

DIVERSITY AND INCLUSION ACTION PLAN

2020-2021

(ONLINE VERSION)

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MESSAGE FROM OUR CHAIR

Our Board members and employees strongly believe that we should be operating to the highest standards of corporate governance, equality and transparency. This is not about ticking boxes for the sake of it, but is a genuine commitment to do the right thing. As part of this, and as a minimum, we will adhere to Sport England's highest tier of the Code for Sports Governance along with achieving the relevant Safeguarding, Equity and Quality Standards, such as Quest.

Yorkshire Sport Foundation is committed to eliminating discrimination and encouraging diversity and inclusion within our workforce, in the partnerships we support and in the delivery of high quality sporting activities and programmes. We oppose all forms of unlawful and unfair discrimination including direct and indirect discrimination, harassment, bullying and victimisation. We recognise our legal obligations and will abide by the requirements of all relevant legislation.

At the heart of this is our commitment to equality and diversity that is reflected in the Board diversity policy. We must start at the highest level within the Board room.

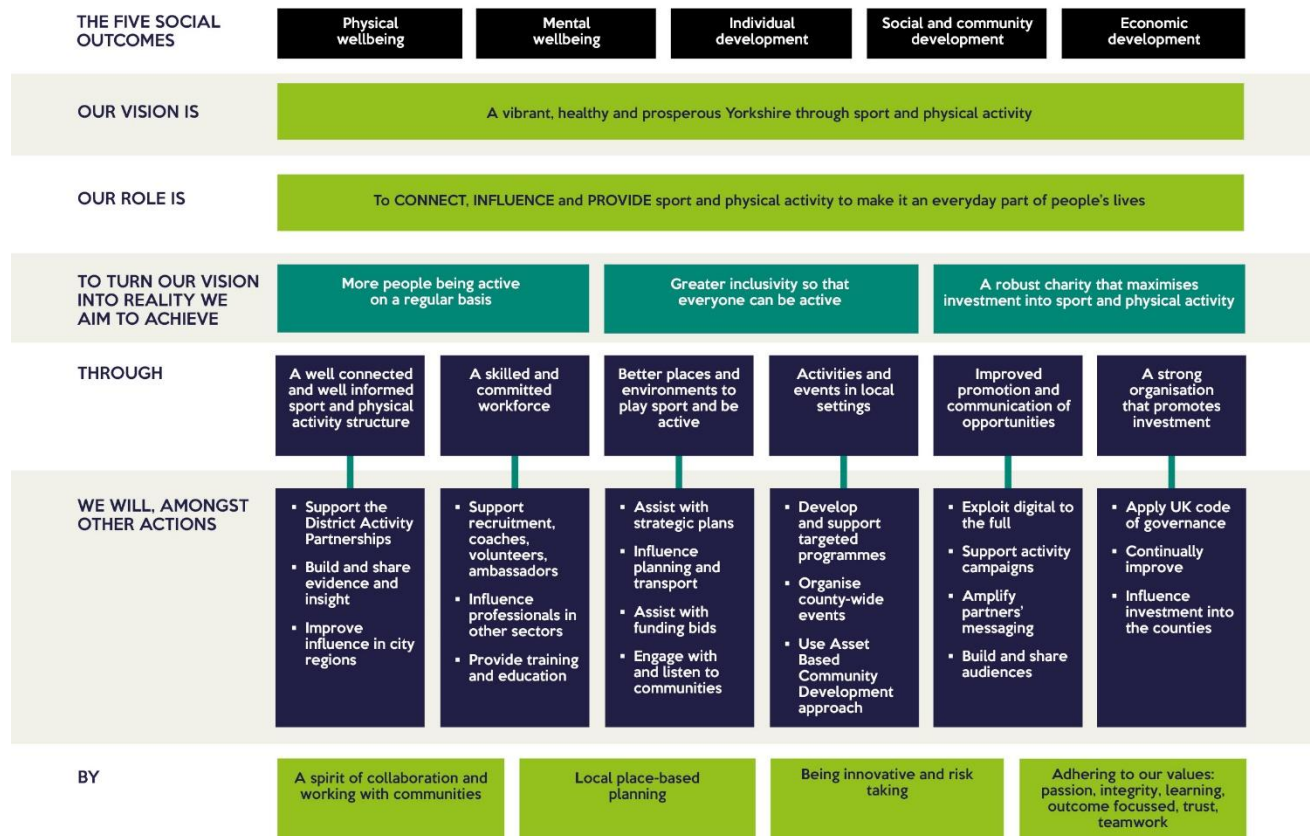
We recognise and embrace the benefits of having a diverse Board, and see increasing diversity at Board level as an essential element to achieve our stated aims and objectives. A truly diverse Board will include and make good use of differences in the skills, experience, background, race, gender and other qualities of Trustees. We are committed to progressing towards achieving gender parity and greater diversity generally on our Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity and disability. As a reflection of this commitment we will achieve and maintain a minimum of 30% of either gender.

These differences will be considered in determining the makeup of the Board and be balanced appropriately whenever possible. All Board appointments are made on merit, in the context of the skills and experience required to fulfil its responsibilities.

PAUL REID

ABOUT US

Yorkshire Sport Foundation is the Active Partnership (AP) for South Yorkshire and West Yorkshire, one of the 42 Active Partnerships in England. Our role is to connect and influence providers of sport and physical activity to increase the number and quality of opportunities for participation. We cover the second largest population of all APs in England and have a strong reputation regionally and nationally for our work. But we are not about to rest on our laurels; we know we need to do more.



CURRENT POSITION

This document sets out how we will set responsibility for equality and diversity at the highest level in the organisation; disseminate learning across the organisation; and keep track of our progress. It will include the requirements and actions needed to retain the **Foundation level of the Equality Standard for Sport**. This plan will also include our **Board Diversity Action Plan** requirements which will be reviewed on an annual basis.

Lead Officer for Equality and Diversity

Susan Hibbert, HR Manager, is the lead officer for equality at Yorkshire Sport Foundation. Support is also provided from the Chief Executive, HR and OD Manager and Communication Manager.

Board Equality and Diversity Champion

All Board members have a responsibility to promote equality and diversity. In addition, Rashida Salloo is the Board Equality and Diversity Champion who is expected to champion wider equality issues at Board level. The Board is supported by the Chief Executive and Senior Management Team.

Plan Format

In 2018 we established an internal Diversity and Inclusion group in a bid to create a step-change in how we embed diversity and inclusion in everything we do. This has resulted in a much more extensive plan and action than we've had in the past. There are four drivers to the current plan:

Internal Plan – Following conversations with our group and learning from other organisations we have developed our own action plan over and above that we are obliged to do through the standards we need to retain.

UK Equality Standard for Sport - Retaining the Foundation Level is a requirement of the Sport England County Sports Partnership Primary role contract. Yorkshire Sport Foundation is also a signatory to the *Mental Health Charter for Sport and Recreation* and is a *Disability Confident employer*.

UK Code for Sport Governance – We will retain the highest standard of the code which includes the requirement for the Board to develop and publicise a diversity and inclusion action plan

Black Lives Matter – W want to use the energy of the Black Lives Matter campaign to develop YSF into an anti-racist organisation

ACTION PLAN

Objectives 1-3 are related to the retention of the Foundation level of the Equality standard for Sport.

| Objective | Requirement | Evidence (examples) | Actions |
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| 1. The organisation demonstrates a clear commitment to equality and diversity. | 1.1 Set responsibility for equality at the highest level in the organisation both in terms of officers and Board members. | Written evidence the board has nominated or appointed a lead officer and board member with responsibility for equality e.g. job descriptions; written into | <ul style="list-style-type: none"> ▪ Rashida Salloo is the nominated YSF board member with responsibility for equality. Need to induct her into the role ▪ Role description in place for Board member with responsibility for equality and diversity. |

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| | <ul style="list-style-type: none"> ▪ Board and CEO has responsibility for equality ▪ Lead Officer for Equality & Diversity identified | <p>policy; terms of reference; board meeting minutes.</p> <p>Specific Board Diversity Action Plan commitments contained within the overall plan.</p> | <ul style="list-style-type: none"> ▪ Equality included as an item in the ‘<i>General Duties of Board Members</i>’ roles and responsibilities. ▪ Ensure Lead Officer has received appropriate training in their role. ▪ Board Diversity Action Plan reviewed on an annual basis. |
| | <p>1.2 Deliver training and support to engage senior staff and board members on equality and its relevance to increasing participation in sport and physical activity.</p> | <p>Briefing session notes and/or presentations delivered to the board and staff on equality.</p> <p>Minutes from Board and Staff Reps meetings.</p> <p>Staff training log.</p> | <ul style="list-style-type: none"> ▪ Evidence of equality discussions at Board level in last 12 months. ▪ Diversity and Inclusion included as agenda item at Staff Res and other meetings in last 12 months. ▪ New Equality e-learning module completed by all staff. |
| | <p>1.3 Ensure that all those involved in the organisation are aware of its commitment to equality and diversity.</p> <ul style="list-style-type: none"> ▪ A public commitment to addressing inequalities and preventing discrimination ▪ A zero tolerance approach to harassment and unfair treatment is demonstrated | <p>Equality and diversity statement on website and/or written material.</p> <p>Staff survey results to monitor dignity at work policy.</p> <p>Dispute resolution and grievance procedure available.</p> <p>Board Diversity Action Plan completed.</p> <p>Signatory to the Mental Health Charter for Sport</p> <p>Disability Confident employer status</p> | <ul style="list-style-type: none"> ▪ Continue to publish the Diversity and Inclusion policy on the website and make sure it is accessible to all staff. ▪ Dignity at work policy monitored through annual staff surveys. ▪ Continue to promote the dispute resolution and grievance procedure to staff and volunteers. ▪ All new staff will be made aware of our policies and procedures during inductions. ▪ Full Diversity and Inclusion Action Plan available on ‘governance’ section of website. ▪ Annual update for national partners on actions completed linked to the Mental Health Charter for Sport. ▪ Maintain the requirements for Disability Confident employer status. |

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| <p>2. The organisation has a policy for equality and diversity that has been communicated to Staff (paid and unpaid), Board members and wider stakeholders.</p> | <p>2.1 Implement a policy for equality and diversity.</p> | <p>A written up to date policy reviewed on an annual basis which complies with the home country legislation.</p> <p>Board minutes demonstrate that the policy was approved.</p> | <ul style="list-style-type: none"> ▪ Equality and diversity policy reviewed in line with the Code for Sports Governance and annual review. ▪ Ensure the equality & diversity policy (if changed) gains Board approval. |
| | <p>2.2 Ensure all staff, Board members and key volunteers have an opportunity to contribute to the policy development.</p> | <p>Evidence to demonstrate that the policy has been circulated to all staff (paid and unpaid) and Board members for an opportunity to contribute, with responses collated and considered.</p> <p>Email, board minutes, newsletter or similar circulation of the policy is acceptable as long as this is supported by the collation of any responses.</p> | <ul style="list-style-type: none"> ▪ Ensure there is a paperwork trail to prove that Staff and Board members have contributed to the policy review. |
| | <p>2.3 Disseminate and communicate the policy for diversity and inclusion throughout the organisation.</p> | <p>Diversity and Inclusion policy and action plan accessible on the organisation's website.</p> <p>Evidence that staff have been referred to the policy as they are inducted.</p> | <ul style="list-style-type: none"> ▪ Continue to publish the Equality & Diversity policy on the website and make sure it is accessible to all staff. ▪ Policy statements included in all recruitment activities for staff, Board members and volunteers. ▪ Evidence in induction process that staff are referred to the Policy when starting. |

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| | | <p>Where relevant, a policy statement should be included in:</p> <ul style="list-style-type: none"> ▪ Recruitment/Induction packs ▪ Direct emails to all those consulted during the policy's development ▪ Funding agreements with partners | <ul style="list-style-type: none"> ▪ New Equality e-learning module completed by all staff. |
| 3. The organisation is aware of its current profile and position in terms of equality and diversity | 3.1 Conduct an annual audit of staff (paid and unpaid) and Board members. | <p>A complete equality and diversity profile of the staff (paid and unpaid) and Board to be conducted against all categories relevant to the legislation of the home country.</p> | <ul style="list-style-type: none"> ▪ Equality and diversity audit of staff members completed. ▪ Equality and diversity audit of Board members completed. |
| | 3.2 Present and summarise the findings of the profile audit in an accessible format and communicate to Board, staff (paid or unpaid) and to stakeholders where relevant. | <p>Findings of the audit collated and presented with a comparison against national and local data where available.</p> <p>Evidenced through Board minutes, staff (paid or unpaid) briefing notes, correspondence and website.</p> | <ul style="list-style-type: none"> ▪ Present findings of the profile audit to the Board and staff. ▪ Items for discussion to be placed on the staff reps meeting agenda. ▪ Audit findings to be used in future Board and staff recruitment action planning. |
| | 3.3 Consideration that HR policies and communications activities | <p>Completed HR audit documented.</p> | <ul style="list-style-type: none"> ▪ HR audit completed. ▪ Communications audit completed. |

| | are up to date in terms of latest equality and diversity legislation by completing annual HR and communications audits. | Completed communications audit documented. | <ul style="list-style-type: none"> Audit actions to be completed and included in future equality and diversity action plan. |
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| Objective | Requirement | Actions | Evidence |
| 4. Employing talent from a diverse background | 4.1 Conduct regular at least 6 monthly reviews of recruitment data. | Findings of the data collated and presented with a comparison against local demographic data where available. | <ul style="list-style-type: none"> Equality profile of all applicants and successful candidates completed and reported to board Areas of under representation defined and actions to improve specified including positive action (recruiting differently e.g. video, adverts in BAME press e.g. Asian Express or Local Radio etc) |
| | 4.2 Conduct regular reviews of the images YSF portray on our website | Collate data and consider making more diverse “friendly” and encouraging for applicants. Videos are thought to be better than photos | <ul style="list-style-type: none"> Do these images celebrate having a diverse workforce Consider an auto play video “this is what YSF is” use footage from meetings, partners with passionate and friendly footage. Check the images fit with our Employee value proposition Consider a “this is what it’s like to work here” video from a recent recruit |
| | 4.3 Review language on website, JD’s and adverts for friendliness and perceptions and barriers to selection | Review data | <ul style="list-style-type: none"> Does our language encourage underrepresented groups to apply to us? Can people see themselves working for us? Can people ring and speak to a named person about the role? |

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| | | | <ul style="list-style-type: none"> Are the JD requirements too onerous e.g. degree qualification? |
| | 4.4. Review all data for recruitment from a disability friendly perspective | Review data | <ul style="list-style-type: none"> Do we reassure disabled people from the outset that they could work for us i.e. public transport links, bus stops, car parking lifts, changing places etc? Do we provide different options for filling in application forms? Should we? What positive help can we give to applicants at all stages of the process ? |
| | 4.5 Review with new employees how inclusive we are | Questionnaire three months following appointment | <ul style="list-style-type: none"> Make improvements to the recruitment onboarding experience of new recruits Results included on D&I review |
| 5. Training and Development | 5.1 A rolling programme of equalities training to be delivered to all staff and Board members | Core Induction and training defined covering all protected groups. Training defined by training needs analysis/complaints/grievances or disciplinaries, areas flagged by the internal D&I group | <ul style="list-style-type: none"> Use Specialists where appropriate to ensure our knowledge is fresh Consider as part of bridging the empathy gap; visits to Faith places, visits to short break providers to look at the issues disabled people face etc. Use Away days to raise issues, share learning and share knowledge |
| | 5.2 Each staff member has a learning/training objective around furthering their diversity and inclusion knowledge | To ensure everyone adds to the D&I picture that this isn't just a HR objective | <ul style="list-style-type: none"> Within PRD process |

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| 6. Embedding D&I into how we operate | 6.1 We need to flesh out what D&I means on Internal meeting Agendas so its not just a reporting on any issues/problems | Make internal meetings places for sharing best practice, training knowledge etc. | <ul style="list-style-type: none"> ▪ Agenda item on all internal meetings |
| | 6.2 Promotion of the work we achieve (including internal success stories) in a range of diverse publications to reflect the diverse groups in Society and areas we operate | D&I clearly embedded in all our promotional material | <ul style="list-style-type: none"> ▪ Collect and promote D&I stories ▪ Check Bios on website support our inclusivity message |
| | 6.3 All Managers to raise profile of D&I within their teams which is monitored at Appraisals | Each Manager has a D&I objective within their own appraisal | <ul style="list-style-type: none"> ▪ D&I is cascaded through the business ▪ Examples of achievement are showcased internally and where relevant externally |
| | 6.4 Ensure D&I is a prominent part of JD's and everyones work programme | Form examples of skill development within our values | <ul style="list-style-type: none"> ▪ Promote internal schemes such as buddying up with critical friends and mentors to check and challenge views/perceptions |
| | 6.5 Ensure the D&I group has terms of reference and accountability | Should we use the group as a steering group, project action team to push through changes? | <ul style="list-style-type: none"> ▪ Use a rolling programme of internal staff to work on changes required through the organisation to achieve D&I targets e.g. recruitment, training, target setting etc ▪ Ensure we collect views from relevant stakeholders about our D&I plan (run another check and challenge meeting at least yearly) |

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| 7. Target setting and measuring achievements | 7.1 We specifically target the nine protected groups in all our work and we will regularly set targets where groups are seen to be under represented | Consider targets for recruitment, inclusion satisfaction amongst new staff, our staff profile, no of hours diversity training, Appraisal objectives | <ul style="list-style-type: none"> Collect current D&I metrics and set targets for improvement in line with LAPs system |
| | 7.2 Consider working towards a national award for D&I | Stonewall, BITC, Best Companies to work, Mindful employer, Most Inclusive UK employer, | <ul style="list-style-type: none"> Choose relevant accreditations which support our YSF business plan |

Objectives 8 to 11 specifically addresses actions related to using the impetus of the Black Lives Matter campaign to move YSF into an anti-racist organisation.

| Objective | Requirement | Actions | Evidence |
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| 8 Increase understanding and awareness of anti-racism within the team | Invite a range of speakers at whole-team briefings and encourage on-line learning | <ul style="list-style-type: none"> Viveen Taylor (18 09 20) Distribute on line resources National APNT training | Increased awareness within the team |
| | Include specific time in away days for open discussion and debate | <ul style="list-style-type: none"> Specific session on November away day | Learning from the session |
| | Carry out unconscious bias training | <ul style="list-style-type: none"> Training to be implemented | Full staff team attending unconscious bias training |

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| | Support personal learning of history of immigration | <ul style="list-style-type: none"> - Discussions by individuals taking by place with local community groups | Discussion at reviews and 1:1's |
| 9 A team that is reflective of the population of which we serve | Reviews of recruitment processes (included in other parts of this plan) | | |
| | Ensure leadership panels, conferences, policy groups etc. are reflective of our population | <ul style="list-style-type: none"> - Ongoing work to ensure adequate representation is in place | All groups, panels, policy groups etc are representative |
| | Promote and support Black and Asian leaders | <ul style="list-style-type: none"> - Leadership support groups - Ensure Black and Asian Leaders are given a platform | A greater diversity in leadership |
| 10 Making a public commitment to anti-racist policies and practices | Public statement on the website | Update the current public statement | Updated public statement in place |
| | Review of promotional material (included in other parts of this plan) | | |
| | All team members to promote anti-racist practices | <ul style="list-style-type: none"> - Discussion on ways to challenge poor practice | Anti-racist practices promoted within our personal, organisational and external networks |

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| 11 Ensure programmes and commissioned activities are targeted and can be accessed by Black, Asian and other ethnic people | Target programmes e.g. TIF at specific communities | Ensure our targeted communities work continues. Check and challenge to ensure activities and programmes are accessible | <ul style="list-style-type: none"> Monitoring data showing diversity in attendance at activities and programmes |
| | Promote anti-racist practice in organisations we commission to deliver activities | Discussions with providers on anti-racist practices | <ul style="list-style-type: none"> Greater awareness of anti-racist practice in deliverers |

Objectives 12 to 15 relate to additional actions specifically related to the Board in line with the Code of Governance

| Objective | Priorities | Actions |
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| <p>12 Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on our Board.</p> <p>Figures at Jan 2020 were:</p> <p>8 Board members in total 50% female 50% male</p> | <p>A complete equality and diversity profile of the Board members will be conducted on an annual basis.</p> <p>Use equality and diversity data to inform Board recruitment.</p> <p>Recruit and retain excellent and diverse Board members.</p> <p>Create Board approved recruitment policies for nominated members. Implement and communicate internally and externally.</p> | <ul style="list-style-type: none"> Ensure the Board monitoring reports and annual updates on actions are produced and published on website. Keep a record of Board member service, re-nominations and expected end dates to inform and track future Board recruitment requirements. |

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| <p>13 Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on the Board (including but not limited to BAME, disability, LGBT and socio-economic status).</p> <p>Figures at January 2020: Age 26-44 – 25% 45-64 – 75%</p> <p>Ethnicity White British – 62.5% Non-White – 37.5%</p> <p>Disability No LTC or disability – 87.5% LTC or disability – 12.5%</p> <p>Sexual orientation Heterosexual – 100%</p> | <p>Board has a detailed understanding and commitment to the YSF Equality and Diversity policy.</p> <p>A complete equality and diversity profile of the Board members will be conducted on an annual basis.</p> <p>Use equality and diversity data to inform Board recruitment.</p> <p>Identify any additional skills and knowledge that are required on the Board.</p> <p>Recruit and retain excellent and diverse Board members.</p> <p>Create Board approved recruitment policies for nominated members. Implement and communicate internally and externally.</p> | <ul style="list-style-type: none"> • Ensure the Board monitoring reports and annual updates on actions are produced and published on the website. • Keep a record of Board member service, re-nominations and expected end dates to inform future Board recruitment requirements. • Review Board skills matrix and ensure appointments reflect needs. • We have recently carried out a recruitment process that has filled some gaps. Gaps remain in young people and disability representation on the Board. Our approach to recruitment is <ul style="list-style-type: none"> ➢ Advertise openly for required skills shortage ensuring promotion is shared to sector websites specified in the skills, knowledge and diversity required. ➢ Clearly state encouragement of diverse applicants. ➢ Approach any suitable candidates that meet the required criteria. ➢ Equality monitoring will be conducted at the end of every recruitment to provide insight into the impact of our promotions. ➢ If recruitment is unsuccessful a recruitment company may be engaged to support the recruitment process. |
| <p>14 Ensure information is prepared and published on our website (and other appropriate documents) about the work to foster all aspects of equality and</p> | <p>Produce an annual update on our work around equality and diversity resulting in an updated action plan.</p> | <ul style="list-style-type: none"> • Monitor and review the equality and diversity action plan on an annual basis and publish details on the website. |

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| <p>diversity across the organisation, particularly in relation to leadership and decision making.</p> | <p>Ensuring that our organisational commitment to equality and diversity is communicated through internal and external channels.</p> | <ul style="list-style-type: none"> • Keep updated a specific equality and diversity page on the website as a quick link for all relevant information. • Add an equality and diversity section to our annual Impact Report to share with staff and stakeholders. |
| <p>15 Actively work to try to make our workforce truly representative of all sections of society and those we engage with and everyone feels respected and able to give their best.</p> | <p>Create a working environment that promotes dignity and respect for all.</p> <p>To maintain a diverse senior management team in leadership and decision making positions.</p> <p>Become a responsible employer by striving to ensure we achieve a workforce which is representative of the population in the area.</p> | <ul style="list-style-type: none"> • Ensure any recruitment is open to equal opportunity procedures and follows the Disability Confident guidance. • Use the 'Workforce' plan to do more across the sector to develop a diverse workforce – specific plans in place. • Continue to work with Touchstone to benchmark their policy and procedures. • Target advertising for vacant posts to underrepresented groups. |