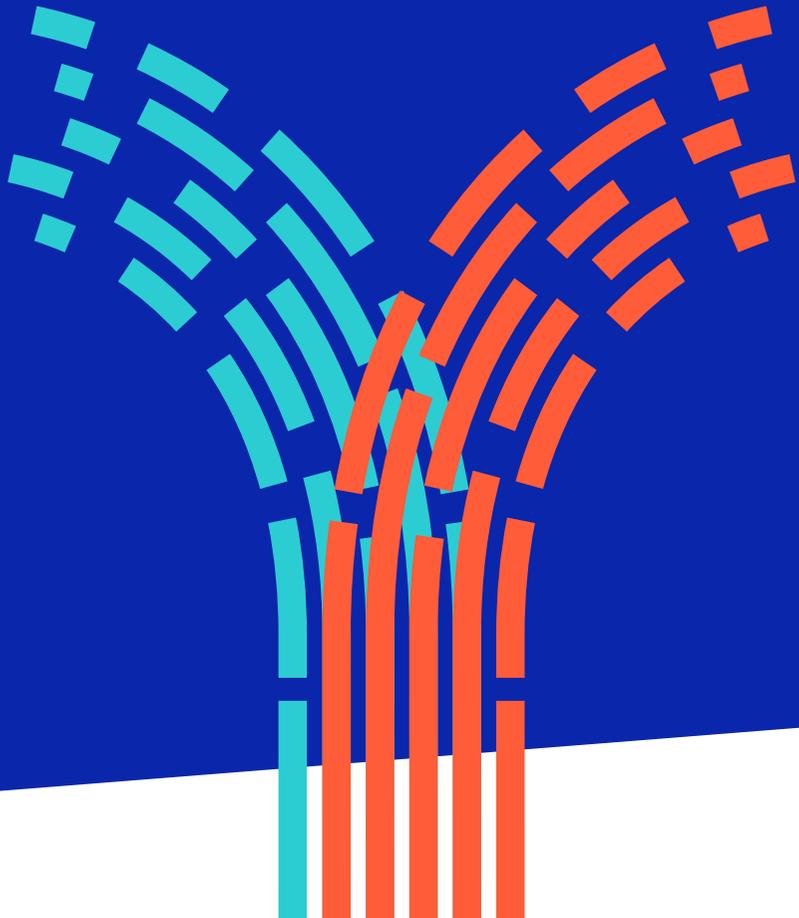




Diversity Action Plan

September 2021-2022



About us

The Youth Sport Trust is an independent UK charity devoted to changing young people's lives through sport. We are passionate about helping all young people achieve their full potential in

life by developing high quality physical education and sport opportunities.

Established in 1994 by Sir John Beckwith and Duncan Goodhew, we have a proven track record of making an impact in PE and school sport.

Through our work with thousands of schools, we have independent knowledge and understanding of how PE and sport can make a difference to young people's lives and have a significant impact on academic achievement, school ethos and whole school standards.

Our mission

Our mission is to create a brighter future for young people through the power of sport. We believe every child has a right to access high quality physical education (PE), school sport and physical activity.

Our vision

We will strive to provide every young person with the opportunity to transform their lives through high quality PE and sport which has a positive impact on their wellbeing, leadership and achievement.

Our values

The way we work and our culture are underpinned by a core set of values: trust; responsibility; integrity; and partnership working. We seek to find flexible solutions that are adaptable to the evolving sport and education landscapes, as well as to the varied attitudes and behaviours of young people. We are proud of our achievements, and celebrate the impact we have made on generations of young people.

Message from our board

Equality and diversity at the core of our mission

Statement from EDI Champion Billy Downie

The mission and work of the Youth Sport Trust is built on valuing diversity and tackling inequality. Together we are working towards a future where every young person has the opportunity to enjoy the life-changing benefits which come from participating in high quality PE and sport, whatever their background, ethnicity, gender, sexuality or ability.

We are committed to building an environment that celebrates diversity and tackles all forms of discrimination. There are significant inequalities in young people's participation in sport which is all too closely linked to their backgrounds and personal characteristics. To break down these barriers and ensure sport is inspirational, accessible and meaningful for every child, our commitment to diversity must be represented at all levels, including the charity's governance and leadership.

This document builds on our Diversity Action Plan 2017-2020 and captures the work we have done to date to show leadership across the

sector and ensure our people have the strong diversity of skills, experience and knowledge required to drive the mission required. This includes succession planning and updates to our recruitment policy and procedures to ensure that the future make-up of the board and staffing of the charity are drawn from an even greater diversity of backgrounds.

This interim one-year plan comes ahead of a full new Diversity and Inclusion Action Plan which the charity's Equality, Diversity and Inclusion management group will publish by September 2022. This follows the review of the UK Code of Governance for Sport and the requirement for all Tier-3 funded organisations to develop a Diversity and Inclusion Action Plan aligned with their strategic ambitions.

We want the Youth Sport Trust to be acknowledged across the worlds of sport and education as a knowledgeable and influential partner in addressing inequalities and promoting diversity in sport. To achieve this, we will continue to make ever greater strides towards increasing diversity within the organisation and to champion equality and diversity across everything that we do.

Importance of understanding and capitalising on our Board Members EDI knowledge, skills and experiences:

9 out of 11 Board members feel they have skills and experience to support the advancement of EDI in an organisational setting

6 out of 11 Board Members have over 10 years' experience in advancing EDI as part of their day-to-day roles

2 out of 11 Board Members are considered Industry Experts* in respect to EDI

*Speaker at External Conferences or published papers.



Billy Downie
Youth Sport Trust
board champion for
equality, diversity
and Inclusion and
Headteacher at the
Streetly Academy

Recruitment

How the organisation will attract an increasingly diverse range of candidates	Code for Sports Governance					
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes of our YST Board and Leadership Team .	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board and Leadership Team	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board and Leadership Team	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to Ethnicity, Faith/Belief, disability, LGB&T 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
	✓	✓	✓	✓	✓	✓
Priorities	Actions				Person(s) responsible	
YST will demonstrate a strong commitment internally and externally to achieving greater diversity of the YST Board and Leadership Team	Nominations, Governance and Remuneration Committee to review the UK Code of Sports Governance (Tier 3) requirements including Reg 2.1, 2.2, 2.3				NGR Committee, Head of Finance and Governance	
	Formally and systematically continue to monitor the diversity profile of the YST Board and YST Leadership Team taking into consideration protected characteristics and diversity of thought including lived experience and skills.				Chair, EDI Board Champion, CEO, Director of Finance and Governance and Assistant Director HR	
	Review Terms of reference for YST Board following the recent review of the UK Code of Governance				NGR Committee, Director of Finance and Governance	
	Review and publish a clear statement on our website, within our strategy and corporate plan demonstrating our commitment of diversity in the governance and leadership of YST				Assistant Director, Corporate Communications	
	Publish progress against our current diversity action plan, and the development of the Diversity and Inclusion Action Plan (DIAP) 2022-2006				Director of Finance and Governance, Assistant Director Corporate Communications	
Ensure recruitment and selection policies are scrutinised to by the Board.	Review existing recruitment and selection policy and procedures and update as necessary.				Assistant Director HR	
	Gain Board Approval to the recruitment and selection policy and procedures				Assistant Director HR	
	Board continue to scrutinise recruitment and selection policy and regularly monitor the diversity stats for the organisation.				Director of Finance and Governance and Board Diversity Champion	
Use equality and diversity data to inform YST recruitment practice	Characteristic and skills audit to determine Board diversity and EDI knowledge and experience has been introduced. We will extend this audit to our leadership team and wider staff. Any workforce gaps and training needs will be address through YST workforce planning.				Chair, EDI Board Champion, CEO, Director of Finance and Governance and Assistant Director HR	
	To gain greater diversity in our leadership we will continue to advertise all vacancies through broad and targeted media working closely with expert equality partners to widen our reach, review and strengthen our practice.				Assistant Director HR	

Engagement

Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally	Code for Sports Governance					
Objective: Ensure that all those involved in the organisation* understand its commitment to Diversity, and this commitment is clearly communicated to all YST Customers and Stakeholders. *Staff, board, consultants, volunteers	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 Ethnicity, Faith/Belief, disability, LGB&T 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
	✓	✓	✓	✓	✓	✓
Priorities	Actions				Person(s) responsible	
Set responsibility for Equality, Diversity and Inclusion (EDI) at the highest level within the organisation.	YST will secure a nominated Board champion for equality, diversity and Inclusion (EDI) with a clear role description. The Board Champion for EDI is engaged and supported effectively in their duties and responsibilities.				CEO and Director of Finance and Governance	
	YST will establish, resource and continuously develop a cross organisational EDI Management Group will have responsibility to develop a YST Diversity and Inclusion Action Plan (DIAP). The group will formally report progress against DIAP to Board on an annual basis (minimum).				Head of HR and Head of Inclusion	
The Youth Sport Trust's commitment and stance on EDI is made clear to all staff and partners.	Clear prominent statement, placement of EDI Policies and newly developed DIAP on our website				Assistant Director Corporate Communications	
	EDI policy communicated to all staff and partners. EDI mandatory training for all staff. Responsibility for EDI to be embedded into all Job and Role Descriptions.				CEO, Assistant Director HR	
	The Board and Leadership regularly promote the work we do with young people and the inclusive nature of our work.				Board Members and SLT	
To achieve and continuously benchmark our EDI practice against recognised industry standards and best practice	To work with Sport England to review and continuously develop our organisational DIAP				Director of Finance and Governance, National Programmes Director, Head of Inclusion and EDI Management Group	
	To work with national equality partners to review and continuously develop our internal practice and the practice of others in sport and educations				Assistant Director of HR, Head of Inclusion, National Lead for Targeted Interventions, EDI Management Group,	
	Identify and proactively seek opportunity to benchmark our practice and achieve industry recognition for best practice				Assistant Director HR, Head of Inclusion, EDI Management Group	
Youth Sport Trust is acknowledged across the sport and education sectors as a knowledgeable and influential partner in addressing inequalities and promoting diversity and inclusion in sport.	Share knowledge, understanding and good practice of EDI with landscape partners at both national and international forums.				SLT, EDI Management Group, YST International	

Progressing talent from within

A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.	Code for Sports Governance					
Objective: To have a Board that is diverse in its composition but also is knowledgeable and experienced in equality and diversity	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, LGBTQ and socio-economic)	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to Ethnicity, Faith/Belief, disability, LGB&T 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 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
	✓	✓	✓	✓	✓	✓
Priorities	Actions				Person(s) responsible	
To ensure all Board members are clear and understand their legal responsibilities as clarified in the Equality Act and obligations in relation to the Code of Governance.	The Board, Youth Board and Leadership Team are provided with full briefing on the national review of the UK Code of Governance for Sport and the requirements on YST in relation to Tier 3 Compliance including 2.1, 2.2 and 2.3				Director of Finance and Governance	
	Ensure all Board Members and Leadership Team have received EDI training and have an appropriate level of knowledge and skill to fulfil their role.				YST Chair, EDI Board Champion, Assistant Director HR	
	The Board has a regular agenda item focused on EDI. and members are proactively engaged				YST Chair, CEO and EDI Board Champion	
Our Youth Board will consist of a minimum of 30% of each gender. YST will demonstrate a strong commitment internally and externally to achieving greater diversity of the YST Youth Board.	Formally and systematically monitor the diversity profile of the YST Youth Board taking into consideration protected characteristics and diversity of thought including lived experience and skills.				YST Youth Board Chair, National Programmes Director, Assistant Director HR	
	Terms of reference for YST Youth Board to be reviewed in light of the UK Code of Governance Review 2021.				YST Youth Board Chair, National Programmes Director, Head of Governance	
Grow the expertise of the Youth Board to develop a strong leadership pipeline.	Continue to resource and embed the YST Board Member mentor programme in which YST Board members and leadership team mentor YST Youth Board members.				YST Youth Board Chair, CEO, National Programmes Director	
Develop a pipeline of diverse talent from across our networks and those of our partners.	Review and take active steps to strengthen the diversity of our networks to support talent pathways for under representative groups into governance and leadership across the sport and educational sector i.e. Head Teachers Ambassadors, PE Catalysts.				CEO, Network Director, National Programmes Director and EDI Management Group	
The Chair of the Youth Board to be retained as member of YST full Board.	Provide continuous personal development opportunities to ensure YST Youth Board Chair is engaged fully and influential in board decision making, and wider influencing across the sector.				YST Chair, CEO and Youth Board Chair	

Key questions

How does this feed into our broader governance plan?

Diversity and Inclusion are underlying principles in our wider governance processes and procedures. The terms of reference for the main Board and the Nominations, Governance & Remuneration (NGR) Committee include ensuring due regard for the benefits of diversity and a commitment to ensuring diversity generally on the Board. We are continually reviewing our Board member recruitment processes to try and attract a more diverse pool of candidates.

Our Governance Action Plan includes overarching actions to review the refreshed Charity Governance Code and the Code for Sports Governance, to determine our performance against these and identify any actions required – development and publication of the Diversity Action Plan forms part of this.

Our Governance Action Plan also includes regularly undertaking a “skills, knowledge and characteristics” audit of our trustees. This enables us to understand the diversity profile of our Board, which then feeds into our succession plan and informs the recruitment of future Board members

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

Equality, Diversity and Inclusion is everyone’s responsibility.

The Chair of YST will ensure the delivery of this DAP, supported by the Board, Chief Executive Officer and Director of Finance and Governance.

Specialist support will be provided by our Head of Inclusion, Assistant Director of HR and the YST Equality, Diversity and Inclusion (EDI) Management Group.

YST EDI Management Group has representation from all functional areas of the organisation. This group is accountable to the Senior Leadership Team and Board EDI Champion.

Members are responsible for:

- Development and implementation of the YST Diversity Action Plan and supporting the actions contained within
- Strengthening links with the YST Research & Insight team to ensure YST continues to advance our practice in relation to EDI data collection and analysis, to inform organisational priorities.
- Monitor and review organisational policies and procedures in respect to EDI
- Act as advocates to ensure EDI is embedded into YST culture, values and every aspect of our work

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

The actions contained in the DAP, are also embedded in our YST wider organisational EDI Action Plan.

Actions have been guided from the following Standards/Frameworks:

- Charity Governance Code
- Equality Standard for Sport
- ISO 9001: 2015 Quality Management Standard
- Best Company Index
- UK Workplace Equality Index, Stonewall
- LEAD, Activity Alliance
- Sporting Equals Charter
- Disability Confident