engagement by many means to maximise engagement e.g. face to face, emails, webinars, surveys, web resources.

All parties involved in delivering Sported's vision both external and internal – staff, volunteers, funders and partners

Staff – due to the geographical spread, digital means most appropriate to communicate. Teams is used for group coordination as well as other digital means e.g. Zoom, email.

Volunteers – face to face meetings most appropriate for training and induction, thereafter phone or email.

Funders and partners – face to face meetings preferable with email follow ups.

STEP 3 PREPARATION

Ensure we are fulfilling the stakeholders' needs and they have an opportunity to feed back to us.

Members – KPIs are set for engagement and are tracked quarterly. Regular member surveys are carried out after many interactions e.g. after webinars, light touch engagements etc.

Staff – all staff have regular PDPs and are assessed against KPIs. Regular on-line surveys are carried out to gain feedback.

Volunteers – KPIs are set for numbers and engagements. Regular on-line surveys are carried out.

Funders/partners – regular meetings and held and reports written with feedback from these.

STEP 4 ENGAGEMENT

Ensure the appropriate level of engagement is carried out with the right priority of focus

Members, staff, and volunteers: -

- Detailed engagement as above.
- “Voice of Sported” at each Board meeting
- AGM/Forum – November each year (first one held 2019) – all staff, members and volunteers invited by Teams, email and newsletter to a face-to-face meeting.

Funders/partners – as above.

STEP 5 ACTION PLAN

Ensure that we are regularly acting on feedback and are open to new engagement strategies

- Follow up on feedback from staff, volunteer, and member surveys.
- Follow up on feedback from funding meetings.
- Follow up on feedback from “Voice of Sported” sessions at Board meetings.
- Follow up on feedback from AGM/Forum.
- Ensure that the engagement strategy is fully aligned with the Diversity Action plan being developed.
- Ensure that we consider the most appropriate way to communicate our engagement strategy, possibly by publishing on our website and/or including as a footer on our emails.
- Carry out an annual review of our strategy to ensure that we are up to date with any changes, reflect on any feedback and new developments both in communication channels and changes in the charity e.g. demographics.
- Consider having a member or volunteer on the Board, either co-opted or as a Trustee.
- Carry out a review of the website to consider if it can be used more effectively for engagement.

APPENDIX E

Inclusion Champions Terms of Reference – May 2021

Purpose of the Group

To continuously monitor and develop Sported as an inclusive and accessible organisation for all staff, volunteers and network. Ensuring everyone has equal opportunity to access Sported and our programmes. Members of the Sported team will become Inclusion Champions in specific areas relating to Equality, Diversity & Inclusion.

There are four groups, with up to four people in each, based around the nine protected characteristics within The Equality Act 2010. (with a view to all Champions considering the characteristics that sit within these four groups and how they may cross over)

The groups are:

- Disability
- Gender
- LGBTQ+
- Race & Religion/Belief

By allowing space for each Champion to focus in one area, it will create a balanced and equitable approach to Sported's work around Equality, internally, for our members and for external partnerships and programmes.

The role of an Inclusion Champion

- Monitor the inclusion landscape
- Note changes/information relating to legislation/media and update internal comms
- Be point of contact for all staff relating to inclusion
- Attend initial meetings for any inclusion-based project
- Connect with the Culture Club relating to your group (invited by CC when agenda requires)
- Support strategy work where required

Outcomes

- Internal and external oversight of all aspect of inclusion
- Available resource index up to date (capturing topics and geographical location)
- Future proofing to ensure knowledge is retained as people move on - through practical information gathering and regular monitoring of knowledge and appetite of staff outside of Inclusion Champions
- Supporting EDI 'Lead' to ensure Sported's policies and procedures around inclusion are up to date and continuously monitored
- Ensure all staff understand their role within Sported to foster an inclusive environment, knowing how and when to challenge
- Group to remain up to date with changes to external polices or process

Membership

Sported staff who are members of this group as of April 2021:

Disability

Rob Danson (East of England Regional Manager)
Joanna DiPaola (Partnerships Manager)

Gender

Dan Fyffe-Jardine (Scotland National Manager)
Judith Rankin (Northern Ireland National Manager)
Polly Crook (Development Officer - Wales)

LGBTQ+

Evan Whetsell (Volunteer Services Coordinator)
Debs Barklin (Development Officer - Wales)
Fiona Cooper (Project & Insight Officer)

Race, Ethnicity, Religion/Belief

Cheddi Gore (East Midlands Regional Manager)
Sanaa Qureshi (London Projects Manager)

Supporting members

Erica Thornton (Head of Delivery & Development) *Current Sported EDI Lead*
Sam Dixon (Trusts & Statutory Fundraiser) *Fundraising landscape*
Helen Clayton (Partnerships Manager) *Sport England Lead*

Reporting

Meeting action points will be recorded and shared by a member of the group, if there are actions to be shared with the wider team, this will be done by the relevant individual.

Check in will take place mid-way between meetings to ensure existing actions are on track to be completed in a timely and appropriate manner.

As of April 2021, the group reports to Erica Thornton, Head of Delivery & Development.

Length of individual Champions' membership to be agreed at first all team meeting in June 2021

Frequency of meetings

Meetings will be held via Zoom video conferencing

- Monthly: For each four groups
- Quarterly (every 2 months in first 6 months): Meet as collective with the other groups to share learning
- Chaired by Erica Thornton