



# **DIVERSITY ACTION PLAN**

## **2020 – 2021**

### **Sported Foundation**

Rebecca Mills, Trustee  
January 2020  
Next Review: January 2021

## **ABOUT US**

Born out of the legacy of London 2012 Olympic and Paralympic Games, Sported is a charity and membership organisation supporting community sport and youth groups across the UK that use the power of sport to transform the lives of disadvantaged young people.

Sported's members are community sports clubs that use sport to take on some of society's biggest problems – crime, education, community cohesion and discrimination – by creating opportunities for disadvantaged young people to learn new skills, grow in confidence and fulfil their potential in life.

Sported believe that these Sport for Development organisations have a powerful role to play in accessing the hardest to reach young people and addressing the growing inequalities in our society. That is why sported are dedicated to supporting the growth and sustainability of the community sport sector.

Sported's headquarters are based in London. However, there is a regional network that covers all regions of England, Scotland, Wales and Northern Ireland, and employs 32 people. We support more than 2,600 sports clubs in a diverse range of sports from boxing to fishing to horse riding.

At Sported, we work with our members to build their capacity and maximise their impact on the communities they support. We do this by providing a number of free support services from fundraising reports to discounted insurance policies, as well as matching the group leaders with skilled volunteers to improve their working knowledge and expertise in the key operational areas vital to becoming sustainable and attracting new participants.

## **OUR MISSION**

Sported's purpose is to help community sports groups survive, which in turn helps young people thrive. By providing support and services to our Members, Sported is helping to transform the lives of disadvantaged young people across the UK, building stronger communities and improving society. This is Sported's Theory of Change.

## **OUR VISION**

Sported's target is to help community groups to use sport to impact one or more of the following sport for development outcomes:

- Education and Employability
- Crime & Anti Social behaviour
- Health & Well-being
- Community Cohesion
- Inequalities in sport participation

We achieve this by building capacity within community groups, improvement sustainability and, measure their impact and look at ways they can become more effective.

There are thousands of community sports groups across the UK that engage hundreds of thousands of disadvantaged young people every day. However, many of these groups struggle from day to day to raise enough funds and operate their clubs to continue to provide this essential community service. Sported's membership aims to support these clubs to ensure their sustainability and effectiveness in changing the lives of young people.

Sported's Members are supported in many ways including online resources, money-saving partnerships, networking opportunities, training and one-to-one volunteer support.

By providing access to one or more of these member support services, Sported can build capacity within the community group, helping them to develop a clear mission /structure, sustainable finances, and learning the relevant skills to survive and thrive.

The impact of this strategy is more disadvantaged young people having access to sport, leading to increased sustained participation, diversified participants and the creation of active communities and healthy habits for life.

## **OUR VALUES**

Commonly held beliefs which help guide perspective and actions of Sported:

- Sport for Development – Sport is a highly effective way to engage and improve the lives of disadvantaged young people
- Local Clubs delivering Local Solutions – Group leaders who are embedded within the community have the ability to reach those most in need
- Long Term Engagement – Societal change takes time
- Breaking down barriers to participation – Everyone deserves the opportunity for a better life

## MESSAGE FROM OUR CHAIR

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

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

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

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

We have recently undertaken a detailed skills review of the Board. In doing so we have identified the need to recruit a new trustee. We are aware that we need to improve our current 10% BAME representation and gender parity (although we do currently reach the 30% female target). As such, we have been working with relevant organisations to find female BAME candidates.

We are also acutely mindful as a Board that we want to ensure social diversity. This is one of the factors that has led us to introduce our “Voice of Sported” programme. Every quarter, we invite a leader of one of our Members to attend our Board meeting to tell us about their experiences and help provide the Board with a greater understanding of the work undertaken by our members and Sported’s impact on them. We also intend to add a “Volunteer Trustee” to build a greater connection with our members and improve the social diversity of the Board.

Within our staff, we currently employ more women than men and will work towards gender equality in this regard. Our BAME staff figures are currently at 15%, and we have set a target of 20% within this Plan. We are committed to encouraging applications from disabled candidates and ensuring a work environment that would accommodate any specific requirements.

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

I am personally committed to supporting the Board, Executive Team and Rebecca Mills, Chair of Sported’s Nominations Committee and author of this document in the implementation of this Plan.

Simon Cummins – Chair, Board of Trustees

## **OUR STATEMENT ON EQUALITY**

Sported's position on Equality is made clear in our Employee Handbook and our Board Diversity Policy. These can be found in Appendix A.

A copy of the Employee Handbook is located on the shared drive on the Sported network and can be accessed by all employees.

The Board Diversity Policy was approved by the Board in November 2019. A copy is located on Sported's website.

## **OUR BOARD**

Sported's Board consists of 9 trustees. Their ages range from early 30's to early 70's. The Board has 3 Female and 6 Male trustees. We have 1 BAME trustee. No one on the Board has declared a disability. The majority of our trustees are based in south east of England.

We meet our 30% target for gender diversity, although we are mindful that we should increase our gender parity.

We would like to increase our BAME representation to at least 20% and we are actively working towards this at present.

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

Sported completed a comprehensive Skill Assessment which was last updated in November 2019. This remains a live and active document, which is regularly reviewed. A copy of the current Skills Matrix can be found at Appendix B.

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

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

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

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

We are currently working with relevant organisations that can help us in our search to fulfil our diversity requirements. All candidates are interviewed by the Nominations Committee (which is made up of at least 3 trustees) and the CEO.

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

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

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

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

## **OUR STAFF**

We employ a total of 32 staff.

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

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

We have 68% female staff and 32% male staff.

We have 15% BAME representation within our staff.

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

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

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

We have set an objective to encourage applications from BAME candidates, so that we can improve the BAME representation within our staff and work towards a target of at least 20% by 2022.

Although the gender diversity could be more equal, we do reach the 30% male employee target set by this Plan. We will continue to be mindful about the gender balance and where possible attract more men to apply for roles, as set out below.

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

We have a staff Inclusion Group which has just been formed and will discuss inclusion in the organisation and bring any issues to SLT.

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

## **OUR VOLUNTEERS**

We currently have a total of 280 volunteers who work with our member groups across UK aged between 26 – 79 years old (for those who have chosen to declare their age).

72% of our volunteers are male.

We have 17% BAME volunteers from the voluntary information that is completed by our volunteers when they join us. However, we have 88 (out of a total of 290) individuals for whom we hold no ethnicity data.

3% of our volunteers have declared a disability.

It is very difficult to set diversity targets for our volunteer members but we are committed to encouraging female, BAME, disabled and low socio-economic candidates to apply for relevant roles to encourage diversity. We have recently placed recruitment adverts asking for BAME volunteers to work on one of our projects that works with young ethnic minority people to launch their own sports for development project.

We are an inclusive organisation which relies heavily on volunteers to support our members and programmes, which means we are not in a position to turn down support from any volunteers based on their gender or ethnicity in order to satisfy and this Plan.

We would very much like to encourage more women to volunteer with us, as well as increase our BAME representation amongst our volunteers. To address this, we shall include language in our volunteer recruitment programmes, which is inclusive and encouraging for a wide variety of people.

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

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

Recruitment	Code for Sports Governance					
How the organisation will attract an increasingly diverse range of candidates	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LG&BT 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 Reg 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2
<b>Objective:</b> Embed good diversity and inclusion practice into our recruitment activities and decision making processes	□	□	✓	✓		
Priorities	Actions		Person(s) Responsible	Completion Date		
<b>Short Term:</b>  Approve Diversity Action Plan  Increase BAME representation to 20%  Improve Gender parity of Board	<ul style="list-style-type: none"> <li>• Consider DAP as a Board, approve the targets and considerations set and agree time frames.</li> <li>• Consider appointing a member of the Board to act as the Diversity Champion</li> </ul> <b>Board</b> <ul style="list-style-type: none"> <li>• Ensure we reach a target of 20% BAME trustees by recruiting at least 1 Female BAME Board Trustee</li> </ul>		Board  Board  Board/ Rebecca Mills	January 2020  January 2020  December 2020		



<p>When recruiting new staff members, strive to improve BAME and male representation</p>	<ul style="list-style-type: none"> <li>• Use relevant recruiters to help us with meet our diversity objectives</li> <li>• Headhunt trustees who can fill gaps in our board where we are under-represented, such as BAME and disabled trustees, through existing trustee and staff networks</li> <li>• Maintain at least 30% female Trustees and work toward 50% representation</li> </ul> <p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Ensure that language used in our job descriptions and adverts are inclusive and does not discourage any particular group from applying.</li> <li>• Keep diversity as a key consideration when speaking with recruiters</li> <li>• Aim for a shortlist of 20% BAME representation when considering new staff recruitment.</li> <li>• Aim to ensure 30% Male staff ratio is maintained and improved when considering new staff recruitment</li> <li>• Be as clear as we can within legal constraints, in all advertising and on role</li> </ul>	<p>Nominations Committee</p> <p>Nominations Committee</p> <p>Nominations Committee</p> <p>Erica Thornton</p>	<p>Ongoing</p>
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	<p>descriptions that men and BAME candidates are encouraged to apply</p> <ul style="list-style-type: none"> <li>• Headhunt men and BAME candidates actively through existing trustee and staff networks</li> <li>• Recognising that disability is not always declared, especially to head-hunters, we will not make this a requirement of shortlists from head-hunters but we will ensure the brief demonstrates we expect head-hunters to seek diverse groups of people as candidates</li> </ul>		
<p><b>Medium Term:</b></p> <p>Ensure that we create a culture of diversity throughout our organisation</p>	<ul style="list-style-type: none"> <li>• Recruitment training and unconscious bias training for all Exec/Board Members/HR involved in recruitment</li> </ul>	<p>Nominations Committee Erica Thornton</p>	<p>On going</p>
<p><b>Long Term:</b></p> <p>Recruit at least 1 disabled Trustee</p> <p>Improve social-economic and geographical diversity at Board level</p>	<ul style="list-style-type: none"> <li>• Aim to have at least one trustee with a disability by 2021</li> <li>• Recruit a 'Volunteer/Member Trustee' to improve social-economic diversity at board Level</li> </ul>	<p>Board/ Rebecca Mills</p> <p>Board/ Rebecca Mills</p>	<p>2021</p> <p>2022</p>

	<ul style="list-style-type: none"><li>• Consider geographical spread of our Trustees and look to recruit from the regions as well as South East.</li><li>• Attain greater clarification on our volunteer statistics.</li><li>• Review the language we use in our role descriptions and adverts to ensure it is inclusive and does not deter any particular group of candidates</li></ul>		
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## ENGAGEMENT

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

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

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

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

- **Future Leaders in Sport** - Nike has recently partnered with Sported as part of its celebration of UK Black History Month. The programme is designed to support, empower and enable the next generation of BAME young leaders in London.
- **Granby Somali Women's Group (GSWG)** is a charity based in Toxteth, Liverpool. Since 1998, the group, has played a vital role in the community, providing BME women and families who face a language barrier with a bilingual drop-in service, as well as Female Genital Mutilation awareness projects. In 2013 Sported helped develop a structured sports programme for the young women. Sported placed a volunteer mentor with GSWG and a football project for girls began to develop.
- **Girls Unite** is a Sported project funded by the London Marathon Charitable Trust. It aims to get more girls (aged 11-18) from socially deprived areas of the UK participating in sport and physical activity. This is done by giving community groups the knowledge, understanding and support to better engage and tailor their activities, on and off the field.
- **Project 51** - Sported and Women in Sport have come together to a joint programme helping girls in the most deprived areas of the UK to fulfil their potential and use sport to overcome the impact of negative gender stereotypes. Gender stereotypes are one of the key barriers preventing more women and girls getting active. For example, only 43% of girls say they have the same choice as boys at school in sport and exercise; and amongst secondary school-age children, being 'sporty' is still widely seen as a masculine trait.
- **TS1 Tees Valley** - When Clairville Stadium in Middlesbrough was knocked down, the local community lost an important asset and focal point. With no easily accessible sport provision in the immediate vicinity, many young people – and adults alike – were left with nowhere to go and little to do. In June 2015, some local residents came together and founded TS1 Tees Valley – a new fun, exciting and welcoming multi-sport club, open to all ages, backgrounds and abilities. TS1 Tees Valley has grown to a point where it now runs daily multiple activities (including football, boxercise, gym, running, swimming and ju-jitsu) across five different venues in Middlesbrough, engages over 500 people a week.

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

- Sported's **Include** pilot project, run in partnership with Angel Eyes NI, helped community sport groups become more knowledgeable and accessible for young people who are blind or partially sighted, and provided opportunities for young visually impaired people to become involved in their local community sports groups. Sported and Angel Eyes NI together developed and delivered an 'Understanding Visual Impairment' training programme and resources for community sport groups across NI.
- **Cerebral Palsy United FC** was founded by Sean Bailey in March 2015. Running the FA's North West talent programme for cerebral palsy football, he noticed high demand from players both younger and older than the programme's 11-16 age criteria. Determined that everyone with cerebral palsy should have the opportunity to play the beautiful game, Sean decided to set up his own club and Cerebral Palsy United FC was born. Having no previous experience setting up a community sport club, Sean was venturing into the unknown and approached Sported for support. As a young organisation, Sported paired Sean with local volunteer Colin Taylor to guide him through the maze of administrative and funding opportunities.

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

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

Engagement	Code for Sports Governance					
Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally/including but not limited to 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	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
<b>Objective:</b> Ensure we champion diversity internally and through our communications		☐	☐		☐	☐
Priorities	Actions			Person(s) Responsible	Completion Date	
<b>Short Term:</b>  Communicate the Boards commitment to diversity Internally and publicly	<ul style="list-style-type: none"> <li>Review and endorse the Diversity Action Plan</li> <li>Send to Sport England for review</li> <li>Update and finalise</li> <li>Publish The Diversity Action Plan on Sported's Website in an appropriate place</li> </ul>			Board  Debbie Salman  Rebecca Mills  Debbie Salman	January 2020  January 2020  April 2020  April 2020	

<p>Review Website</p>	<ul style="list-style-type: none"> <li>• Enshrine Sported’s commitment to diversity in “Values, Aims and Mission” section on Website</li> <li>• Add a “Statement on Equality” to our visions/ aims section on website to make our position on diversity absolutely clear.</li> <li>• Consideration to be given to whether the website requires a separate “Policies/Governance” section</li> </ul>	<p>Debbie Salman</p> <p>Debbie Salman</p> <p>Debbie Salman</p>	<p>April 2020</p> <p>April 2020</p> <p>2020</p>
<p><b>Medium Term:</b></p> <p>Review our Internal and external communications generally to ensure they are appropriate for diverse audiences</p>	<ul style="list-style-type: none"> <li>• Consider targeted projects with under represented groups</li> <li>• Identify relevant communication channels to ensure we communicate with a diverse audience</li> <li>• Engage with our stakeholders to understand where we can improve our reach</li> </ul>	<p>Board/SLT</p> <p>Board/SLT</p> <p>Board/SLT</p>	<p>2021</p>

<b>Long Term:</b>	<ul style="list-style-type: none"><li>• Ensure that all Policies are kept up to date and progress is reviewed and published on our website on an annual basis.</li></ul>	Rebecca Mills/Debbie Salman	
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## **PROGRESSING TALENT FROM WITHIN**

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

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

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

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

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

<h2>Progressing talent from Within</h2> <p>A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.</p>	<b>Code for Sports Governance</b>			
	<p>Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board</p>	<p>Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)</p>	<p>Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1</p>
<p>Objective: Ensure our internal culture is inclusive</p>			□	
<b>Priorities</b>	<b>Actions</b>		<b>Person(s) Responsible</b>	<b>Completion Date</b>
<p><b>Short Term:</b> Identify key personnel with the potential to progress within the organisation.</p>	<ul style="list-style-type: none"> <li>Identify skills gaps in succession planning and determine approach to obtaining a diverse pool to fill these gaps</li> </ul>		SLT	July 2020
<p><b>Medium Term:</b> Consider training opportunities for all staff</p>	<ul style="list-style-type: none"> <li>Provide opportunities for employees to obtain skills, knowledge to progress into senior positions.</li> </ul>		SLT	2020
<p><b>Long Term:</b> Continue a commitment to being an Inclusive employer</p>	<ul style="list-style-type: none"> <li>Encourage Members/Volunteers to become involved in the "Voice of Sported" project.</li> </ul>		SLT/Board	

## KEY QUESTIONS

How does this feed into our broader governance plan?

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

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

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

How will we measure overall success?

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

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

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

## **APPENDIX A**

### **Extract from employee handbook**

#### **“3.1. Valuing diversity**

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

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

Everyone is selected, promoted and treated on the basis of their relevant competencies, abilities, skills, employment status and hours of work to do the job. No employee or prospective employee shall receive less favourable treatment or consideration during recruitment and selection on the ground of their age, disability, sex, sexual orientation, gender reassignment status, race, nationality, ethnic origin, religion or belief, marital or civil partnership status, or their membership or non-membership of a trade union.

We aim to work with anyone with a disability to support them when applying to work with us and in employment. We ensure that barriers to their high performance are removed or minimised. Should you become disabled every reasonable and practicable consideration will be given to ensure that you remain in Spotted’s employment.”

#### **Board Diversity Policy**

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

The Board places great emphasis on ensuring that its membership reflects diversity in its broadest sense. A combination of demographics, skills, experience, race, age, gender, educational and professional background and other relevant personal attributes on the Board is important in providing a range of perspectives, insights and challenge needed to support good decision making.

New appointments are made on merit, taking account of the specific skills and experience, independence and knowledge needed to ensure a rounded Board and the diversity benefits each candidate can bring to the overall Board composition.

Objectives for achieving Board diversity may be set on a regular basis. On gender diversity the Board is committed to maintaining at least 3 female and male Board members (30%). The Board also makes a strong and public commitment to progressing towards achieving gender parity and greater diversity generally on its Board, including, but not limited to, Black, Asian, minority ethnic (BAME) diversity and disability and has set a target of 20% of Board roles to be held by Black, Asian and Minority Ethnic (“B.A.M.E”) executives by 2020

## APPENDIX B

### Skills audit January 2020

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

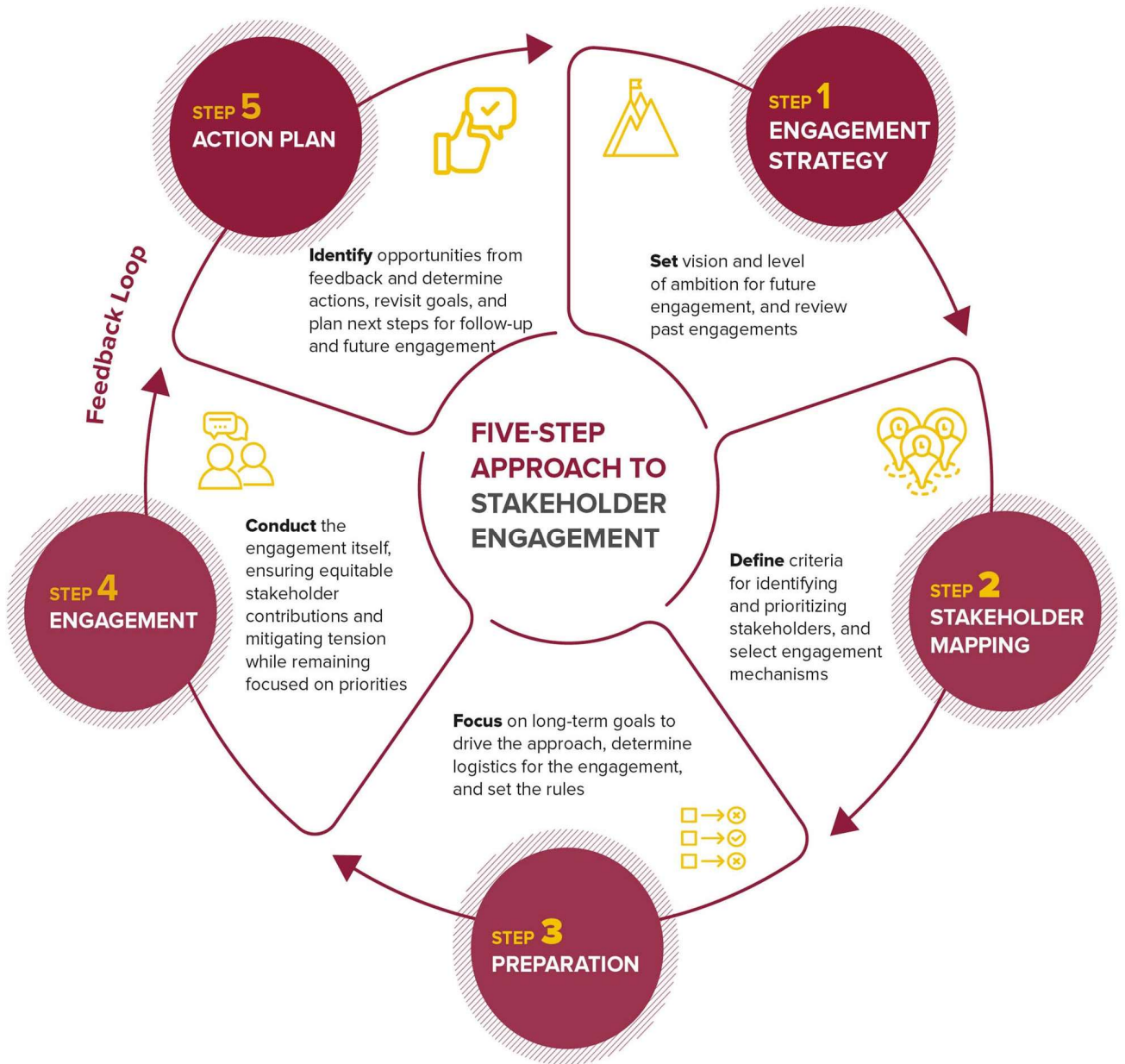
## APPENDIX C

### Board rotation

Name	Appointed	Rotation 1	Rotation 2	Compulsory resignation date	Length of service @ start of January 2020	Replacement plan/specific expertise or committee role being lost	Mills family - minimum two
Alan Pascoe	11/05/2011	May 2014	May 2017	May 2020	8 years, 7 months	Female and/or BAME trustee with skills as identified in the skills audit	No
Carnegie Smyth	15/07/2015	Jul 2018	Jul 2021	Jul 2024	4 years, 5 months	Vice chair, Finance and Audit Committee	No
Trevor Watkins	28/01/2016	Jan 2019	Jan 2022	Jan 2025	4 years	Legal	No
Neil Wood	27/04/2017	Apr 2020	Apr 2023	Apr 2026	2 years, 8 months	Finance and Audit Committee	No
Ric Lewis	10/07/2017	Jul 2020	Jul 2023	Jul 2026	2 years, 5 months	Nominations Committee	No
Simon Cummins	12/07/2018	Jul 2021	Jul 2024	Jul 2027	1 Year, 5 months	Chair	No
Karen Buchanan	17/01/2019	Jan 2022	Jan 2025	Jan 2028	Under 1 year	Nominations Committee	No
Abbie Mills	25/04/2019	Apr 2022	Apr 2025	Apr 2028	Under 1 year		Yes
Rebecca Mills	25/04/2019	Apr 2022	Apr 2025	Apr 2028	Under 1 year	Nominations Committee	Yes

## APPENDIX D

### Stakeholder engagement - November 2019



## **STEP 1 ENGAGEMENT STRATEGY**

***Ensure that all interested parties are considered and included.***

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

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

## **STEP 2 STAKEHOLDER MAPPING**

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

*External parties affected by Sported's activities - members*

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

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

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

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

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

## **STEP 3 PREPARATION**

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

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

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

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

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



#### **STEP 4 ENGAGEMENT**

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

*Members, staff and volunteers:-*

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

*Funders/partners – as above.*

#### **STEP 5 ACTION PLAN**

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

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