

MOVING TO INCLUSION

Equality, Diversity and Inclusion Framework

2023



Introduction

Moving to Inclusion is a new supportive programme replacing the 'Equality Standard – A Framework for Sport' following a review and consultation with the sport and physical activity sector. This programme is led by the Sports Councils Equality Group (SCEG); a working group with representation from all UK based Sports Councils aiming to promote and develop equality, diversity and inclusion in sport and physical activity. SCEG leads the strategic development and implementation of Moving to Inclusion.

Moving to Inclusion guides organisations on developing inclusive practice through self-reflection and continuous improvement. This programme aims to embed equality, diversity, and inclusion (EDI) through incorporating action planning, implementation, and review into an organisation's everyday work.

No two organisations are alike, and all organisations are at different stages on their EDI journey. The starting point and continuous improvement plan will therefore be bespoke to each organisation, based on their particular needs identified through the self-reflection process. This will help ensure that every organisation has the opportunity to promote and develop equality, diversity and inclusion in sport and physical activity.

A Framework for Bespoke Improvements

Moving to Inclusion consists of a framework of 5 development pillars.

Leadership:

There are a range of ways that organisations can demonstrate commitment to EDI through leadership and governance. This includes having the relevant policies in place, developing external facing statements that articulate commitment, embedding equality outcomes within key strategies, ensuring diversity of thought and representation within decision-making structures, and having accountability and influence for EDI at all levels.

Culture:

Culture is often intangible and can be the hardest thing to change. The culture of an organisation includes the shared assumptions, values, beliefs, and norms that govern how people behave in the organisation. Sustainable change in diversity and inclusion requires a whole organisation approach and system change that is rooted in inclusive cultural principles. The starting point for this is to consider the culture of an organisation and use values to guide new principles, beliefs, ways of working and behaviours.

Experience:

This pillar considers how the work of an organisation makes a difference to the experience of underrepresented groups across the delivery system - including community activities, clubs, volunteers, talent pathway etc. This experience is driven by positive action to address inequalities and create sustainable change.

Relationships:

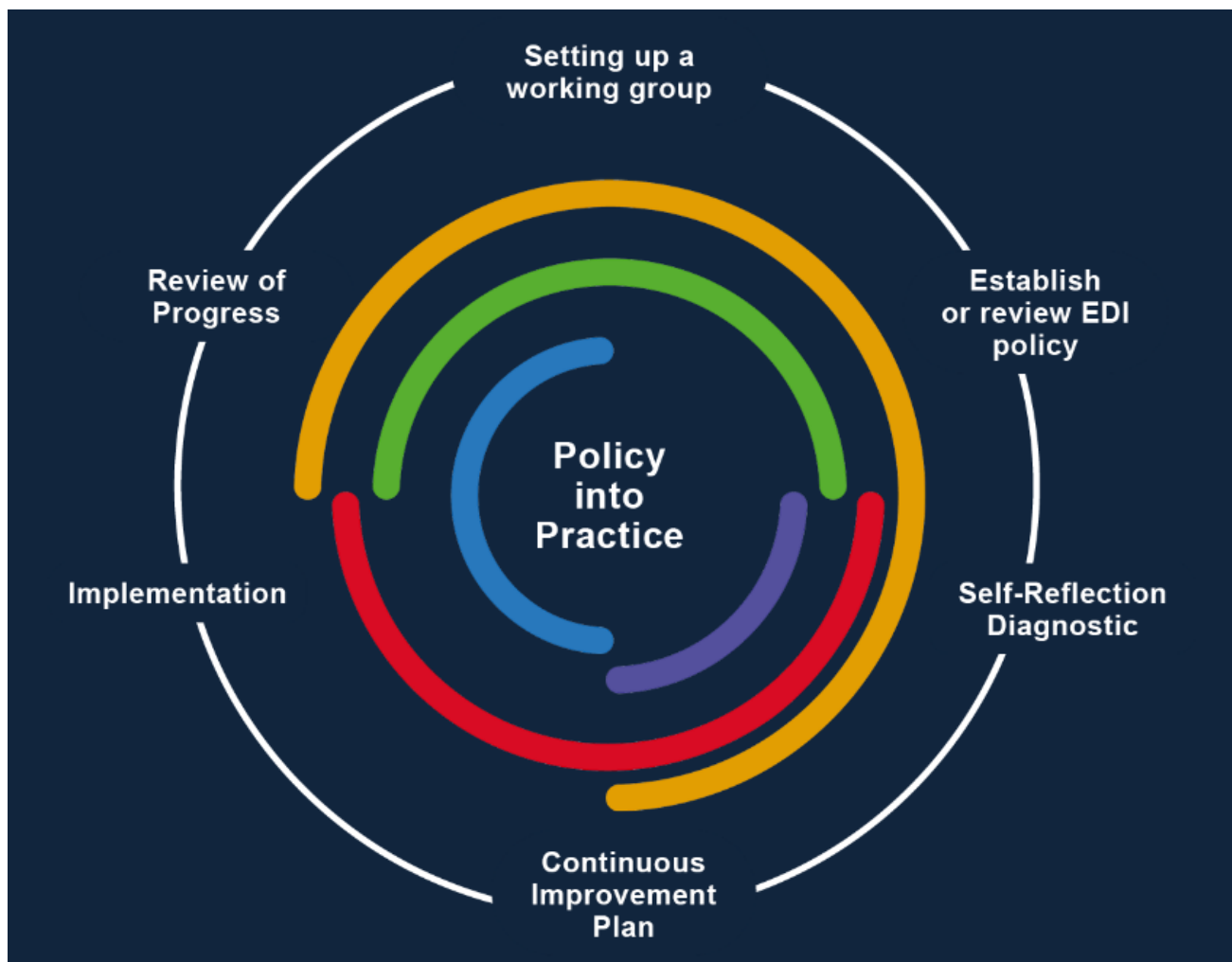
Whilst it is important to achieve equality and diversity, and improve inclusion within organisations, it is essential that EDI is influenced across the wider delivery system, partnerships, and sector. No one organisation can do this alone. This requires a supportive and collaborative approach.

Communications:

It is essential that organisations effectively communicate their commitment, policies, procedure and plans for EDI internally and externally. All members of society should be able to see themselves as included and valued by the organisation. This can take time to build but is achievable through consistent marketing, communications and narrative that demonstrates diversity and inclusion.

Within each pillar are a series of self-reflection diagnostic indicators that enable an organisation to consider areas of strength and areas for improvement. The framework provides supportive suggestions for improvement in these self-identified areas which feed into continuous improvement planning and implementation.

The Process of Improvement



Step 1: Organisations should set up a **working group**. The working group can be a cross section of the organisation.

Step 2: The organisation should establish or review of the Equality, Diversity, and Inclusion **Policy**. ALL organisations must have an EDI policy as a mandatory requirement. Many organisations have an Equality policy, and this may not have been reviewed for some time. By considering diversity and inclusion as well as equality, an organisation is more likely to tackle inequalities.

The policy must set out the organisation's zero tolerance approach to bullying, harassment, discrimination, victimisation, and unacceptable behaviour, and underline the requirement for all staff to contribute to creating a workforce culture and environment that exemplifies dignity, courtesy, respect, and consideration for all.

Step 3: Organisations should use the Moving to **Inclusion self-reflection diagnostic** tool to self-reflect against the Frameworks 5 Pillars with diagnostic indicators. The diagnostic tool includes discussion questions to help the working group with meaningful conversation and formation of a score based on a rationale.

Step 4: The diagnostic tool will provide suggestions for improvement. Organisations should use the framework and suggestions as guidance for change creating a **continuous improvement plan** that is realistic, appropriate, but also ambitious. We recommend this is approved by the board or committee.

Step 5: Organisations should embrace, own and deliver their **implementation**, striving for progression in their inclusive **practice**.

Step 6: Continuous improvement is underpinned by a **regular review** of progress, self-reflection, and adjustments to the continuous improvement plan. There is an expectation that formal reviewing, reflection using the self-reflection diagnostic tool and learning takes place every 4 years, but organisations are encouraged to review progress and adjust the continuous improvement plan annually to maintain momentum and be agile to required changes. Reviewing and learning from progress made allows new ambitions to be added to the continuous improvement plan to further drive the organisation forward.

Support available – Enhanced Improvement Package:

Any sport and physical activity organisation can access the *Moving to Inclusion* Framework utilising the self-reflection diagnostic tool and continuous improvement plan template. The *Moving to Inclusion website* provides additional resources and online guidance to further support with the 'how'.

The Sports Councils of the United Kingdom can provide additional support to organisations or funded partners aligned to their strategic objectives and based on the needs of the organisation. Support available in this **Enhanced Improvements Package** includes:

Mentoring to support the continuous improvement planning process – Sports Councils can assign an organisation a mentor or connect them with a peer mentoring process. Mentoring is available to support organisation's working groups to understand further the results of self-reflection, and guide towards solutions for change to include in the continuous improvement plan. The bank of mentors are experts in EDI, and are there to support working groups through facilitation, being a critical friend and signposting.

Mentoring to support the review process – The mentor will revisit the organisation annually to informally support a review of progress. They will facilitate discussions and guide solutions to overcome challenges or maximise success further. At an appropriate time, (within a 4-year cycle), the mentor will support a formal review of progress, revisiting the self-reflection diagnostic tool, facilitating learning, and supporting adjustments to your continual improvement plan.

Communities of Practice – Based on pillars or specific themes communities of practice will be co-ordinated to bring together organisations to share what is working, support one another to learn from what might not be working and explore the potential to collaborate on ideas to identify solutions.

To access the **Enhanced Improvement Package**:

- Clearly communicate the organisations commitment to EDI through your Equality, Diversity, and Inclusion Policy.
- Contact the relevant Sports Council to ascertain suitability.
- Share with the relevant Sports Council the results from the self-reflection diagnostic tool.
- Commit to the process of continuous improvement for the long term.

Celebrating Inclusion: Coming Soon

If the organisation is engaged in the continuous improvement journey and is making a difference in tackling inequalities, achieving diverse representation and are sector leading in achieving inclusion, there is an opportunity to be recognised and celebrated against the *Moving to Inclusion* Framework. We are currently working on the details of this. This will be launched in 2024!

Impact

Moving to Inclusion is intended to drive meaningful change in practice, tackling inequalities, leading to sustainable improvements in the representation, diversity, and positive inclusive experiences for leaders, the wider workforce, and participants.