



# DIVERSITY ACTION PLAN

2017 – 2022



# CONTENTS

<b>INTRODUCTION</b>	<b>4</b>
<b>ABOUT US</b>	<b>4</b>
<b>OUR VISION</b>	<b>4</b>
<b>WHERE ARE WE NOW?</b>	<b>4</b>
<b>OUR OWN STATISTICS</b>	<b>6</b>
<b>BOARD STATISTICS</b>	<b>6</b>
<b>THE EXECUTIVE TEAM</b>	<b>6</b>
<b>OUR WORKFORCE</b>	<b>6</b>
<b>OUR VALUES</b>	<b>8</b>
<b>MESSAGE FROM OUR CHAIR</b>	<b>10</b>
<b>EQUALITY – OUR COMMITMENT</b>	<b>10</b>
<b>WHAT WE'RE DOING</b>	<b>10</b>
<b>DELIVERING CHANGE</b>	<b>11</b>
<b>DIVERSITY ACTION PLAN</b>	<b>12</b>
<b>RECRUITMENT</b>	<b>12</b>
<b>ENGAGEMENT</b>	<b>17</b>
<b>PROGRESSING TALENT FROM WITHIN</b>	<b>22</b>
<b>KEY QUESTIONS</b>	<b>27</b>

# INTRODUCTION

## ABOUT US

Established by the Royal Charter in 1996, we are the arms-length body of government responsible for growing and developing grassroots sport – and getting more people active across England.

## OUR VISION

In December 2015, the Government published *Sporting Future: A New Strategy for an Active Nation*. It set a bold and ambitious direction for sports policy, which has been widely welcomed. It looks beyond simple participation, to how sport and activity can have a meaningful and measurable impact on improving people's lives. At the heart of the strategy are five outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

Sport England's own strategy *Towards an Active Nation* sets out how it will deliver on this vision for grassroots sport. We are focusing money and resources on tackling inactivity and increasing engagement in sport by groups who tend to do less now – for example women, older people, those with a disability and those in lower socio-economic groups.

We want everyone to feel able to take part in sport or physical activity, no matter what their background, age or ability.

Putting this strategy into practice means a significant change for Sport England and our partners.

## WHERE ARE WE NOW?

Equality starts with us – and we're taking several positive steps to foster diversity internally and across the sector:

- We have an Equality, Diversity & Inclusion Group (ED&I), i.e. with responsibility for oversight of work, both external and internal that Sport England undertakes to ensure that it improves equality, diversity and inclusion within the sport and physical activity sectors and within Sport England itself. The ED&I Group is chaired by the Chief Executive Officer and comprises of a diverse range of employees from across the organisation.
- We were re-accredited with the Investors in Diversity standard, which recognises the organisation's commitment to achieving equality.
- Having already achieved the intermediate level of the Equality Standard for Sport, we are now working towards the advanced level.
- Our leadership team ensures a strong commitment to equality at Sport England and is backing initiatives to train and support colleagues. We have internally recruited and trained a team of Dignity at Work Advisors and Mental Health First Aiders from across the organisation.
- In 2018 Sport England won at the National Mentoring Consortium Employers Awards.
- We are a Mindful Employer. The Charter is one element of the MINDFUL EMPLOYER® initiative which is aimed at increasing awareness of mental health in the workplace and supporting businesses in recruiting and retaining staff.



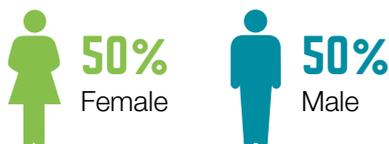
- Sport England recently joined Business in the Community, primarily for their specialist expertise in this area, and to allow us to learn from their other members who have a good record of addressing equality, diversity and inclusion and wellbeing.
- In 2019 we aim to continue our delivery of training in the areas of Dignity at Work, Unconscious Bias and Mental Health Guidance. These will be supported by refreshed e-Learning for all staff.
- Early in 2019 we launched three new staff Equality Networks for Black Asian and Minority Ethnic Group (BAME), Disability and Wellbeing and LGBT+. Each network has the freedom to find their own way with some broad aims being achieved at an organisational level.
- In 2018 we achieved the Disability Confident Employer Level 2 scheme.

# OUR OWN STATISTICS

Like many of our partners and funded bodies, there are positive statistics as well as areas we need to improve. Our workforce statistics show that we have a relatively even gender split across the organisation, and we have reasonable diversity of age and sexual orientation. However, we need to work much harder to recruit and retain people from BAME backgrounds, as well as people with disabilities. Improving these two areas is a business priority.

## OUR BOARD STATISTICS INDICATE:

- **Gender** – The gender split is positive within Sport England’s Board.



- **BAME** – Black, Asian & Minority Ethnic.



Public Appointments/The Department for Digital, Culture, Media and Sport (DCMS) are responsible for recruiting and selecting our Board. This means Sport England does not have any control on selection; however, we do aim to influence DCMS through our commitments to diversity that DCMS share.

While voluntary, our Board diversity will be monitored.

## THE EXECUTIVE TEAM

As numbers are less than 10, Sport England is unable to report diversity breakdown (Information Commission Code of Practice). The Executive Team are committed to diversity including its own composition.

## OUR WORKFORCE

Sport England collects and monitors workforce diversity data to assess the make-up of our workforce.

- **Age** – The 40-44 bracket are the largest age grouping at 18%, followed by 30-34 at 17% and 45-49 at 16.5%.
- **Disability** – Over the last two years, staff disclosing a disability has increased from 4.5% to 7.4%. This figure is low (but self-reported), considering that the percentage of people of a work age with a disability is 19% (source: Disabled Living Foundation).
- **Gender** – Since last reporting, the female gender split has increased by almost 2% and will be closely monitored by areas of the business.



- **Ethnicity** – 10% of colleagues report as BAME
- The McGregor-Smith Review, reports in 2016, 14% of the working age population are from a BAME background. This is increasing, with the proportion expected to rise to 21% by 2051.

- We are committed to making considerable annual improvements to our diversity across grades and locations.
- The Equality Group continues to feel that the number of BAME colleagues is very low, especially when compared to external statistics.
- Sport England's Board and Equality Group's have agreed the following statement: 'We will make considerable annual improvements by grade and locations'.
- **Sexuality** – Sport England's LGBT+ population is 7% (previously 6.1%). Prefer not to say is 1.7%. LGBT+ representation in the UK population is estimated between 2-7%, suggesting that Sport England does not have an under-representation of LGBT+ colleagues.

## ANNUAL INTERNSHIP PROGRAMME

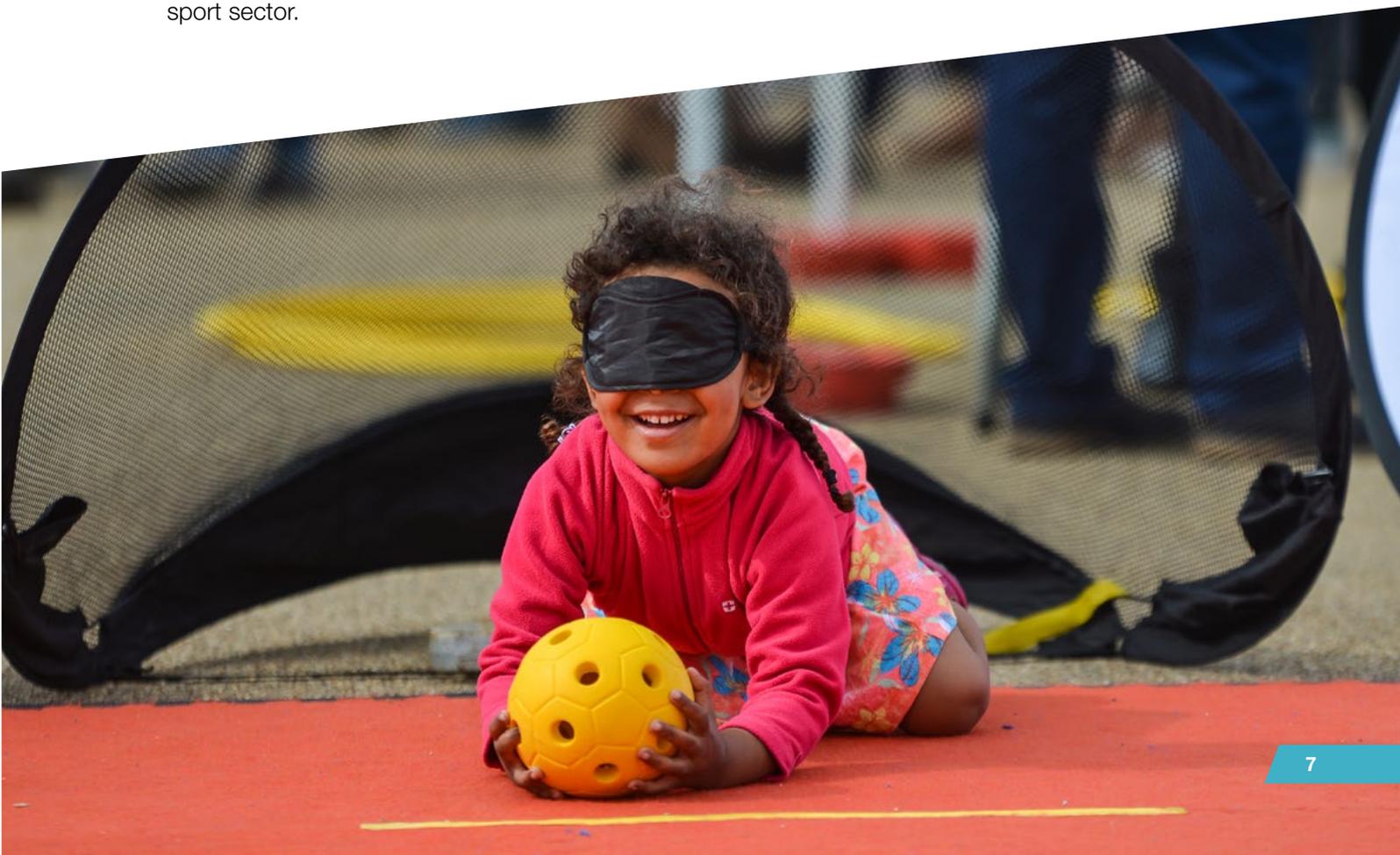
In the past, our annual internship programme has been particularly successful in encouraging BAME students to consider a career in the sport sector.

## NATIONAL MENTORING CONSORTIUM

We support a mentoring programme run by the National Mentoring Consortium, helping around 10 students to gain vital skills and increase their employability. We are currently the winners of the National Mentoring Consortium Employers Award.

## LASTING CHANGE

To achieve lasting change across the sector, we are working closely with funded bodies such as National Governing Bodies and Active Partnerships to comply with the Governance Code. Partners such as Inclusive Boards and Perrett Laver have been hired to continue providing support for organisations. This work continues to be a priority for Sport England and we will continue to help organisations comply with the Code's robust standards. In addition we harness the expertise of bodies such as Women in Sport and Sporting Equals where appropriate.



# OUR VALUES

Our values define the way we want to work and what we appreciate in our colleagues. Unique to Sport England, they underpin our approach to what we do and those we work with – from colleagues and partners to customers and suppliers. By living the values, we will create not only a great place to work, but an organisation we believe in, are proud of, and which delivers results.

## **Respect – We are committed to developing a working culture and environment, which encompasses dignity, courtesy, respect and consideration for all.**

- We continually strive to create an environment which is free from harassment, bullying, unlawful discrimination and victimisation
- We require all staff to respect differences, to place value on individual contribution and to have no tolerance of prejudice
- We recognise that we are all responsible for our working environment, and therefore we will all work together to foster a working environment that supports dignity and respect for all.

## **Positive – We are positive about our mission, and our people. We take pride in doing the right thing, and being accountable for our actions.**

- We nurture and celebrate the good things in our colleagues and partners
- We are prepared to be creative in what we do and how we do it
- We will take measured risks and be accountable for our decisions.

## **United – We work as one organisation, with a common purpose.**

- We are cooperative, collaborative and constructive
- We engage with others and listen to what they have to say
- We work across Sport England and have a common purpose
- We are all behind what Sport England stands for.

## **Expert – We value expertise and seek to provide definitive leadership in sport development.**

- We set high standards for the service we provide to colleagues and partners
- We want to foster innovation, to find solutions that deliver quicker, smarter results
- We invest in improving our knowledge so that we can make sound decisions.

## **Focused – We have a clear direction, are outcome driven and have the right people in the right places to deliver.**

- We have a clear direction, and are guided by the pursuit of our outcomes
- We have a good understanding of the environment in which we work
- We are committed to succeeding and to making a difference.

## **Recognising colleagues**

- We use our values as a framework to recognise colleagues, including for our annual Chair's Awards and Colleague of the Year Award.

Note: our values are being reviewed in 2019



# MESSAGE FROM OUR CHAIR



## EQUALITY – OUR COMMITMENT

Diversity in sport is one of the greatest shared challenges we face. Progress has been made, particularly in closing the gender gap for participation. But there is much more still to do.

Up and down the country, sport and physical activity remains skewed towards the white, the better off, and the non-disabled.

At clubs, white non-disabled men dominate coaching. In the workforce, people from ethnic backgrounds are under-represented. In volunteering men outnumber women by a wide margin. And you're much more likely to be inactive if you're from a lower socio-economic group.

Tackling these inequalities is at the heart of our *Towards an Active Nation* strategy for 2017-21. But it's not just about the participants and volunteers on the ground. Every part of the sporting landscape needs to change. And that includes us, our partners, our staff and those we invest in.

As the then prime minister said in his introduction to the Government's strategy document *Sporting Future*, sport is good for us. The benefits of being physically active – for the individual and society – are well proven. We should aspire to ensure that those benefits are being enjoyed by every sector of our society.

I was appalled to see the latest statistics showing that, out of 650 Board members across the sector, just six are from black, Asian or minority ethnic backgrounds. That's worse than any other industry that I know. But it's not just at leadership level. We must foster diversity across the sector.

I'm making a personal commitment to ensure we make progress – especially where the most stubborn gaps exist. Not only is it the right thing to do, it also makes great business sense. Organisations that attract and retain a diverse workforce make better decisions and are more likely to achieve their business goals.

In a perfect world, we wouldn't need to push for equality. But our insight shows that we live in a world where barriers – both perceived and real – prevent people from all backgrounds joining the industry.

## WHAT WE'RE DOING

Progress is being made, and I'm happy that Sport England is leading the ambition to make the sector more representative. We've already achieved several milestones as we move towards equality. In October 2017, we were awarded Investors in Diversity accreditation for the second time and in 2019 for the first time Leaders in Diversity.

The Award places Sport England as one of the better institutions in the country for encouraging an all-encompassing culture of equality, diversity and inclusion.

This is based on a staff survey which asks questions about employees' daily experiences and measures their grasp of equality issues, such as protected characteristics. We're also a Disability Confident Employer – with measures in place to recruit and retain disabled people or those with long-term health conditions.

As for our own staff statistics, there are areas where we're doing well and – of course – those we need to improve. On the positive side, 7% of employees report as LGBT+, which mirrors the national population average of 5-7%.

Furthermore, men and women are largely represented equally overall. However, there is further work to do to attract and retain those from black, Asian and minority ethnic and disability backgrounds.

We're also nurturing close relationships with organisations that have an emphatic grasp of the groups they represent. For instance, in 2017 we strengthened our ties with Stonewall to tackle the unique challenges of LGBT+ sports participation.

The list doesn't stop there – and you can look inside the Code for Sports Governance and our own action plan to see a full list of the actions we're taking to further equality in the workplace. For example, we have five women on our 10-strong board – exceeding the 30% gender target by 6%. At present we have an equal number of men and women on the Board and 30% BAME. We will work hard to ensure that we achieve gender parity in the future. And we're strongly committed to achieving greater diversity overall, including people from black, Asian and minority ethnic backgrounds and those with a disability.

But we can't do this alone. Each body needs to take responsibility for achieving a more representative workforce. Every partner should commit to making a difference. That means taking an honest look at your own diversity statistics. Where are the inequalities greatest – and why? Are there issues specific to you, your sport or audience group that throws up challenges? You are unique, and your approach to tackling inequality needs to be based on the characteristics of your organisation.

## DELIVERING CHANGE

My determination to address sport's diversity problem is absolute. The Code is here to provide an advisory action plan – a blueprint, if you like – but we continue to review its effectiveness. It is a living, breathing document. If change doesn't happen at the speed or scale needed, we'll consider rolling out specific equality targets that are embedded in the way we fund partners in much the same way that we have for gender diversity.

The Code is not meant to be an exhaustive list of actions that funded bodies should take to engender diversity within their sports and organisations. For instance, although the gender target for boards is set at 30% there really is no reason why organisations should not be aspiring to have gender parity at Board level and throughout their senior management teams.

There is no shortage of goodwill. Every time I meet leaders from across the sector, awareness of the Code is high. But equality is only achieved when people in Boards and beyond understand, embrace and champion diversity.

### **Nick Bitel**

Chairman, Sport England

# DIVERSITY ACTION PLAN

## RECRUITMENT

### How the organisation will attract an increasingly diverse range of candidates.

The purpose of a Diversity Action Plan is to help organisations plan how they will meet Requirements 2.1 to 2.3 of the Code for Sports Governance. These four requirements are important for recruitment.

Code for Sports Governance requirement	Objective: Embed good diversity and inclusion practice into our recruitment activities and decision-making processes
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 BAME, disability, LGBT+ 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 of the Governance Code.	

# PRIORITY 1

To strengthen the diversity of Sport England's Board with the aim of moving towards a Board composition that represents the communities in which we serve.

## BOARD

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul>
SHORT TERM	1 Working with the for Digital, Culture, Media and Sport (DCMS) to improve Sport England's Board diversity and explore creative ways for reaching and attracting candidates for Board appointments through working with the Chair and Public Appointments.	Chair and supported by the Board Secretary	Ongoing	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Wide range of advertising channels used to reach as broad as possible candidate base.</li> <li><span style="color: orange;">●</span> Small working group established with UK Sport/Sport England.</li> <li><span style="color: green;">●</span> Regular reports provided by way of the CEO Report.</li> </ul>
SHORT TERM	2 Regular reporting to the Board continues on equality diversity and inclusion, including representation and annual reporting.	Board Secretary	Ongoing for every recruitment round	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Wide range of advertising channels used to reach as broad as possible candidate base.</li> <li><span style="color: green;">●</span> Regular reports provided by way of the CEO Report.</li> </ul>
SHORT TERM	3 Liaising with Public Appointments to ensure recruitment of the Board is open, advertised with clear messages of commitment to diversity and welcoming to applicants from under-represented groups.			<ul style="list-style-type: none"> <li><span style="color: green;">●</span> 2019 recruitment closed with 68 applications:</li> </ul>
SHORT TERM	4 Ensure and evaluate with the DCMS' good practice steps in Board recruitment: a Define the selection criteria in terms of measurable skills, experience, knowledge and personal qualities. b Reach the widest possible candidate pool by using a range of recruitment methods, ensuring reasonable adjustments and positive action. c Where possible ensure recruitment panels are representative. d Where possible, evaluate and make recommendations working with DCMS to ensure steps are in place to improve the process.	Board Secretary	Ongoing	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Reviewed and clearly set out for each recruitment</li> </ul> <p>All steps kept under regular review ensuring good representation and best practice in this area.</p>
SHORT TERM	5 Statement from the Chair making a commitment to progressing towards gender parity and greater diversity on the Board (see Progressing Talent from Within section).	Comm-unications Manager	December 2017	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Published on Sport England's Website Dec 2017 and reviewed in 2019</li> </ul>
SHORT TERM	6 Establish quantitative baselines to identify changes and assess future progress for diversity across the Board. We will resend a confidential questionnaire to the Board to determine their profile regarding gender, age, race, disability, sexual orientation and religion/belief.	Board Secretary	September 2018	<ul style="list-style-type: none"> <li><span style="color: orange;">●</span> Monitoring form agreed in readiness for distribution by July 2019.</li> </ul>
SHORT TERM	7 Where possible, working with the DCMS, to review Board recruitment statistics, by known protected characteristics and by applicant, shortlisted and appointed to establish areas of under-representation and action plan to address.	Board Secretary/ DCMS	Ongoing	<ul style="list-style-type: none"> <li><span style="color: orange;">●</span> At present applicant information is not available from DCMS. Work ongoing for all recruitment data to be shared and an action plan to address any areas of under-representation, if required.</li> </ul>

## PRIORITY 2

Ensure equality and diversity is embedded into Board members' induction programme and their professional development.

### BOARD

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul>
SHORT TERM	1 Review Board members' Induction Programme which covers information on equality and diversity and make recommendations for any changes to the Chair.	Board Secretary/ E&D Manager	February 2017	<span style="color: green;">●</span> Equality and Diversity information included as part of Induction Programme for all new Board and Committee Members.
SHORT TERM	2 Arrange Unconscious Bias training, or similar, for Board members and identify future professional development for the Board supporting equality and diversity.	Chair of Equality Group	April 2018	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Training completed.</li> <li><span style="color: green;">●</span> Professional Development for the Board regularly considered in addition to individual development needs.</li> <li><span style="color: orange;">●</span> UK Sport / Sport England working together on further Unconscious Bias training open to all members.</li> </ul>
SHORT TERM	3 Ensure there is provision for Equality & Diversity Training and embedded in the Annual Board Training Plan. Evaluate for impact.	Chair/Board Secretary/ E&D Manager	December 2018	<span style="color: green;">●</span> Professional Development and Annual Training Plan agreed and individual training needs of Board members discussed with Chairman. Evaluated as part of Board Effectiveness Review Process.

## PRIORITY 3

That the Board monitor workforce and recruitment and selection data by known protected characteristics

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul>
SHORT TERM	1 Ensure quantitative data monitoring and bi-annual reporting continues. That disproportionate data is identified and highlighted to the Board, disaggregated by known protected characteristics and look for themes related to each protected group. That actions are agreed, measured and regularly evaluated to ensure progress.	Chair/Board Secretary and Head of HR	Bi-annual	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> The end of year report was circulated to the Board and Executives Committee March 2019.</li> <li>Next report will be circulated to the Board in Sept 2018.</li> </ul>
SHORT TERM	2 Ensure that suitable statements are included on Sport England's website on why data is collected and how it is used for monitoring purposes, encouraging disclosure.	E&D Manager/ Head of HR	March 2018	<span style="color: green;">●</span> Part of GDPR and recruitment system with new statements in place.

## PRIORITY 4

To strengthen the diversity of Sport England's workforce with the aim of moving towards a workforce composition that represents the communities in which we are based.

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<span style="color: red;">●</span> to commence <span style="color: orange;">●</span> in progress <span style="color: green;">●</span> completed/performing to plan
SHORT TERM	1 To adopt name-blind recruitment practices, as mandated by the Government, to help reduce the phenomena of unconscious bias in recruitment.	Chair of Equality Group/Head of HR/HR Business Partner/E&D Manager	February 2018	<span style="color: green;">●</span> New recruitment system went live in May 2018 and now being rolled out across all new vacancies.
SHORT TERM	2 Review the annual recruitment statistics to track and assess the impact of the new name-blind recruitment processes.	Chair of Equality Group/Head of HR	Annually from 2018	<span style="color: green;">●</span> Reporting will commence in Dec 2018 when we have a full six months of data.
SHORT TERM	3 Conduct a review of Sport England's recruitment methodology to ensure recruitment processes are open and advertised with clear messages of commitment to diversity, welcoming applicants from under-represented groups to encourage applicants from all walks of life.	Chair of Equality Group/Head of HR, E&D Manager	February 2018	<span style="color: green;">●</span> Relates to above (4.1).
SHORT TERM	4 Review our internal Recruitment Guidelines and Recruitment Packs. Develop a recruitment action plan that addresses equality practices through: a Thinking about what the job involves and what skills, qualities and experience a person will need to do it. b Job adverts, including positive action in advertising. c Application forms and CVs. d Shortlisting applicants to meet or interview. e Interviews, meetings and tests.	Chair of Equality Group/Head of HR, E&D Manager	March 2020	<span style="color: orange;">●</span> In progress.
SHORT TERM	5 Aim to increase diversity of workforce by establishing aspirational targets, discussed and approved by the Equality Group. Review diversity targets and progress on an annual basis.	Board	June 2019	<span style="color: green;">●</span> Statement agreed and in use.
SHORT TERM	6 Evaluate and continue to support our Annual Internship Programme, running June-September, ensure the programme continues to attract a diverse range of applicants.	Chair of Equality Group/Head of HR	Annually	<span style="color: green;">●</span> Completed annually
MEDIUM TERM	7 HR to consider across sport and recreation a Graduate Scheme (paid) to encourage a pool of candidates from under-represented groups to consider sport as a career destination.	Chair of Equality Group/Head of HR	June 2020	<span style="color: red;">●</span> To commence.
SHORT TERM	8 HR to consider whether job opportunities at Sport England could include a training component and be offered as an apprenticeship. Sport England to continue to be part of the Royal Town Planning Institute's Trailblazer initiative for Planning Apprentices.	Chair of Equality Group/Head of HR	June 2020	<span style="color: orange;">●</span> In discussion with the Royal Town Planning Institute [RTPI] and the Association of Chartered Certified Accountants [ACCA].

## PRIORITY 5

Ensure equality and diversity is embedded into the staff induction programme and evaluated.

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul>
SHORT TERM	1 Review the staff induction programme for equality and diversity content and ensure the programme is targeted by staff role, for example customer-facing roles, line managers. HR team to implement changes.	Chair of Equality Group/E&D Manager/L&D Manager	December 2017 Revised April 2018  Revise September 2019	<ul style="list-style-type: none"> <li><span style="color: orange;">●</span> Part of the wider staff induction discussion with E&amp;D embedded.</li> <li><span style="color: orange;">●</span> E&amp;D e-Learning is also mandatory on SE's LMS system.</li> </ul>

## PRIORITY 6

Ensure staff receive up to date Equality and Diversity Training to support recruitment/engagement objectives.

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul>
SHORT TERM	1 Continue Unconscious Bias training, or similar, for new joiners and establish a rolling programme of training dates for new joiners.	Chair of Equality Group/E&D Manager/L&D Manager	Ongoing	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Ongoing.</li> </ul>
SHORT TERM	2 Review the mandatory Online Recruitment Training for line managers with equality and diversity embedded in the training and make any appropriate recommendations.	E&D Manager/L&D Manager	December 2017  Ongoing	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Recruitment training has been uploaded onto LMS system making it more accessible. A new promotion of the training will go out either on Inside Track or via email to Strategic Leads with a link to the training.</li> </ul>

# ENGAGEMENT

## Ensuring that your organisation’s commitment to diversity is communicated through internal practices and externally.

The purpose of a Diversity Action Plan is to help organisations plan how they will meet Requirements 2.1 to 2.3 of the Code for Sports Governance. These three requirements are important for engagement at Sport England.

Code for Sports Governance requirement	Objective: Embed good engagement for diversity and inclusion at Board level and creating ways to reach out to staff in the organisation, fostering good relations.
Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGB&T and socio-economic).	
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.	

## PRIORITY 7

Ensure the Board and the workforce appreciate their role and responsibilities for equality, diversity and inclusion, sharing with them outcomes of equality and diversity engagement at Sport England.

### BOARD

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul>
SHORT TERM	1 Review ongoing Equality Diversity and Inclusion Training delivered to the Board, to ensure compliance with equality law, including 'due regard' in decision-making, Board engagement with equality, championing, embedding, developing approaches and ensuring accountability in annual reviews.	Board Secretary/ E&D Manager/L&D Manager	March 2018	<span style="color: green;">●</span> Equality Training complies with all requirements and equality information is embedded as part of the Board induction programme.
SHORT TERM	2 Following Board equality training, gather views from the Board on time allocated to equality and diversity, ensuring equality, diversity and inclusion is embedded in Board items/papers and decisions.	Chair's Committee/ Board Secretary/ E&D Manager	Ongoing	<span style="color: green;">●</span> Views gathered immediately post training and annually thereafter as part of Board Effectiveness Review.
SHORT TERM	3 Through bi-annual reporting ensure the Board continue to be kept informed on Sport England's accreditations and the actions plans to support these, ensuring progress impact and governance.	Chair of Equality Group/Head of HR	Bi-annual	<span style="color: green;">●</span> Biannual Reports scheduled at Board – 6 June 2018.
	<p>This includes outcomes such as:</p> <ul style="list-style-type: none"> <li>a Investors in Diversity, Colleagues Survey, our staff profile, the Annual Report and our Equality &amp; Diversity Action Plan.</li> <li>b We will update the Board on our schemes such as Disability Confident, Stonewall's Diversity Champions Programme, Dignity at Work and will engage with the Board on new initiatives.</li> <li>c Join 'Business in the Community' to work on their race equality campaign which aims to improve employment opportunities for ethnic minorities across the UK, identifying specific actions for Sport England.</li> <li>d Attend equality events to explore the steps that business can take to increase race inclusion and diversity at senior leadership level.</li> </ul>			<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Joined.</li> <li><span style="color: green;">●</span> Attending a variety of equality events for example Stonewall conference, Pearn Kandola and Business In the Community Events.</li> </ul>

## PRIORITY 8

To raise awareness of equality and diversity across all staff levels to ensure staff have the necessary knowledge to deliver their roles embedding diversity across the organisation and in the delivery of their work.

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating ● to commence ● in progress ● completed/performing to plan
SHORT TERM	1 Review current equality training programmes, ensuring there is a good level of assessment built into training and is role specific.	Chair of Equality Group/E&D Manager/L&D Manager	ongoing	<ul style="list-style-type: none"> <li>● Programmes established and now running;</li> <li>● Dignity at Work Line Manager Training.</li> <li>● Unconscious Bias.</li> <li>● Mental Health First Aid Training – guidance for line managers.</li> </ul>
SHORT TERM	2 Develop Equality, Wellbeing and Diversity on Sport England's intranet 'Inside Track', increasing visibility of equality, diversity and inclusion, and opportunities to engage with staff on equality initiatives, news and events.	Internal & External Communications Managers	September 2019	<ul style="list-style-type: none"> <li>● E&amp;D internal communications plan agreed and in place. Regular meetings taking place to review progress against agreed items.</li> </ul>
SHORT TERM	3 That the E&D Communications Plan is shared with the Equality Group, reported on and is participative.	Internal & External Communications Managers	March 2018	<ul style="list-style-type: none"> <li>● Completed and annually reviewed.</li> </ul>

## PRIORITY 9

Ensure best practice through accreditations, working closely with external equality experts and our recognised Trade Union PCS, maintaining and progressing Sport England's achievements.

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
SHORT TERM	1 Publish outcomes from the Investors in Diversity re-accreditation.	Chair of Equality Group /Head of HR/ Chair/ Chief Executive	December 2017  Revised March 2018	<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul> <p><span style="color: green;">●</span> Completed.</p>
MEDIUM TERM	2 Achieve, at an advanced level, 'UK Equality Standard for Sport' a Carry out an assessment of the advanced level and engage with the Equality Standard in Sport Consultant, for advice on an assessment, liaise internally with colleagues who can advise on Sport England's progress to achieve the standard. b Create a working group to develop an action plan for achievement.	Chair of Equality Group /Head of HR	March 2020	<ul style="list-style-type: none"> <li><span style="color: orange;">●</span> Equality, Diversity and Inclusion Group - Agenda item 10 December 2018</li> <li><span style="color: green;">●</span> Meeting to discuss the assessment has taken place with the Equality Standard in Sport Assessor.</li> <li><span style="color: red;">●</span> Working Group to be established and agreed at Equality Committee.</li> </ul>
MEDIUM TERM	3 Investors in Diversity – report progress on the action plan, ensuring it is evidence based.	Chair of Equality Group/Head of HR/Executive Team	March 2019	<span style="color: green;">●</span> All actions completed.
MEDIUM TERM	4 Stonewall Workplace Index – take part in the next available workplace index, benchmark and measure our progress on lesbian, gay, bisexual and trans inclusion at Sport England.	Chair of Equality Group/Head of HR/E&D Manager	September 2019	<span style="color: orange;">●</span> In progress for 2019 submission.
LONG TERM	5 Achieve Investors in Diversity re-accreditation in 2018 and work towards achieving the Leaders in Diversity Award by 2020. Report on improved engagement internally.	Chair of Equality Group/E&D Manager/ Head of HR Executive Team	December 2018	<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Achieved the IID accreditation in October 2017.</li> <li><span style="color: green;">●</span> Leaders in Diversity achieved.</li> </ul>

## PRIORITY 10

Equality is mainstreamed through the organisation's functions, policies and procedures.

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating ● to commence ● in progress ● completed/performing to plan
SHORT TERM	1 Establish a review schedule identifying key HR policies for development and review with the Equality Group.	Chair of Equality Group/E&D Manager/ Head of HR	December 2017	● Equality and Mediation policies reviewed.
SHORT TERM	2 Review listed policies, gather relevant qualitative and quantitative data, ensure consultation and that outcomes are communicated to all staff.	Chair of Equality Group/E&D Manager/ Head of HR	December 2017	● In progress.
SHORT TERM	3 Add relevant policies such as the Equality Policy and Dignity at Work Policy to the Mandatory Read Policies listing.	Chair of Equality Group/E&D Manager/ Head of HR	July 2019	● Completed and included on induction checklist.
SHORT TERM	4 All key staffing policies include statements outlining Sport England's commitment to equality, are screened and reviewed regularly (every two years unless legislation changes) considering the impact on staff by protected characteristics and are regularly monitored.	Chair of Equality Group/Head of HR	December 2018	● Family Friendly policies, and Equality and Dignity Policies reviewed.
SHORT TERM	5 Each area of the business has a named person who is responsible for equality in their area and sit on the Equality Group.	Head of HR/E&D Manager	December 2018	● Membership on the Agenda 5th March 2018 and CEO written to all colleagues.

## PRIORITY 11

Sport England to adopt a commitment to progressing towards gender parity and wider diversity for its subsidiary boards and committees.

### BOARD

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating ● to commence ● in progress ● completed/performing to plan
SHORT TERM	1 Explore widening diversity in our senior leadership talent pool to ensure future diversity in succession planning.  a Discussion at the Chair's Committee about forward planning to attract more diverse candidates to our subsidiary boards.	Chair and subsidiary Board Chairs	Ongoing	● As with our main Board, SE considers the gender parity and wider diversity of the membership of all its committees and subsidiary boards.  The Chair's Committee contributes to the organisation's equality and diversity policy initiatives by periodically reviewing the work of the Equality Committee, ensuring that Sport England values its diverse talent and promotes diversity and equality

## PROGRESSING TALENT FROM WITHIN

**A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.**

The purpose of a Diversity Action Plan is to help organisations plan how they will meet Requirements 2.1 to 2.3 of the Code for Sports Governance. These four requirements are important for progressing talent from within.

<b>Code for Sports Governance requirement</b>	<b>Objective:</b> To ensure development and progression at Sport England. To develop a strong pipeline of Board-ready individuals particularly from under represented sectors.
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 BAME, disability, LGB&T and socio-economic).	
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.	

## PRIORITY 12

Sport England to work with the Diversity Working Group (part of the UK Sport/Sport England Governance Project Board)

### BOARD

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
				<ul style="list-style-type: none"> <li><span style="color: red;">●</span> to commence</li> <li><span style="color: orange;">●</span> in progress</li> <li><span style="color: green;">●</span> completed/performing to plan</li> </ul>
MEDIUM TERM	1 Through positive action, facilitate the development of a skilled pipeline of diverse Board-ready individuals, particularly from BAME and disability candidates, which is currently under-represented.	Sport England and UK Sport CEOs, Sport England, Equality Committee	December 2020	<span style="color: orange;">●</span> ED&I Review Group discussions.
SHORT TERM	2 Explore a Mentorship scheme and networking opportunities for potential recruits, liaising with the Department for Digital, Culture, Media and Sport on a wider programme of mentorship.	Chair of Equality Group/HR/Head of Equality and Diversity NGB & Sport/Head of Corporate Governance/Diversity Working Group	December 2020	<ul style="list-style-type: none"> <li><span style="color: red;">●</span> To commence.</li> <li><span style="color: red;">●</span> Consider Business in the Community Mentorship schemes.</li> </ul>
SHORT TERM	3 Ensure that Sport England Board opportunities are communicated and made available to candidates, across the sector.	Board Secretary / Head of HR	Ongoing	<span style="color: green;">●</span> Published in a wide variety of different places, including Business in the Community.

## PRIORITY 13

Explore new events and schemes to encourage 'expressions of interest' on Boards across Sport England & UK Sport

### BOARD

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating
SHORT TERM	1 Explore with the Department for Digital, Culture, Media and Sport positive action/ ideas such as: a Open Days b Taster Sessions c Individual stories and video interviews for our webpages.	Chair/Head of HR/ E&D Manager	December 2020	● In progress. UK Sport/Sport England meetings taking place with DCMS.



## PRIORITY 14

The development of Sport England colleagues, supporting progression in decision making roles and other roles in the future

### WORKFORCE

Short/ Medium/ Long- term	Priority and Actions	Person(s) Responsible	Completion Date	Progress/RAG Rating ● to commence ● in progress ● completed/performing to plan
MEDIUM TERM	1 Promote with the leadership team the Learning and Development L&D programme and opportunities to support progression in decision-making roles.	Executive Director Community Sport/L&D Manager	March 2018	● L&D Manager holding meetings with Executive Directors.
SHORT TERM	2 Ensure all members of recruitment panels participate in Sport England's online-recruiting training – a mandatory requirement and ensure equality training continues to include: a Unconscious Bias, an understanding and tackling; b Mandatory Equality Training across all the protected characteristics and the areas of discrimination and refreshed every two years.	L&D Manager/ E&D Manager	March 2018	● Staff completing as mandatory training.
SHORT TERM	3 Evaluate all equality training and ensure impact through regular monitoring.	L&D Manager	December 2018	● Staff completing and reviewed bi-annually, reported on in bi-annual report as mandatory training.
SHORT TERM	4 Review baseline online equality training completion rates and continue to monitor ensuring staff are equipped with up to date information on managing equality in their roles.	L&D Manager/ E&D Manager	Ongoing	● In progress.
SHORT TERM	5 Monitoring promotion statistics, by applicant, shortlisted and appointed. Review baseline, carry out analysis and ensure data is included in bi-annual Reporting to Equality Group and the Board.	Chair of Equality Group /Head of HR	Bi-annual	● Applicant data for inclusion in next Board report in September 2018.  ● Shortlisted data published
MEDIUM TERM	6 Ensure staff are supported in their work goals by: a Exploring long-term career goals with all staff, supporting staff aspirations to move to the next level and provide in-house training to support aspirations.	L&D Manager/ Line Manager	December 2018	● Performance Development Review process – business as usual.
MEDIUM TERM	7 Continue to support flexible working, promoting via induction and that managers are informed on how to manage.	Head of HR/L&D Manager	Ongoing	● Induction process and managers are briefed.

# KEY QUESTIONS

## HOW DOES THIS FEED INTO OUR BROADER GOVERNANCE PLAN?

This plan has been developed as a response to requirements 2.1 to 2.3 of the Sport's Governance Code, which sets out provisions concerning diversity with which organisations need to comply.

The Board has an important role in setting the direction of equality, diversity and inclusion at the organisation through its broader strategic aims, so that everyone can enjoy sport and physical activity in an all-inclusive environment.

With recruiting a diverse Board and workforce comes a wealth of experience, skills and diversity of thought, enabling better informed decision-making and understanding of those working and involved in sport and activity.

## WHO ARE THE KEY PEOPLE RESPONSIBLE FOR THE DELIVERY OF THIS PLAN?

The Diversity Action Plan has enabled Sport England to create its own sets of actions, assisting us to advance equality and implement a clear set of activities to support and maintain equality, diversity and inclusion.

All staff at Sport England and funded organisations have responsibility for ensuring equality and diversity in their roles. There are also key people that we work with – Department for Digital, Culture, Media and Sport and key staff at Sport England:

- Sport England Chair
- Board Secretary
- Sport England Chief Executive Officer
- Sport England Chief Operating Officer
- The Executive Team
- The Equality, Diversity and Inclusion Review Group
- The Equality, Diversity and Inclusion Internal Group
- Head of HR
- HR Business Partner
- Internal and External Communications Managers
- Learning and Development Manager
- Equality and Diversity Managers



## HOW WILL WE MEASURE OVERALL SUCCESS?

Measuring progress on our equality work is key to demonstrating our overall success and progress. The areas that we report on and measure include:

- An Annual Review of the Board and Workforce Diversity;
- an evidence-based analysis of levels of engagement;
- progress against action plans and new initiatives;
- evidence that indicates that Board and workforce composition reflects society;
- equality analysis (impact assessments), evaluation of equality and diversity training and its impact and internal surveys and questionnaires;
- evidence that participation and volunteering in sport and physical activity reflects society and the inequalities in opportunities.

Equality is discussed at regular meetings. The Equality Group meets at least four times a year, as well as the Chair's Committee and Sport England's Chair sits on the Equality Groups. Equality and diversity is intrinsically linked in our strategic aims and fully considered when taking key business decisions.

We will continue to plan and gather qualitative evidence establishing baselines, formulating indicators, monitoring, analysing and reporting.

## HOW DOES YOUR DIVERSITY ACTION PLAN CROSS-REFERENCE OTHER PARTS OF THE CODE OR OTHER RELEVANT EQUALITY OR DIVERSITY MONITORING STANDARDS/Framework?

Our Diversity Action Plan has not been completed in isolation and links firmly to other equality standard frameworks.

These include the [Women in Sport's Checklist for Change](#) where the Chair reviews 'Transparency across the Board', 'Flexibility in working practices', 'Mentoring and role models at all levels', 'Fit for Future' Structures, Terms and Conditions, Proactive recruitment and Inclusive Culture.

Other national frameworks and standards that Sport England support are the UK Equality Standard in Sport, Stonewall's Diversity Champions Programme, Investors in Diversity and Disability Confident.

Sport England is committed to the Code and has a determination to enhance and support our approach to Equality, Diversity and Inclusion. We take our Public Sector Equality Duty responsibilities seriously across all our functions giving due regard to:

- a Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- b Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- c Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.



Sport England  
21 Bloomsbury Street  
London WC1B 3HF

[sportengland.org](https://www.sportengland.org)