Youth Sport Trust Diversity and Inclusion Action Plan, 2026–2028

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Introduction

At the end of 2025, the Youth Sport Trust reviewed its Diversity and Inclusion Action Plan (DIAP) 2022-2025. The review concluded that the Diversity and Inclusion Action Plan commitments, management framework and four "Focus Areas for Action" remained ambitious and relevant for the organisation and should be retained (albeit refreshed to reflect the new delivery period and good practice guidance). The key ambitions, formally referred to as key activities, have been developed and formally agreed by Youth Sport Trust Board of Trustees for the period 2026-2028. Whilst the overall strategic document is being redesigned, this document acts as an interim replacement. The document outlines the key ambitions for the organisation for the next 3 years in respect to embedding strong inclusive practice and cultures into the very heart of the Youth Sport Trust. Underpinning this document is an organisational wide implementation plan, details of which can be provided upon request.

How to read: Each focus area is presented as a separate section. Every ambition has an accountable senior officer and includes the target level of Equality, Diversity and Inclusion (EDI) practice by the end of 2026, 2027 and 2028.

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Definitions for Status of EDI Organisational Level of Practice

Level of Practice	Description
Not started	No action currently undertaken to achieve or drive the ambition
Preparing to Practice	Some research / initial planning to introduce practice to achieve and drive the ambition
Emerging Practice	Recently introduced practice or piloting of practice to drive the ambition
Establishing Practice	Have evidence of impactful practice which is supporting the organisation realise the ambition but not yet embedded fully across the organisation, secured in everyday practice or actions not fully realising the ambition
Embedding Practice	Can be evidenced the ambition is realised, currently working towards being systematic in practice to retain realisation of ambition (reach across organisation, everyday practice, sustained impact over time)
Excelling Practice	Embedded and benchmarked, recognised or evidenced as good practice, exceeding industry norms etc

Diversity

Focus Area for Action: Secure diversity in our decision making and across our scope of influence.

Key ambition	Accountable officer	2026 status	2027 status	2028 status
Leadership (at all levels) of Youth Sport Trust is diverse and representative	Board Chair & Chief Executive Officer	Establishing	Establishing	Embedding
Diversity is valued, including diversity of thought, and Youth Sport Trust takes active steps to ensure this is considered in our key decision-making forums	Chief Executive Officer/ Director of Children and Young People (Senior Leadership Team Equality, Diversity and Inclusion Executive Sponsor)	Emerging	Establishing	Embedding
Youth Sport Trust external networks are inclusive and representative	Director of Schools	Establishing	Establishing	Embedding

Strong pipeline of diverse talent for governance and leadership positions is developed to support inclusive succession planning	Assistant Director of Human Resources	Establishing	Establishing	Embedding
Diverse, sector wide workforce, relevant to its local context and purposeful in its use of physical education, school sport and physical activity to tackle inequalities is supported	Director of Children and Young People (Senior Leadership Team Equality, Diversity and Inclusion Executive Sponsor)	Emerging	Emerging	Establishing
The barriers preventing underrepresented groups taking part in our programmes/work are understood and shared so evidence-based solutions can be developed that help us engage and support a more diverse audience.	Head of Research and Insight	Establishing	Embedding	Embedding

Inclusion

Focus Area for Action: Ensure everyone feels welcomed, safe, valued and respected—genuinely included—when working for and with Youth Sport Trust.

Key ambition	Accountable officer	2026 status	2027 status	2028 status
High-quality Equality, Diversity and Inclusion practices and measures are embedded throughout the entire Youth Sport Trust employee life cycle.	Assistant Director Human Resources	Establishing	Establishing	Embedding
Youth Sport Trust policies and organisational procedures are regularly reviewed to ensure they promote a safe and inclusive culture	Assistant Director Human Resources	Excelling	Excelling	Excelling

Youth Sport Trust leaders, staff and wider workforce are effectively engaged in the design, delivery and advocacy of workplace inclusive cultures	Director of Children and Young People (Senior Leadership Team Equality, Diversity and Inclusion Executive Sponsor)	Establishing	Embedding	Embedding
The delivery of our People Plan and wider work addresses racial inequalities that exist across our organisation and the wider sector, through the adoption of a Race Inclusion approach	Director of Children and Young People (Senior Leadership Team Equality, Diversity and Inclusion Executive Sponsor) and Assistant Director Human Resources	Establishing	Establishing	Embedding
A zero-tolerance approach to bullying, harassment and discrimination is upheld	Assistant Director Human Resources	Embedding	Embedding	Excelling
High quality, inclusive environments for our staff, wider workforce and participants are provided	Chief Operating Officer	Establishing	Embedding	Embedding
To systematically determine whether Youth Sport Trust staff, wider workforce, participants and stakeholders feel valued, respected and included (including feeling a genuine 'sense of belonging') and able to tackle inappropriate behaviours and strengthen inclusive cultures	Head of Research and Insight	Embedding	Embedding	Embedding

Equality

Focus Areas for Action: Strengthen equitable and inclusive practice in all aspects of our delivery and ensure our services support those most in need of our support.

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Key ambition	Accountable officer	2026 status	2027 status	2028 status
Youth Sport Trust leaders and staff understand their individual and collective responsibility for Equality, Diversity and Inclusion and can demonstrate how they are taking action to drive positive change	Director for Children and Young People (Equality, Diversity and Inclusion Senior Leadership Team Executive Sponsor)	Embedding	Embedding	Excelling
Youth Sport Trust Board members, staff and wider workforce have the confidence, skills and knowledge to help embed Equality, Diversity and Inclusion into every day working practice	Assistant Director Human Resources & Youth Sport Trust Coach	Establishing	Embedding	Embedding
Our Equality, Diversity and Inclusion practices are benchmarked against recognised industry standards and best practice, and improved through working with partners, including National Equality Organisations for Sport	Chief Operating Officer	Establishing	Embedding	Embedding
Embrace 'inclusion by design' principles and utilise Equality Impact Assessments to ensure we deliver high quality, inclusive services, including those delivered by Registered Delivery Partners.	Chief Operating Officer	Establishing	Establishing	Embedding
Close the physical activity, equal access gaps through taking effective and proportionate, positive action to tackle inequalities	Director for Children and Young People (Equality, Diversity and Inclusion Senior Leadership Team Executive Sponsor)	Establishing	Establishing	Establishing
Grow our insight and impact measurement in relation to tackling inequalities and advancing equality of opportunity for protected characteristic groups	Head of Research and Insight	Embedding	Embedding	Embedding

Advocacy

Focus Areas for Action: Champion Equality, Diversity and Inclusion, advocate and collaborate with others to tackle inequalities that exist within sport and wider society.

Key ambition	Accountable officer	2026 status	2027 status	2028 status
Designated Equality, Diversity and Inclusion Board champion in place with a clear role description, who is engaged and effective in their duties and responsibilities	Board Chair & Chief Executive Officer	Embedding	Embedding	Embedding
Youth Sport Trust Leaders are highly visible in displaying their action focused commitment to Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Board Champion & Chief Executive Officer	Embedding	Embedding	Excelling
Effective cross organisational leadership for Equality, Diversity and Inclusion and Diversity and Inclusion Action Plan implementation secured, through Youth Sport Trust Equality, Diversity and Inclusion Management Group	Director of Children and Young People (Equality, Diversity and Inclusion Executive Sponsor)	Embedding	Embedding	Excelling
Peoples' lived experiences are captured and shared, which shine a spotlight on recognised inequalities and inspire positive change	Chief Brand Officer	Embedding	Embedding	Embedding
Central and local government, health and education leaders effectively influenced to recognise the value of sport, physical education and play in tackling inequalities	Chief Executive Officer & Brand Officer	Establishing	Establishing	Establishing

Learning in relation to tackling inequalities shared, and collective positive action goals mobilised through collaboration with key partners, including Sport England through our System Partner role	Director of Children and Young People (Equality, Diversity and Inclusion Executive Sponsor)	Establishing	Embedding	Embedding
Ensure our communications and marketing messaging is accessible and relatable for a broad audience, especially those most in need of our support	Chief Brand Officer	Establishing	Establishing	Embedding

Standards

GENERAL: Adhere to and exceed requirements against the Code of Governance for Sport for Tier 3 organisations.

Key ambition	Accountable officer	2026 status	2027 status	2028 status
Ambitious organisational Diversity and Inclusion Action Plan, effectively resourced with clear senior leadership accountability and progress reported on an annual basis.	Youth Sport Trust Chair, Equality, Diversity and Inclusion Board Champions, Chief Executive Officer, Senior Leadership Team Executive Sponsor (Equality, Diversity and Inclusion)	Embedding	Embedding	Embedding