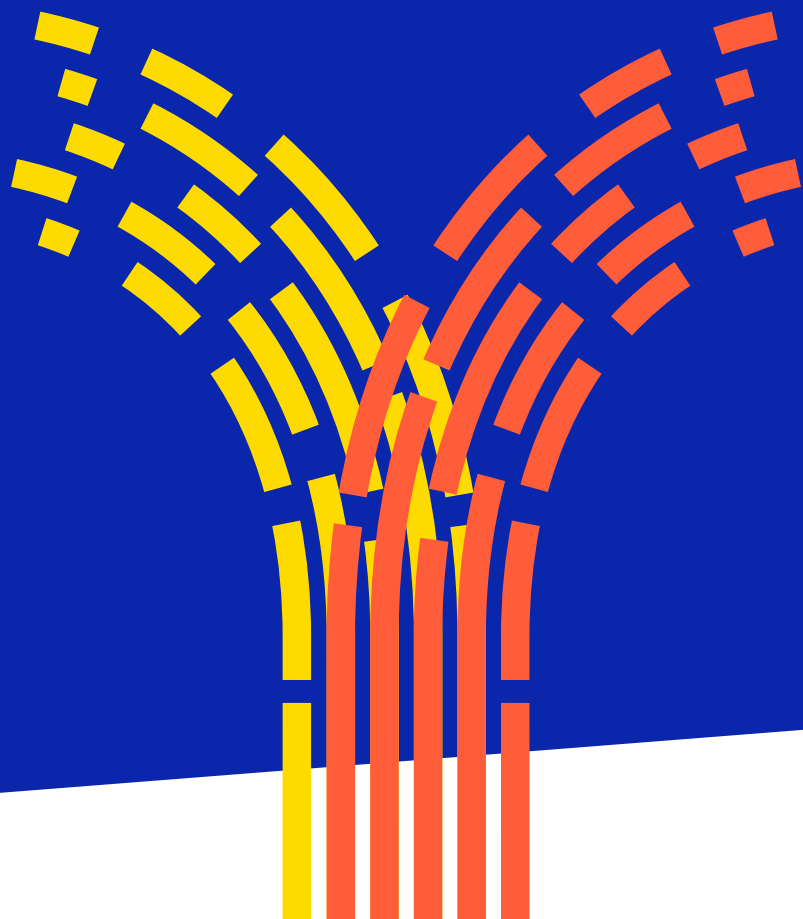




Diversity and Inclusion Action Plan – 2022-25



Introduction

We live and operate in an increasingly diverse society. Diversity and Inclusion needs to be a moral and legal imperative that concerns us all.

Every individual our charity encounters should expect the Youth Sport Trust to give the very best of itself.

To achieve this, we are committed and fully invested in ensuring Equality, Diversity, and Inclusion (EDI) is at the very heart of our organisation, decision making and people culture.

This Diversity and Inclusion Action Plan 2022-2025 sets out our commitment onto paper, but we know it's our actions that will define our success. We will be transparent and accountable for our progress, challenge ourselves to always do better and continuously listen to others to ensure we are making a positive and demonstrable difference, especially to the young people who need our support the most.

We pledge to

Create real and meaningful change by working with young people, especially those from seldom heard groups

Be an employer of choice that values diversity and the perspectives it brings

Build our reputation as a charity that has inclusion at its very core and provides relevant and high-quality accessible services.



About us

The Youth Sport Trust is a children's charity founded in 1995 to harness the power of play and sport in children's education and development.

In 2022 we launched our new strategy, **Inspiring Changemakers, Building Belonging**, in which we set out our mission up until 2035. Starting locally and building momentum, we will galvanise and inspire Changemakers to transform attitudes, improve practice and drive policy change. Together we will harness the power of play and sport to build belonging for a generation, improving their health, fostering inclusion, and developing character and leadership.



Our mission

Our mission is to equip educators and empower young people to build bright futures.

Our vision

Our vision is to create a future where every child enjoys the life-changing benefits of play and sport. We believe every child has a right to access high quality physical education (PE), school sport and physical activity.



Our values

Together we create opportunities for everyone to belong and achieve. The way we work and our culture are underpinned by a core set of values:

We are ***courageous*** and tackle big issues, we take ***responsibility*** for what needs to be done, we act with ***integrity*** in everything we do, we place ***inclusion*** at our heart, we grow through ***collaboration*** and earn ***trust*** through our actions.



A message from our Equality and Diversity Board Champion – Valerie Copenhagen



Play and sport help children to build friendships, empathy and understanding. The context of sport can offer both freedom and responsibility

through a less structured environment to learn life lessons and find a place to belong in the world.

We know there are still significant inequalities when it comes to young people's health, happiness, and access to sport and play in society, which have been made worse following the pandemic. This is especially true for those with protected characteristics. If we do not address this growing imbalance, we will not have a society fit for the future.

At the Youth Sport Trust, we are committed to building an environment which celebrates diversity and

tackles all forms of discrimination and inequality. By 2035, we want to live in a world where every child can enjoy the life-changing benefits which come from high quality PE, sport, and play regardless of their background, ethnicity, gender, sexuality, or ability.

There is much work to be done, and the aims of this plan go beyond access to play and sport. Through our new Diversity and Inclusion Action Plan 2022-25, we show our commitment across sport and education to be a knowledgeable and influential partner in addressing inequalities and promoting diversity in sport, physical activity, and physical education.

This document follows a 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 are driven by making ever greater strides towards creating a workforce representative of the communities we serve and championing equality and diversity in everything we do.

We have made great progress since the publication of our last plan. This includes succession planning and updates to our recruitment policy and procedures to ensure that decision making is led by diversity of thought and staffing of the charity is drawn from an even greater range of backgrounds.

We know we need to be relentless in helping more young people to find a sense of belonging in the world. If you cannot see it, you cannot be it, and this plan signals an even greater ambition to break down barriers and ensure sport is inspirational, accessible, and meaningful for every child.

Key messaging aligned to our charitable goals and strategy

Equality, diversity and inclusion is front and centre of the Youth Sport Trust's mission, vision, and strategy objectives which are threaded through the actions we are committed to undertake and how we focus our energy. We have a history of valuing diversity which is reflected in our strategy to 2035 and is explicitly referenced through an enhanced focus on tackling inequality.

There are significant inequalities in young people's participation in sport which are closely linked to their backgrounds and personal characteristics. We are committed to building an environment through sport and play which celebrates diversity and tackles all forms of discrimination.

To break down barriers to participation 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.

Inspirational

Every child is inspired to participate
(High quality engagement)

Accessible

Every child can take part
(High quality provision)

Meaningful

Every child feels the positive benefit from participation
(High quality impact)



What is the purpose of the plan?

Achieving greater diversity, advancing equality of opportunity and establishing strong inclusive cultures is **everyone's responsibility**.

The purpose of our Diversity and Inclusion Action Plan (DIAP) 2022-25 is to translate our commitment into direct, positive action and empower staff, partners and anyone who is associated with the charity to take responsibility for driving change, monitoring, and celebrating our collective impact.

The Youth Sport Trust recognises it has an important part to play in addressing inequalities and promoting diversity in sport and education. We will continue to make ever greater strides towards increasing diversity within our charity and championing equality, diversity, and strong inclusive cultures across everything we do.

Our DIAP will build on the work already progressed through our previous diversity action plans ([see Appendix 1 on page 20](#) to review our progress) and demonstrate how we will work with others to secure leadership both within our organisation and across the sector to ensure Changemakers are equipped with the passion, skills, experience, knowledge and resources to implement direct action.

The DIAP will consider succession planning to ensure that the future make-up of the board, staff, wider workforce, and networks of the charity are drawn from an even greater diversity of backgrounds. In addition, we will build our intelligence and capability to design and deliver effective positive action interventions to support those experiencing inequalities and in most need of our support.



Our approach

To help ensure we achieve greater diversity, advance equality of opportunity and embed strong inclusive cultures in the everyday actions of the charity we will work to ensure all areas of our operations fully consider Equality, Diversity, and Inclusion (EDI) by design, not as a bolt on, adopting a whole organisational approach as outlined in Figure 1. Specifically, the activities outlined in the DIAP, including undertaking Equality Impact Assessments, will identify opportunities to strengthen our practice and address inequalities in protected characteristic groups and beyond.



Figure 1. Whole Organisational Approach to EDI

Importance of developing inclusive cultures in the Youth Sport Trust and beyond

The Youth Sport Trust recognises that to drive change more broadly we need to change from within and to change alongside our partners. Change from within is one of the six tactics in our current strategy demonstrating our level of commitment. Creating a culture where everyone feels truly included with a strong sense of belonging will be our priority. Through our new strategy and this DIAP, we will ensure the Youth Sport Trust is a place where everyone feels valued, respected and can grow and progress. Inclusion is placed at the very heart of our charity's values. Success will be measured on how our values are lived out by our people and those we work with.

Our values

We will:

Be **courageous** and tackle big issues

Take **responsibility** for what needs to be done

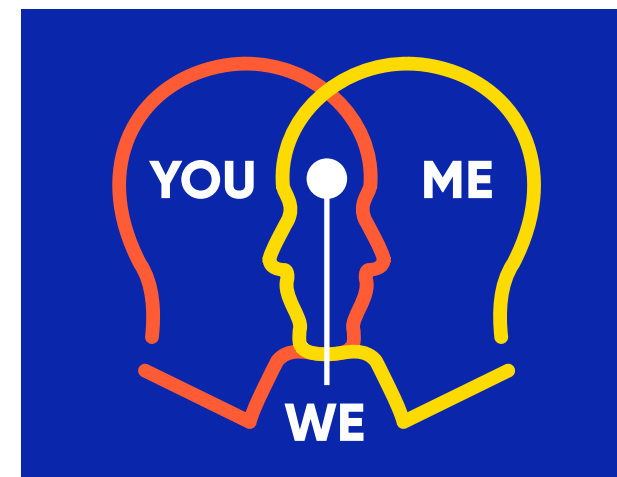
Act with **integrity** in everything we do

Place **inclusion** at our heart

Grow through **collaboration**

Earn **trust** through our actions

The Youth Sport Trust will not tolerate discrimination of any type or inappropriate behaviour. We all need to have the skills and confidence to take steps to challenge each other positively and proactively when we do not get this right. Developing and utilising empathetic listening skills will be critical to our success. We will ensure we continuously listen to our staff and young people. In addition will create safe environments for our staff and young people to listen to and learn from each other.



Importance of securing diversity

The Youth Sport Trust understands the importance of securing diversity, including diversity of thought (e.g., neurodiversity and lived experience) at every level of the charity and through our networks.

It is vital to the future of our charity to ensure we attract and maintain diverse talent and are effective in our decision making to ensure our services remain relevant and efficient.

Embracing diversity and strengthening inclusion is also critical to our overarching strategy. If we are to tackle societal inequalities, we need to ensure we engage with those who

have faced adversity, increasing our understanding and co-creating solutions which are robust and focused to tackle real long-term change.

Defining our success measures and monitoring our progress will be key to our success. Diversity metrics and Figure 2 help us review the diversity of our charity and service provision.

We understand we need to be ambitious, especially considering the level of inequality that currently exists, and we are committed to working tirelessly to make continuous demonstrable progress.

We will continue to strengthen our data collection processes to allow us to consistently monitor our impact at the highest level of the organisation and take positive action to address imbalance.

Figure 2. Measuring Progress: Diversity



Investing in Changemakers

Our organisational strategy is founded on increasing a sense of belonging through sport and play, working with different groups of Changemakers – those who can help us meet our vision.

Learning together requires people to trust and support each other. Learning from people with lived experiences both inside and outside of work provides an opportunity to challenge our own bias and improve our practice.

Tackling inequalities is not easy and requires people to listen and then collectively act. We have a strong commitment at every level of the organisation to getting this right and investing where it matters. It will require all of us to be Changemakers if we are to tackle the stark inequalities that exist both in sport, education and wider society. Changemakers are our leaders, staff, wider workforce, networks, partners and young people themselves.

To support our own workforce as Changemakers, Youth Sport Trust will ensure EDI is fully considered within our employee lifecycle, including that of our board members, resourced through our people plan and empowered through our strategy.

EDI is important as it helps inform us to identify and better understand Changemakers, helps Changemakers learn and develop, and empowers and enables Changemakers to effectively take action.

Inform

EDI helps us understand Changemakers

Learn

Changemakers understand and value EDI

Take action

EDI enables Changemakers

Our commitment into action

To drive forward continuous improvement, the Youth Sport Trust has identified four focus areas for action which are outlined below. The organisation has developed the following three-year action plan aligned to these four areas which will be reviewed, in partnership with staff and key stakeholders, at the end of 2025. This process will sit alongside the review of our organisational-wide strategy **Inspiring Changemakers, Building Belonging 2022-2035**.

Secure diversity in our decision making

Our success measures

- Youth Sport Trust leadership, and key decision making forums, are more reflective of society
- Demonstrated through diversity metric monitoring.

Ensure everyone feels welcomed, safe, valued, and respected (genuinely included) when working for and with the Youth Sport Trust

Our success measures

- Our employees and wider workforce tell us they feel valued, respected and can confidently escalate any concerns that they may have
- Demonstrated through annual employee survey, staff reviews and learning academy feedback.

Strengthen inclusive practice in all aspects of our delivery and ensure services support those most in need

Our success measures

- Youth Sport Trust continuously works to advance equality of opportunity across protected characteristic groups through our service provision and ensures positive action is taken to address identified under representation and inequality
- Demonstrated through Equality Impact Assessments, targeted interventions and programme evaluations.

Champion EDI and advocate and collaborate with others to tackle inequalities that exist within sport and wider society

Our success measures

- Youth Sport Trust remains a valued, knowledgeable and influential sector partner
- Demonstrated through the evaluation by Sport England of our System Partner Role, changing practice in our extended networks, successful influence of national policy and practice, and effectiveness and reach of our communications activity.

DIAP activities and accountability

The following pages outline the key activities which will be taken to drive forward positive action over the next three years.



Focus area for action

Secure diversity in our decision making

Key activities	Accountability and Leadership
Work to secure diversity, including diversity of thought (e.g., neurodiversity and lived experience), at all levels of organisational leadership – Board, Senior Leadership Team, core staff and wider workforce.	Chair, EDI Board Champion, Youth Board Chair, Chief Executive Officer, Assistant Director HR
Work with our Youth Board and collaborate with others to secure a pipeline of diverse talent across the sector and support the emerging generation (those from underrepresented groups) to access meaningful leadership pathways into governance and decision making in sport.	National Programmes Director, Youth Board Chair
Work with partners to co-ordinate efforts across the sport and education sector to strengthen the workforce so it is diverse, relevant to its local context and purposeful in its use of PE, school sport and physical activity.	National Network Director, National Programmes Director
Reach a more diverse audience, including new partners, to increase our understanding of the barriers preventing underrepresented groups taking part in our programmes/work.	Head of Research and Insight
Support and encourage learning around our own organisation's diversity, including diversity of thought (neurodiversity and lived experience).	Chief Executive Officer, Head of Inclusion and Diversity, Assistant Director HR

Focus area for action

Ensure everyone feels welcomed, safe, valued and respected (genuinely included) when working for and with Youth Sport Trust

Key activities	Accountability and Leadership
Ensure high quality EDI practices and measures are embedded throughout the entire employee lifecycle.	Assistant Director HR
Regularly review our policies and procedures to ensure they promote a safe and inclusive culture where colleagues feel comfortable to be themselves at work.	Assistant Director HR
Increase engagement and active participation levels of leaders, staff and wider workforce in EDI interventions.	Senior Leadership Team, EDIMG and Employee Forum
Strengthen our practice in co-creating solutions with young people and local communities to help tackle inequalities and help all children feel a sense of belonging in sport and education.	Director of Innovation and Insight, National Programmes Director, Head of Research and Insight
Commitment to being an inclusive organisation and upholding a zero-tolerance approach to bullying, harassment, and discrimination.	Assistant Director HR
Review and strengthen our practice and the practice of others in creating inclusive environments for our staff, wider workforce and participants.	Assistant Director HR, National Programmes Director
Monitor impact, including representation and reach of programmes, to ensure staff, our wider workforce participants and stakeholders feel valued, respected and included (including feeling a genuine sense of belonging).	Head of Research and Insight, Assistant Director HR

Focus area for action

Strengthen inclusive practice in all aspects of our delivery and ensure services support those most in need

Key activities	Accountability and Leadership
Ensure that all leaders, staff and wider workforce understand their individual and collective responsibility for EDI and are empowered to act.	Chief Executive Officer, Assistant Director HR
Work to ensure all staff, board members and wider workforce have the confidence, skills and knowledge to help embed EDI into the very heart of Youth Sport Trust and ensure our services reach and positively impact those most in need.	EDI Board Champion, Assistant Director of HR, Head of Inclusion and Diversity
Ensure the organisation continues to advance equality of opportunity across protected characteristic groups as outlined by the Equality Act 2010 and adheres to the UK Code for Sports Governance, and this responsibility is accountable at the highest level of the organisation.	EDI Board Champion, Nominations, Governance and Remuneration Committee, Director of Finance of Governance
Further embed Equality Impact Assessment Framework to support all functional areas of the organisation to consider and embed EDI in every day working practice and procedures.	Chief Operating Officer, Head of Inclusion and Diversity
Work with partners, including Inclusive Employers and National Equality Organisations, to continuously improve and proactively identify opportunities to benchmark our EDI practice against recognised industry standards and best practice.	Chief Operating Officer, Assistant Director HR, Head of Diversity and Inclusion
Proactively share knowledge, understanding and good practice of EDI with partners at both local, national and international forums.	National Network Director, Head of School Engagement

Focus area for action

Strengthen inclusive practice in all aspects of our delivery and ensure services support those most in need

Key activities	Accountability and Leadership
Continuously invest in and develop positive action programmes, tools and resources to strengthen our ability and the ability of others to tackle inequalities and under representation in sport and education.	National Programmes Director, Director of Innovation and Insight, Head of Sport, Head of Inclusion and Diversity
Further our insight and impact measurement in relation to tackling inequalities and advancing equality of opportunity for underrepresented groups.	Head of Research and Insight
Ensure all communications are accessible and inclusive – including research methods/activities.	Chief Brand Officer, Head of Research and Insight

Focus area for action

Champion EDI and advocate and collaborate with others to tackle inequalities that exist within sport and wider society

Key activities	Accountability and Leadership
Retain the Board champion role for equality, diversity and inclusion (EDI) and ensure the champion is engaged and supported effectively in their duties and responsibilities.	Chair, Chief Executive Officer
Ensure Board Members and Senior Leadership Team have the skills and insight to champion EDI and are highly visible in their commitment both internally and externally.	EDI Board Champion, Chief Executive Officer, Chief Brand Officer
Youth Sport Trust to continue to support a cross organisational management group for EDI which will have responsibility to develop a Diversity and Inclusion Action Plan. The group will formally report progress against the DIAP to Board on an annual basis (minimum).	Director of Finance and Governance, Head of Inclusion and Diversity, Assistant Director HR, Head of Compliance and Governance
Secure a diverse and representative voice of young people to advocate and champion for change in relation to tackling inequalities and under representation in sport and education.	Chief Brand Officer, National Programmes Director, Youth Board Chair
Embrace story-telling and diverse role models to proactively capture and share people's lived experiences to raise awareness of inequalities and inspire positive change.	Chief Brand Officer
Collaborate with key partners, including Sport England through our sector leadership role, to help raise awareness of inequalities and advocate for positive action.	Chief Operating Officer, National Director Programmes, Head of Sport
Ensure our communications and marketing messaging is relatable for a range of audiences and measure our success through engagement.	Chief Brand Officer

Monitoring progress

Adhere to and exceed requirements against Code of Governance for Sport tier 3 organisations

Key activities	Accountability and Leadership
Develop a management framework to support the ongoing development, implementation and monitoring of the DIAP including identifying appropriate resources	Chair, EDI Board Champion, Nominations, Governance and Remuneration Committee, Chief Executive Officer, Director of Finance and Governance

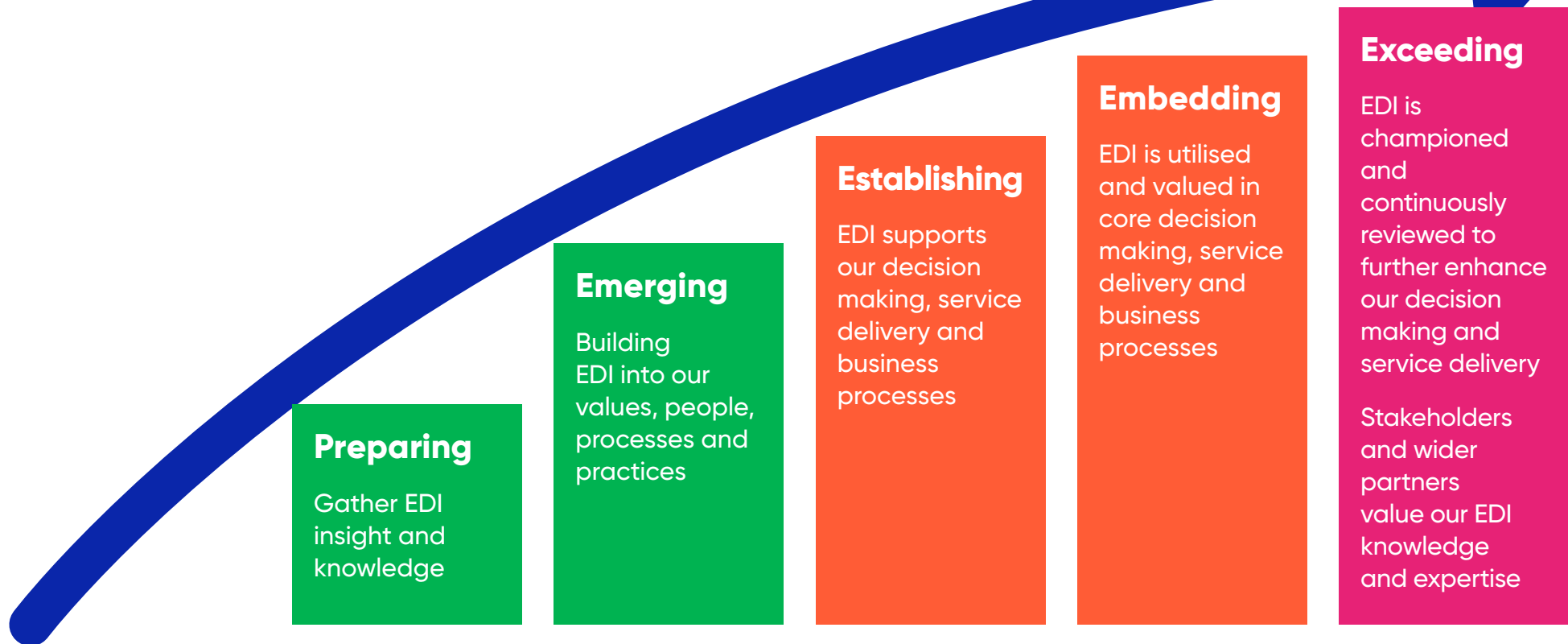


UNIVERSITY OF CALicut
SCHOOL OF DISTANCE EDUCATION
B.A POLITICAL SCIENCE

Achieved	
Nearly achieved	
Partially achieved	



Nearly achieved
Partially achieved



Management framework – 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 and Remuneration (NGR) Committee include ensuring due regard for the benefits of diversity and inclusion and a commitment to ensuring diversity generally on the Board. We are continually reviewing and strengthening our Board member recruitment processes, including introducing open events, 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 and Inclusion 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. This audit has been extended to members of the Senior Leadership Team in 2022.

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

Equality, Diversity and Inclusion is everyone’s responsibility. The Chair will ensure the delivery of this DIAP, supported by the main Board – including the Board EDI Champion, Members of the NGR Committee, Chief Executive Officer and Director of Finance and Governance. Specialist support will be provided by our Head of Inclusion and Diversity, Assistant Director of HR and the Equality Diversity and Inclusion Management Group.

The Youth Sport Trust 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 Diversity and Inclusion (DIAP) Action
- Plan and supporting the activities and actions contained within.
- Strengthening links with the Research and Insight team to ensure the Youth Sport Trust 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 Youth Sport Trust culture, values and every aspect of our work.

How does the DIAP cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

The activities contained in the DIAP are aligned to Youth Sport Trust articles of association, strategy ‘Inspiring Changemakers, Building Belonging’ 2022-2035, and Youth Sport Trust People Plan. Key activities and associated actions have also been guided by 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

Appendix 1 – our progress

We are firmly committed to ensure Equality Diversity and Inclusion (EDI) is placed at the very heart of our organisation and decision making. Whilst there are still significant steps to take to address the inequalities that clearly exist in sport and wider society we are also proud of the progress we have made since 2017 when our first Diversity Action Plan was published. Some key achievements have included:

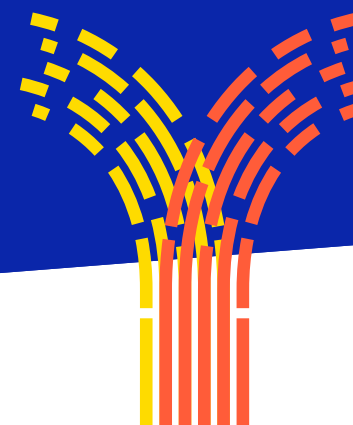
- The designation of our Board Champion and Senior Leader Sponsor for EDI
- Establishing a cross organisation EDI Management Group to help develop, deliver and monitor progress of the Diversity and Inclusion Action Plan
- Introducing an EDI lead with responsibility for supporting cross organisational leadership
- Implementing a consistent approach to capturing, reviewing and reporting EDI data across our workforce and delivery. This has allowed us to identify priorities for action and effectively align our resources into areas of most need
- Introduction of EDI skills audits for our Board and Senior Leaders
- We introduced an Equality Impact Assessment Framework and assessments against our new organisational strategy and all current policies
- All reports produced for our main Board now consider equality impact as standard
- New Trans, Non-Binary Inclusion and Hybrid working policies introduced
- Mandatory EDI training for all members of our workforce and embedding this into the onboarding of new recruits
- EDI considerations formally embedded into all employee performance reviews
- National Inclusive Health Check reviewed and redeveloped with a wide range of National Equality Partners to help schools and School Games practitioners review their inclusive practice
- We introduced regular staff led sessions called 'Inclusive Cultures – Time to Talk'. These sessions allow safe spaces to share and learn from others lived experiences. To date we have held sessions on Race, Faith and Belief, LGBTQ+, Menopause, Parents & Carers and more
- Continuous investment into a wide range of positive action programmes including Inclusion 2024, Breaking Boundaries, Girls Active, Fit for Girls, Boys Active, Birmingham Connect, Set for Success
- Achieved Disability Confident Leader Status and recently retained (2023)
- Achieved the UK Equality Standard in Sport – Intermediate Level (2020)
- In the Stonewall UK Workplace Equality Index 2020, we ranked highest third sector employer, and highest for the East Midlands.



We will publish our progress on an annual basis through our Impact Report.

Through this report we will also embrace storytelling and feature case studies that will help demonstrate the impact of our work and share learnings with others.

www.youthsporttrust.org/impact





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