

Diversity and Inclusion Action Plan (DIAP) 2024 - 2025

I Background

Although we have always regarded ourselves as being an equitable and inclusive organisation it wasn't until 2018 that we took a real step change towards being so. Our CEO reflected upon this in his [blog](#) three years later which set out the reasons for his personal motivations and the progress we had undertaken at that time. A little while later the issues around racism at Yorkshire County Cricket Club came to the fore which put sport in Yorkshire in the spotlight. Aside from making a [public statement](#) at the time the issue challenged our leadership of addressing discrimination in sport across our county and as a result have taken [some steps in this](#). On reflection, it was the point at which we progressed from solely 'putting our own house in order' to recognising we had an important sectoral leadership responsibility across our area of Yorkshire.

Our Board is clear that we need to be a great company to work for and a fundamental part of this Board commitment is our D&I work including achieving and retaining an Investors in Diversity Accreditation. We have taken some big steps in that in recent years; our inclusion this year in the [Best Companies to Work For listings](#) and our accreditation for '[Investors in Diversity](#)' are testaments to the work that has taken place, but we are not complacent as we have a lot more work to do to become the best we can be. The work involved with the processes that led up to those has left us with a better understanding of our people needs and what we need to do to improve, which will all be part of this plan.

Whilst we have had diversity and inclusion annual action plans in place since 2018 this current version has benefitted greatly from the input and learning from AKD Solutions which ensures our work fits within a national framework.

I.1 Our Strategy

In March 2022 we launched our most recent [strategy](#) that set out how we intend to realise our vision of a 'vibrant, healthy and prosperous Yorkshire through everyone moving more'.

We know that achieving that vision will involve a vast number of people and organisations across South Yorkshire and West Yorkshire all doing what they do best in their own way. Our role, at Yorkshire Sport Foundation, is to work on their behalf by making connections, influencing decision makers at all levels and giving support where it is most appropriate.

To achieve our vision, we will have an unerring focus on addressing inequalities that can mean many people find it difficult or unattractive to be active. To do this we will work on the different geographical levels of focused neighbourhoods (typically those with high levels of deprivation), the nine local authority districts (through District Activity Partnerships) and influencing at a sub-regional and regional levels (mainly the Integrated Care Systems and Combined Authorities). We will overlay this with work on the eight specific themes that have greatest effect on activity levels (Active Communities, Active Design, Health and Care Systems, Active Travel, Active



Workplaces, Public Campaigns, Schools and Education and Sport) where we can add value the most. Our strategy emphasises that “We need diversity of thought” and acknowledges that “Our ambitions will be achieved by people who share purpose but bring different skills, experiences, styles, perspectives and ideas to our collective work”. Our values which include fairness sits in the middle of how we will make our strategy successful.

I.2 Our Places

Across two city regions, nine districts and thousands of diverse communities, South Yorkshire and West Yorkshire is large in size with urban and rural locations, and dense in population, with over 3.7 million residents. It has a rich cultural mix with a range of different ethnic groups and unique and distinct communities, with diverse and strong heritages and identities. Our people and places matter to us – because we are passionate about Yorkshire and because we know that where we live influences how we live. How we live influences how healthy and active we are. It all matters in a place. Our physical spaces – our geography, locations and air quality. Our built spaces - our streets, parks, housing, schools and workplaces. Our provision of services – our healthcare system, transport, economic support, job opportunities and our city and town planning to grow and regenerate our neighbourhoods. They are all critical factors that contribute and have a positive or negative impact on our ability to lead active lives and build healthy communities.

We want to help everyone across South Yorkshire and West Yorkshire to improve their health and wellbeing. At the same time, we also want to work with the people who are more likely to be inactive and who could benefit the most. Whilst most adults are active, there are still many who are not - almost one in three adults (approximately 894,300 people) are inactive – meaning, for a range of different reasons, they get less than 30 minutes of physical activity a week. In terms of our areas we know that those in lower socioeconomic groups are least likely to be active (50.6% South Yorkshire and 48.9% West Yorkshire) compared to higher socioeconomic groups (70.9% South Yorkshire and 73.5% West Yorkshire). Also those aged 75+ are less likely to be active (only 35.7% in South Yorkshire and 44.8% in West Yorkshire of adults 75+ are active). 49.1% of adults with a disability or long-term health condition are active in South Yorkshire compared to 66.9% without and 45.5% with a disability or long term health condition in West Yorkshire compared to 67.8% without and 55.8% (SY), 69.4% (WY) of black adults are active, 60.2% (SY), 48.8% (WY) of asian (excluding chinese) adults are active compared to 61.7% (SY), 64.9% (WY) of white british adults. Its these inequalities that drive our work as an organisation.

I.3 Our Culture

Our organisation consists of our people; we don't have products to sell nor do we have programmes of activity to deliver. We simply consist of our team of people working together to connect, influence and support. Therefore, our success depends on the skills and abilities of our people and the culture created by them. It is vital therefore that if we are to be successful, we need to have as broad a range of skills and knowledge garnered from as diverse a range of experiences and backgrounds that we can. It simply makes good business sense. We believe an inclusive culture is also a learning culture and a welfare culture. Whilst we have three internal groups leading each area, along with specific approaches and plans, we know in reality they weave together to create the culture we want to create. Our People Plan reflects this to pull the strands together.

So, whilst this DIAP can stand alone we recognise it is part of our wider approach to creating, maintaining and developing our culture where we can be the best we can be and people enjoy working for us.

I.4 Our Diversity and Inclusion Statement



It is important we express our commitment to diversity and inclusion in a clear and consistent way. Hence our Diversity and Inclusion statement which we adopted in 2021 and appears in public facing materials such as the website, recruitment packs, annual reports, our 2022 Strategy and other appropriate places:

“ We include everyone, as we believe sport and physical activity is for everyone. We’re building a culture where difference is valued because we believe diversity drives empathy, a sense of belonging and innovation. We still have work to do, and we know a diverse team has a positive impact on everything we do and helps us better serve our communities and partners. We are passionate about reducing inequalities in our communities and providing everyone with an equal opportunity to take part in sport and physical activity.

Each of us contributes to this mission- we all have a role to play. For some of us it means finding the courage to stand up and speak out. For others, it means listening with patience and empathy, ensuring everyone feels heard and valued. For all of us it means asking questions, challenging unfairness and appreciating one another’s contributions to helping the people of South Yorkshire and West Yorkshire lead healthy lives”.

2 Where are we now?

Before we look at where we are going we need to be clear on a starting position. The Appendix section at the end of the report explains some more background to our D&I journey and this section sets out our understanding of where we currently are in relation to the themes advocated by AKD Solutions which offers a good framework for a SWOT analysis. We have drawn information from wide and rich sources which results in us having a very sound understanding of where we are and what we need to do.

2.1 Strategy and Leadership

Strengths – what do we do well? What can we build on?	Weaknesses – What can we do better?
<ul style="list-style-type: none"> • Our current strategy has D&I clearly embedded at the centre of our work plans and focus. Our D&I plan links the objectives in our strategy, our people plan and our vision to be an ethical employer. • Our CEO, Board and Senior leadership team are committed to D&I and act as role models in YSF • We have established Board champions for D&I and People and Welfare • Lots of our team have had D&I learning through the Inclusive Sport and Leading for Renewal programme • Learning about D&I is continuous through guest speakers, share and learn and training opportunities. • We have strong positive feedback from our team on our culture evidenced by the work involved in ‘Investors in Diversity’ and ‘Best Companies’. • We have strong values in place which we regularly check ourselves against • 	<ul style="list-style-type: none"> • Our previous D&I plan was too wide ranging with too many actions: we need to change our approach to ensure our D&I work is targeted and effective • Need to ensure that D&I is incorporated into the new YSF manager learning and development programme

Opportunities – what can be leveraged?	Threats – What might have a negative impact? What could get in the way?
<ul style="list-style-type: none"> • Our Anti-racism work is an opportunity to lead and work collaboratively with our partners to effect wider change • Our culture of learning and values-based leadership adds to our knowledge and strength within D&I allowing us to be open, engaged and strive for continuous improvement • Our culture of encouraging leadership at all levels in the organisation ensures that learning and direction on D&I isn't wholly reliant on those in senior roles 	<ul style="list-style-type: none"> • Fewer diverse perspectives within YSF could mean fewer opportunities for creativity and innovation within decision making processes.

2.2 Governance

Strengths – what do we do well? What can we build on?	Weaknesses– What can we do better?
<ul style="list-style-type: none"> • We equip all our teams with inclusive Policies and practises to incorporate D&I throughout all their work and refine these and add to them regularly • The D&I group has membership from across the organisation and a clear remit to embed D&I internally and externally with partners and stakeholders and help form and progress the D&I plan • Our established processes are to report D&I progress to the Board, SLT and the wider teams at least every three months • We regularly audit internal processes and this has led to wholesale change of our recruitment processes and policies such as Menopause at work and Mental Health • Our annual plan and policy is signed off by the Board with progress reported on a quarterly basis. Our Board also prioritises D&I undertaking deep dives into data and discussions about D&I e,g meeting 29 Jan 2024 	<ul style="list-style-type: none"> • Report D&I progress to the Board in a more systematic way against SMART objectives • Although accountability for the DIAP sits with the board the D&I group need to be more responsible for the plan and be more involved in advising, supporting problem solving and monitoring its progress. • We need to develop measures to ensure that data relating to employee opinion/engagement, turnover, etc. are correlated with equality data to ensure we see all people metrics through a D&I lens
Opportunities – what can be leveraged?	Threats – What might have a negative impact? What could get in the way?
<ul style="list-style-type: none"> • We are organising D&I training for the Board to ensure that we have a common understanding of D&I and they can help embed the focus on D&I, ensure we prioritise resources and are accountable for the DIAP 	<ul style="list-style-type: none"> • We have a great number of business priorities we need to achieve and there is a danger that the D&I plan is not given high enough priority

2.3 Representation

Strengths – what do we do well? What can we build on?	Weaknesses– What can we do better?
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<ul style="list-style-type: none"> • Our team is representative of the external population in terms of sex, age, sexual orientation, disability and marital status. Our Board is representative in sex, disability and ethnic origin. • We have clarity about the areas where we do not have representation. This should provide clarity and focus for our efforts in the next year 	<ul style="list-style-type: none"> • Our team representation of those from ethnically diverse communities is low (9%) compared to our community (18%). We need to improve the representation from ethnically diverse communities in our team to ensure better problem solving, innovation and collaboration • The age profile of our team doesn't reflect the whole range of ages of the work population. Widen the age profile of our teams and our Board ensure we harness the strengths of a wide range of age perspectives on decision making • We currently only collect data from protected characteristics. We need to widen this to include socio-economic data to ensure this reflects the populations and communities we serve
<p>Opportunities – what can be leveraged?</p>	<p>Threats – What might have a negative impact? What could get in the way?</p>
<ul style="list-style-type: none"> • Partnerships with external organisations to help us with wider workforce targets e.g. working with CIMSPA (Chartered Institute for Management of Sport and Physical Activity) to help with improving representation in the external workforce • Whilst our culture is very inclusive, we are not wholly diverse, however we can display our inclusivity through our recruitment material to ensure our external population can envision themselves working for us 	<ul style="list-style-type: none"> • We are a relatively small organization and have limited opportunities to recruit and change our demographics • The desire to improve our representation in certain areas could turn actions into being seen as quotas or a box ticking exercise • Efforts to improve representation should not be seen as more important than efforts to embed inclusion: both are of equal importance • Representation in certain areas is a long-term systemic problem in our sector. There is a risk that we may become demotivated by the size of the challenge.

2.4 Stakeholder Participation

<p>Strengths – what do we do well? What can we build on?</p>	<p>Weaknesses– What can we do better?</p>
<ul style="list-style-type: none"> • Our team is highly engaged and participate fully with all aspects of our D&I work • We currently involve external stakeholders and partners in our shortlisting and recruitment panels • We have held stakeholder panels to challenge us on our approach to D&I 	<ul style="list-style-type: none"> • We last involved external partners in our D&I plan in 2020 – we need to involve more external partners in the check and challenge of our 2024/2025 plan

Opportunities – what can be leveraged?	Threats – What might have a negative impact? What could get in the way?
<ul style="list-style-type: none"> We could use the contacts we have gained through external speakers and people with lived experience to further check and challenge our D&I approach 	<ul style="list-style-type: none"> A lot of our Local authority partners have had their activities curtailed by the cuts in public funding – this may translate into a lack of time and resource to assist us with our D&I plan

2.5 Data

Strengths – what do we do well? What can we build on?	Weaknesses– What can we do better?
<ul style="list-style-type: none"> We currently collect demographic data for our teams and our board every year and report this to the board and internally across the teams We collect recruitment data from all applicants and from newly recruited employees and report this to the Board and internally Our survey with external partners such as Investors in Diversity and Best Companies ensures we obtain our internal teams opinions about our D&I progress and engagement and sets the direction Our recent feedback from Best Companies has strengthened our commitment to be an ethical employer and great company to work for Knowledge of D&I issues amongst the internal team increases understanding and engagement with D&I activities 	<ul style="list-style-type: none"> To be clearer in how YSF data compares to regional ONS statistics and explain our areas of focus better Widen the data we collect from purely protected characteristics to include socio-economic data to ensure this reflects the populations and communities we serve
Opportunities – what can be leveraged?	Threats – What might have a negative impact? What could get in the way?
<ul style="list-style-type: none"> Undertake a regular inclusion survey (either Investors in Diversity or an internal survey) 	<ul style="list-style-type: none"> Ensure data collection and analysis is not too time consuming or onerous for the data team and HR and also for the internal teams

3 Our commitments to D&I over the 2024 2025 period and how this plan will be governed

Following this assessment, our four main ambitions are:

- Ensuring our people are representative of our population
- Ensuring diversity and inclusion will be at the heart of everything we do
- Our leaders are passionate and visible on inclusion
- We have an inclusive culture across the organisation



The following plan sets out the actions we will take in the short term to reach these ambitions. We aim to use this first year to refine our diversity data collection, develop baselines and use this insight to set focus actions for the longer-term action plan beyond year one. We have also referenced the AKD areas for improvement against each action as a check and challenge to ensure we are far reaching enough.

We will have an interim review of the annual DIAP six months through the plan with input from the teams, external stakeholders, the senior leadership team and the D&I group. The D&I group will report progress against the objectives to the Board and recommend new objectives and a new plan which will be signed off by the Board annually. Key performance statistics (team and board demographics, recruitment statistics and staff survey feedback will be reported to the Board at each quarter on and this will continue. The DIAP and discussing progress is a standing agenda item for the D&I group meetings and progress will be published internally amongst our team.

We will share the plan internally with our teams, publish it externally and use all opportunities to communicate the plan and progress towards the goals.

AMBITION 1: OUR PEOPLE ARE REFLECTIVE OF OUR POPULATION

Outcomes:

- Inclusive recruitment processes guarantee that all candidates receive equal opportunity for selection and all candidates feel valued and supported throughout the process
- Positive actions will help to deliver an increase in the number of new recruits with diverse backgrounds
- Inclusive practises throughout employment ensure retention levels of staff are high

Aim		Actions	Lead	By when	Evidence/success measures
<p>Be more ambitious in recruiting a diverse workforce and Board. This includes applying positive action approaches through the whole recruitment cycle to increase the number of candidates from diverse backgrounds and in particular</p> <ul style="list-style-type: none"> • ethnically diverse applications to our team (currently at 13% of all applicants in 2024 up from 4% in 2019) and, • age diverse candidates to board vacancies. 	Representation or Data	<p>Apply a range of positive actions to increase diverse candidates such as –:</p> <p>Advertise roles more widely and in a targeted way to reach new and more diverse groups and networks. Evaluate the success of this and produce a central list of suitable sources for specific targeted groups.</p> <p>Continue to track recruitment data of ethnically diverse candidates applying, interviewed and appointed to YSF positions. Apply possible actions to increase numbers in each point of the recruitment process (for instance more guidance for applicants or different application form). Report progress to SMT and Board.</p> <p>Ensure Board have a diversity statement/target in their roles and responsibilities document</p>	HR and OD Manager and every recruitment panel lead	We started this in Sep 2023 and this will continue for every vacancy through 2024 2025	<p>Increases in diverse candidates applying, being interviewed and appointed to YSF roles compared to Regional ONS 2021 Census data</p> <p>The Board have asked for a report in April 2024 to identify ethnically diverse candidate journeys and identify specific positive actions to remove barriers and improve outcomes.</p>
		Refresh YSF recruitment guidance and template recruitment material (recruitment packs, Job descriptions, application forms) and conduct an equality impact assessment of all material.	HR and OD Manager	June 2024	
		Ensure all recruiters operate best practice recruitment and are fully aware of all D&I responsibilities. New	HR and OD Manager and	For every vacancy	

		recruiters are mentored and supported by more experienced panel members. Continue to involve stakeholders and partners in diverse and inclusive recruitment panels.	every recruitment panel lead		
Monitor existing Board and YSF team demographic data every year and compare to regional ONS data. Ensure report is circulated to all teams and board. Take actions and set targets appropriate to the data received each year	Representation or Data	Conduct annual Board and YSF team survey – using 8 protected characteristics. Results summarised against ONS data and reported to board, SLT, D&I group and all staff.	HR and OD Manager	June 2024	Increases in people with diverse backgrounds in our team and Board compared to census data
		This year collect socio economic indicator data (refer to OECD, Social Mobility Commission and Sutton Trust questions) to ensure our workforce more closely represents the people we support.	D&I group	June 2024	
Mentor and guide all YSF recruiters to ensure we continue to operate an inclusive recruitment and induction process	Representation	Research and deliver training/learning/guidance to all YSF recruiters including areas such as: <ul style="list-style-type: none"> • Inclusive language in all touch points • Unconscious bias • Anonymised shortlisting to prevent bias • Diverse recruitment and shortlisting panels 	HR and OD Manager	October 2024	Positive feedback from three month new recruit survey
		Collect and act on feedback surveys from new recruits to ensure our induction process is best practice and inclusive and caters for individual roles and different learning styles.	HR and OD Manager	October 2024	
We retain all employees and board members especially those from diverse backgrounds and turnover within our teams does not exceed national statistics	Representation	Collect and monitor YSF turnover statistics including reasons for leaving which are also explored in exit interviews and exit questionnaires. Ensure we retain diverse employees and board members by continuing our efforts on inclusion - having a supportive safe culture where everyone regardless of background/perspective feels valued, we signpost to external organisations for support and we continue our zero-tolerance approach to harassment, bullying and discrimination.	HR and OD Manager	June 2024	CIPD or similar turnover data is used as a comparison

Attract more diverse workforce into the sector	Representation	Work with external partners such as local universities and colleges to offer best practice student placement opportunities to students from diverse backgrounds. Ensure the project collects appropriate monitoring evaluation and learning data.	People and Skills Manager	May 2024	New Student placements organised
		Continue with Partnership work with Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) to deliver local skills accountability board, linking stakeholders within each hyper local area to implement a workforce strategic plan to ensure our workforce is more representative and fit for the future.	People and Skills Manager	March 2025	Increases in number of Diverse people in wider workforce
Support ethnically diverse people into leadership and non-exec roles in sport and physical activity	Representation	Scope and deliver a trial local leadership development programme in collaboration with Leeds Beckett University and other partners for people from ethnically diverse backgrounds	Director of Local Support	March 2025	Increase in number of ethnically diverse individuals appointed to leadership and non-exec roles.

AMBITION 2: DIVERSITY AND INCLUSION WILL BE AT THE HEART OF EVERYTHING WE DO

Outcomes:

- Diversity and Inclusion values and principles are embedded in all ways of working and in the planning and delivery of all YSF activity
- YSF team have greater awareness, empathy and understand the barriers to diversity in the workforce and are confident to talk about issues of inclusion

Aim		Action	Lead	By when	Evidence/success measures
<p>Continuously raise the profile of Diversity and Inclusion – internally and externally – to educate, increase awareness and understanding of under-represented groups we work with and the barriers to their participation, increase engagement with D&I and help embed a learning culture around D&I</p>	<p>Strategy and leadership / Stakeholders</p>	<p>Internal: Collate annual plan of learning and reflection activities relating to D&I.</p> <p>Provide at least quarterly engagement opportunities for whole team through away days,</p> <p>Have 2 guest speakers at all staff calls per year,</p> <p>D&I is a standard agenda item at team meetings</p>	<p>D&I group</p> <p>D&I group</p> <p>D&I group</p> <p>All internal meeting chairs</p>	<p>May 2024</p>	<p>Plans are produced and activities reviewed at each D&I meeting.</p> <p>Scores improve in Investors in Diversity survey questions on increasing awareness of D&I (measured every 2 years) and internal surveys of new team, Best Companies etc</p>
		<p>D&I group lead awareness raising activities throughout the year both internally and externally for instance Black history month speaker Oct 2023</p> <p>Two planned Iftar sessions in 2024</p>	<p>D&I group</p>	<p>Ongoing</p>	<p>Regular learning/training sessions</p>
		<p>Communicate the DIAP plans and priorities and ensure understanding and buy in across the teams.</p>	<p>D&I group</p>	<p>Ongoing</p>	<p>Regular information sessions in lots of different forums</p>
		<p>External:</p>		<p>April 2024</p>	

		<p>Create annual plan of communications relating to D&I – focus will be on a tiered approach based on communications priorities and reaching strategically important groups for our work.</p> <p>Publish DIAP externally</p>	Communication Manager		Regular social media posts/reposts
		<p>Influence and help steer and push forward the Anti-Racism work with our partners</p>	CEO	April 2025	150 organisations/clubs signed up to the Yorkshire and Humber Anti racism pledge
		<p>In collaboration with Stand By Me Bystander training delivered firstly to Netball and then to 4 other Sports in West and South Yorkshire</p>	DM - Sport	April 2025	5 Bystander training sessions organised and delivered
		<p>Deliver two anti-racism in sport webinars</p>	DM Leeds and DM Sport	April 2025	Anti-racism in sport webinars delivered
		<p>Regularly promote and share partners work on D&I. In line with the YSF Communications plan this will range from re-tweeting and sharing partners work to organising our own events and collaborating with partners</p>	Communication Manager/Media Manager	Ongoing	At least once a month share Social media posts/reposts, website articles and blogs of partners work on D&I
All YSF Policies, procedures and activities are audited to ensure D&I is fully embedded within all our processes and comms	Strategy and leadership	<p>Conduct annual Equality Impact assessments of HR, Finance, Comms, policies procedures and activities to ensure D&I is integrated through everything we do. Actions are identified by the review and completed.</p>	HR, Finance, Communications, media, All YSF teams	October 2024	Annual reviews and subsequent actions completed

<p>A D&I group is maintained whose role (incorporated in TOR) is to discuss relevant D&I issues, raise awareness and lead D&I activities in YSF.</p>	<p>Governance</p>	<p>D&I group meet every 6 weeks, agenda notes and actions recorded. DIAP activities discussed and progress recorded and shared in minutes and with the Board and wider internal teams</p>	<p>D&I group</p>	<p>Ongoing</p>	<p>TOR Progress on D&I activities throughout the year</p>
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AMBITION 3: OUR LEADERS ARE VISIBLE AND PASSIONATE ON INCLUSION

Outcomes:

All team members understand our commitment to and focus on Diversity and Inclusion

The Board Diversity and Inclusion Champion routinely involved in planning and ensures D&I is embedded in the work, discussions and decisions of the Board

Aim		Action	Lead	By when	Evidence/success measures
Our Board helps to drive Diversity and Inclusion	Governance	Ensure the Board reviews the DIAP at least every 6 months, with regular engagement and challenge from Board D&I Champion.	D&I Board Champion and Board	January 2024	Board papers
		Updated DIAP to be created every year and published internally and externally.	D&I group	April 2024	New DIAP
		As part of the annual internal Board effectiveness review, consider and deliver any D&I improvements such as additional training requirements, skills audits, working with organisations such as Perret Laver, shadowing opportunities etc.	Chair of board	Dec 2024	Results of Board effectiveness review
Leaders throughout YSF contribute to and deliver D&I outcomes	Governance and stakeholders	The D&I group prepare, monitor, deliver and communicate the results of our DIAP annually to the Board, our teams and stakeholders and partners annually	D&I Group	April 2024 DIAP agreed and annually thereafter	DIAP in place
Leaders throughout YSF are inclusive and this is reflected in their leadership style	Strategy and leadership	The new programme for people managers at YSF (which is being created) will emphasise the importance of D&I and how leaders can develop D&I skills and cultivate inclusion	HR and OD Manager	By August 2024	Training programme designed and delivered

		Our inclusive culture is supported by regular one to ones, discussions about values and bi-annual personal reviews			
		Identify and deliver appropriate D&I training to Board members	HR and OD Manager		

AMBITION 4: WE FOSTER AN INCLUSIVE CULTURE ACROSS THE ORGANISATION

Outcomes:

Various surveys show all YSF team feel engaged, included and valued in the organisation
 YSF develop and implement a range of strategies and policies to support our inclusive culture

Aim		Action	Lead	By when	Evidence/success measures
We value and listen to all voices about D&I and take action when required	Data	Undertake regular surveys of our teams and act upon the insight gained about D&I through the following surveys: <ul style="list-style-type: none"> • Best Companies survey • Investors in Diversity • Recruitment and Induction survey • Wellbeing survey • Board effectiveness review 	HR and OD Manager Director Local Support HR and OD Manager Wellbeing group Board Chair/CEO	June 2024 Feb 2025 Periodically Periodically Dec 2024	Individual plans are created from insight gained
Help to influence change in culture across our sector	Strategy and leadership	Ensure the work of the new Welfare Officers incorporates local D&I activities for up to 20% of their capacity Research best practice provision of employee resource groups and work with a variety of organisations (internal teams, partners Active Partnership teams etc) to develop options for our people	HR and OD Manager Director of Local Support	June 2024 first objectives set March 2025	Individual plans created as part of the Sport Welfare Officers work Develop our own groups or signpost to appropriate existing groups

Further background narrative about our D&I work

Diversity and Inclusion is woven through everything we do. As an organisation we started our D&I journey some years ago and a huge amount of work has taken place over the past 18-24 months on diversity and inclusion. Our achievements have included:

- developing the purpose and scope of our internal D&I group
- numerous guest speakers and groups
- individual learning and team debates in full staff calls
- training courses
- regular data collection from the recruitment process, new starters and the whole teams about D&I
- changes to HR processes
- taking part in the Inclusive Sport Leading for Renewal programme
- the Investors in Diversity recognition
- and our extensive work with the Yorkshire and Humber anti-racism in sport group to tackle racial inequality in sport.

D & I group

Our D&I group is a staff led group open to everyone where the emphasis is on discussing and learning, promoting diversity and inclusion both internally at YSF and externally with partners and stakeholders and helping form and monitor progress of the diversity and inclusion action plan (DIAP).

Learning

We are working hard to develop a culture of learning and embed that within our YSF culture. Over the last two years we have focussed on learning for our teams and hearing from people with lived experiences (such as Gypsy, Romas and traveller experiences, an explanation of Ramadan and Black history month) and involving the whole team in D&I debates both within and outside the sporting world. We have also run internal training and debates about unconscious bias, the Windrush generation and Race Equality week.

13 members of our teams (including our Board champion) took part in the year-long Sport England funded Inclusive Sport Leading for renewal programme and undertook various learning programmes and discussions adding to their knowledge and understanding of D&I in the workplace.

Data collection and analysis

We undertake equality monitoring every year of both our teams and the Board. For the most part, our last survey statistics (in July 2023) show we are broadly in line with national statistics for sex, age, sexual orientation, disability and marital status. For instance, we had 48% females and 52% males while the majority (66%) of our team fall within the age profile of 30-49. However, we know that we have some work to do when it comes to representation as 10% of our team is from ethnically diverse communities compared to an 19% ethnically diverse population in our region. In the Board we currently have 25% representation.

We collect Equality and Diversity recruitment data every time we have an advertised position. Data from some recent recruitment reveals that 87% of recent applicants who filled in a questionnaire were white. Ensuring we increase applications from ethnically diverse candidates will be our aim over the next year as well as understanding



their pathways through the recruitment process and removing barriers to their progress. Our DIAP will focus on representation as one of our two most important challenges over the next year. However, we are a relatively small Active Partnership (35 people) and our opportunities for recruitment will come up sporadically over the next year.

Investors in Diversity

We have recently achieved 'Investors in Diversity' Small Charities award following feedback surveys to all our Team members. We had some excellent results such as:

- (97%) of staff strongly agree/agree that we have FREDIE (fairness, respect, equality, diversity inclusion and engagement) D&I policies in place that include a commitment to 'fairness for all.'
- (76%) of staff replied that we have introduced new approaches and / or explored new opportunities as a result of their learning around FREDIE.
- (94%) for staff who feel that there is fairness for all in YSF and (70%) of staff are encouraged to consider how they can embed FREDIE into their daily routine, although (27%) neither agree or disagree.

We have had excellent results however we have had some results such as:

- (27%) neither agree/disagree or did not know that Yorkshire Sport Foundation has a structured approach to improving its FREDIE practices.
- More than half of all staff (61%) know how data from research and consultation has been used to improve their approach to FREDIE, and a further (33%) neither agree/disagree or did not know.
- (72%) of staff said yes or I think so to receiving any FREDIE training in the last 12 months, 16% said they didn't think so and 12% said no
- (70%) of staff are encouraged to consider how they can embed FREDIE into their daily routine, although (27%) neither agree or disagree.

Clearly we have some further work to do in communicating with our internal teams about the work we are already accomplishing, the training and learning that is available to all teams and how D&I fits into their work. The results of this survey will be used to form our DIAP objectives.

Changes to HR policies and processes

Over the last year we have extensively reviewed and updated our recruitment policy and processes. We have updated our job descriptions and candidate information packs to reflect core competences and generic skills sets across operational roles, worked with one of the UK's most renowned recruiters to train a number of recruiters within the team and refreshed our approach to selling our employer brand via job application packs and using existing team members to tell the story of what it is like to work here.

We have moved away from using qualification requirements in our people requirements, preferring instead to concentrate on core skills and competencies. We have also pro-actively considered people from outside sporting and physical activity development roles that have a range of generic competencies and skills which are very transferable to roles in the Company.

Feedback from recent new team members have highlighted that candidates can see our culture and values very clearly in the recruitment packs, understand our strategy and direction and how Diversity and Inclusion sits at the heart of everything we do. We will regularly ask for this feedback to ensure our approach is targeted.

YSF Culture



Partnerships and collaborations have always been at the heart of our work. We know we need to continue to grow our networks, and range of partners, to 'make physical activity everyone's business'. We believe we have developed sophisticated measures in systems change and collaborations. Internally we believe that encouraging people to join and lead project teams such as Wellbeing, Diversity and Inclusion, Climate crew, Staff Reps, Safeguarding, and Health and Safety encourages creative collaboration and enables change to happen and people to take leadership roles at all levels of the company. Our 'Away Days' and regular online 'catch up' meetings are essential components of creating a team culture.

Best Companies

In 2023 we obtained #4 in Charity sector in the UK, #18 in Yorkshire and Humber and #16 in Best Small Companies UK. The feedback we received in 2023 from our teams was very positive, we are very proud that 100% of our team believe the Company is run on strong values/principles and 100% of the team feel proud that they work for this organisation.