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 UK
COACHING



UK Coaching Diversity and Inclusion Action Plan



April 2024 – March 2025

Introduction

This Diversity and Inclusion Action Plan (DIAP) covers the objectives and activities that will be undertaken between April 2024 and March 2025 to work towards the UK Coaching Equality, Equity, Diversity, and Inclusion (EEDI) Strategy. The objectives will be measured both quantitatively and qualitatively with averages from the National Census used as comparison data where required.

To ensure that EEDI will be embedded as a golden thread throughout everything that UK Coaching does, the DIAP has been developed in conjunction with multiple internal and external stakeholders.

EEDI at UK Coaching is governed by the Head of Policy and Coaching and the Head of People and Culture, who both have a specific remit in the organisation for strategic leadership in EEDI. The delivery of the plan is overseen by the UK Coaching EEDI Manager.

At UK Coaching, we are committed to updating and republishing this plan annually.

Context

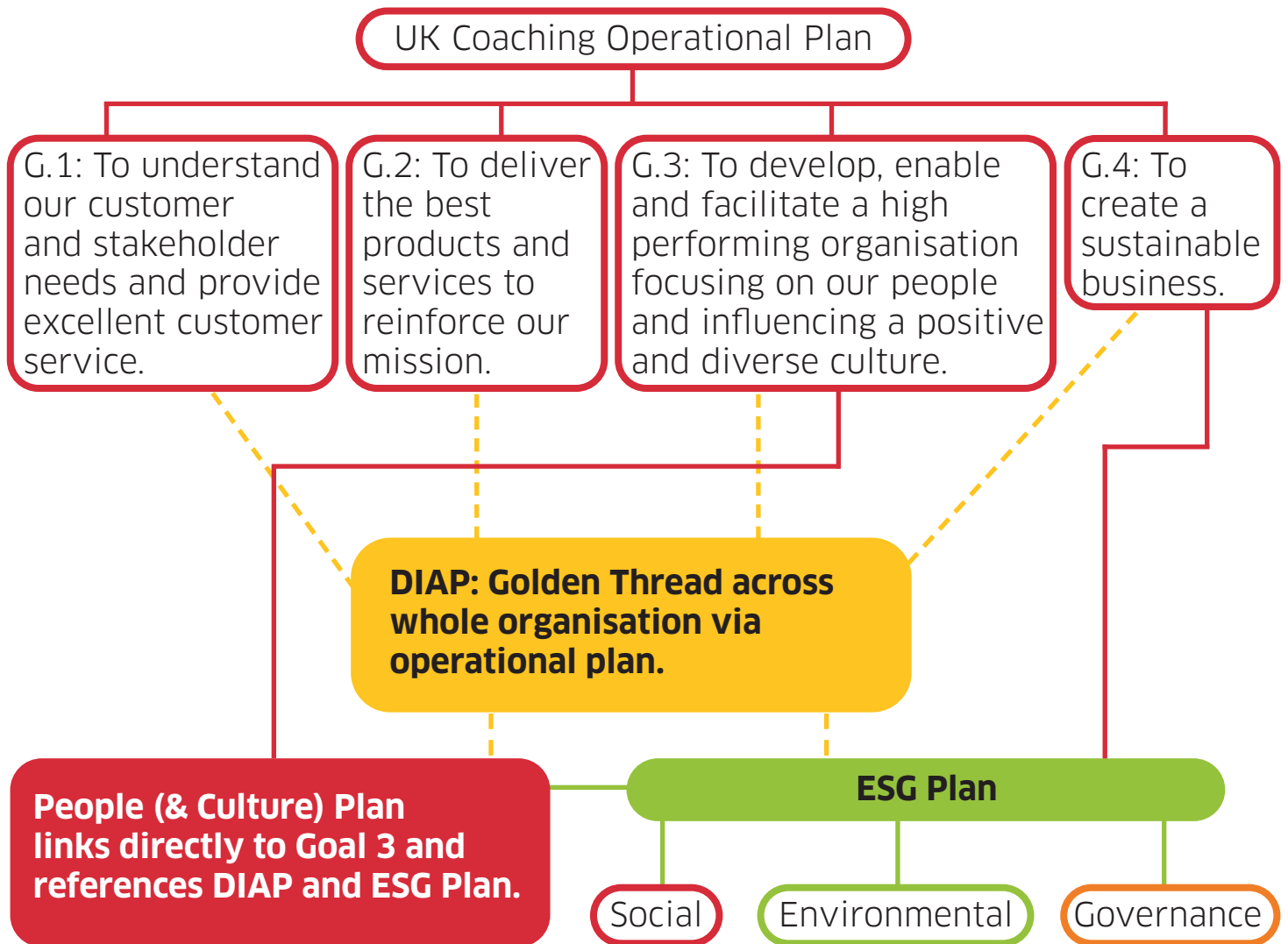
The Vision of the Sport England United the Movement Strategy is to champion the life-changing impact of being active and ensure everyone across the nation can benefit from it. The related mission is to tackle deep-rooted inequalities and unlock the advantages of sport and physical activity for everyone.

For UK Sport, this central to their mission to create the greatest decade of extraordinary sporting moments, reaching, inspiring, and uniting the nation. Many British athletes they have supported have emerged from the Paralympic Games as inspirational sporting role models and are using their public platforms to help inspire positive change.

These key funding stakeholders have directed how they consider Equality, Diversity and Inclusion (EDI) activity should be organised via the Code for Sports Governance (CFSG), particularly section 2.2, which requires organisations to create a Diversity and Inclusion Action Plan which should include:

- a. Actions needed to achieve, support, and then maintain the ambitions to ensure its leadership represents and reflects the diversity of the local and/or national community (as appropriate).
- b. Demonstrate a strong and public commitment to promoting, embedding, and advancing diversity and inclusion on the Board, senior leadership team, and beyond.

This DIAP links externally via the relevant CFSG elements and internally, via the golden thread, into the UK Coaching Operational Plan and Strategic Intent directly via the EEDI Strategy, the Environmental, Social, and Governance (ESG) and People Plans, as shown on the following page.



The UK Coaching vision is "to build a healthier and happier nation through great coaching." The UK's paid and volunteer coaches are crucial in transforming lives and communities. Within the EEDI Strategy, we have promised to strive to ensure that coaching is accessible for people from all backgrounds, abilities, and motivations and that the people involved in supporting the coaching workforce are representative of the UK population. Our ultimate EEDI ambition is to make long-lasting internal and external cultural change in relation to tackling inequalities. We strive to embrace diversity and the richness found in cultural differences and promote an environment where individuals can thrive, be respected, work in collaboration, and learn.

The UK Coaching DIAP addresses both external and internal perspectives.

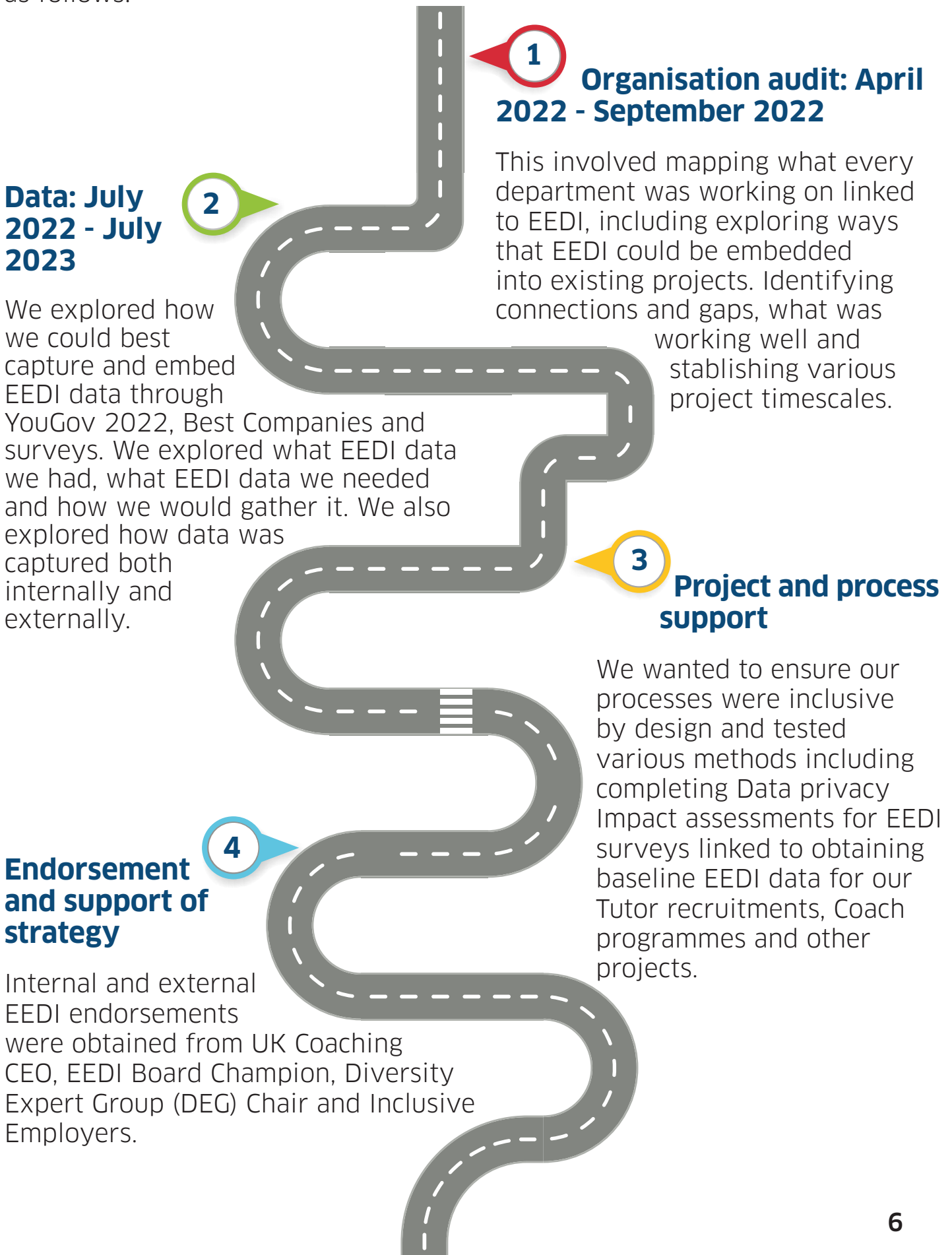
- a. Externally, we refer to how we work with our external partners including identifying opportunities to collaborate with them. This includes our contracted workforce, products, programmes, working groups and legislation.
- b. Internally, we refer to our organisational culture, Board, staff, policies, and processes. To achieve lasting and sustainable cultural change, research, insight, feedback, lived experience, and working in collaboration with all departments will provide the foundations for what UK Coaching will do to address inequalities both externally and internally.

The UK Coaching DIAP enables us to achieve our EEDI ambitions, detailed below:



Roadmap

The roadmap for the work leading up to the EEDI Strategy launch and DIAP is as follows:



UK Coaching EEDI promise and ambitions

The UK Coaching EEDI promise was revived and the EEDI ambitions established with desired short-, medium- and long-term outcomes.

EEDI principles and values

This group established EEDI principles and values and the requirement to embed EEDI as a golden thread in everything we do. This helped departments across the organisation to connect and create something bespoke, unique and authentic to UK Coaching.

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Internal culture

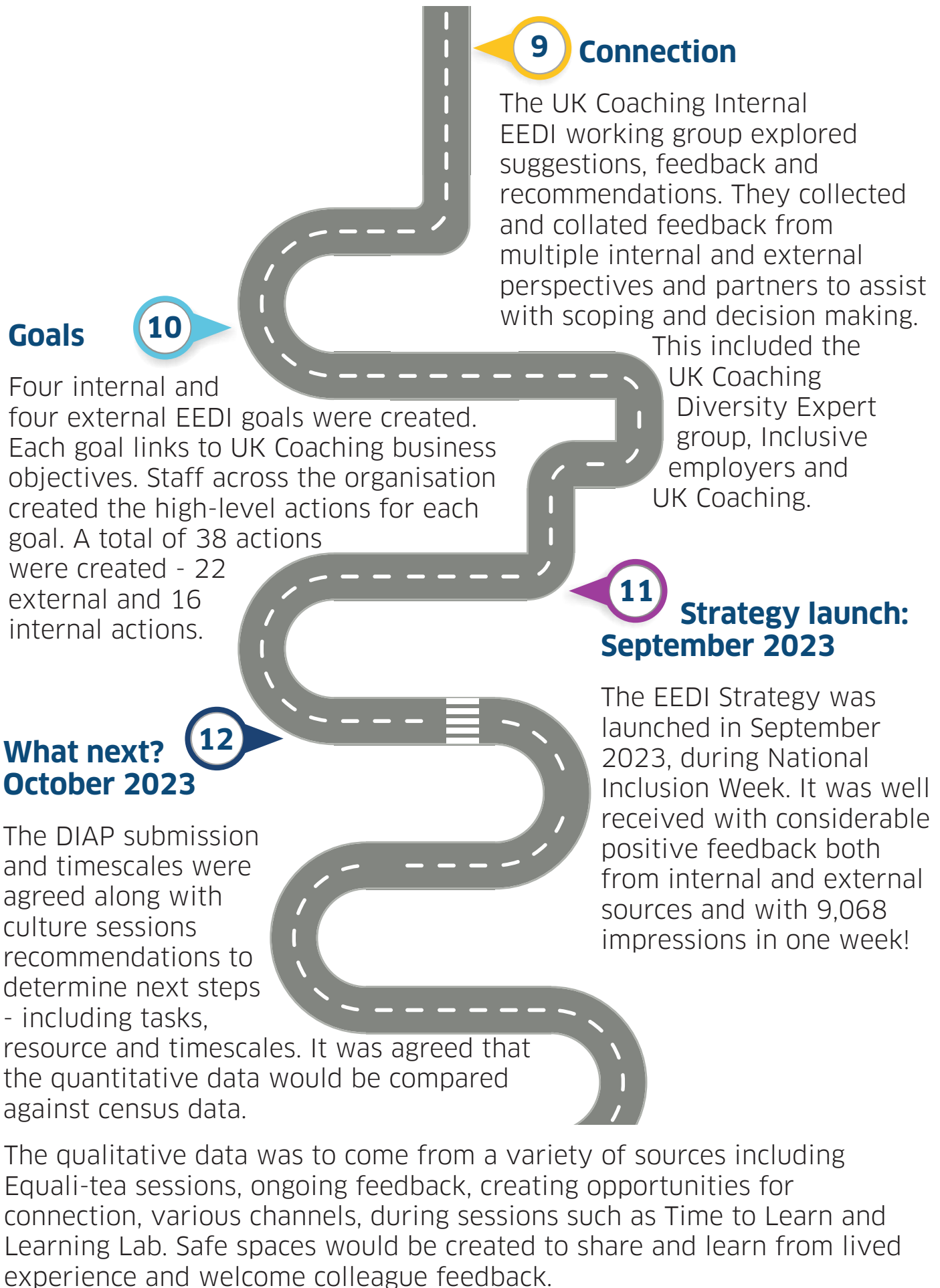
We wanted to ensure our processes were inclusive by design and tested various methods including completing Data privacy Impact assessments for EEDI surveys linked to obtaining baseline EEDI data for our Tutor recruitments, Coach programmes and other projects.

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Internal EEDI working group

An internal EEDI working group was established with 15 colleagues self-nominating to be part of the group (approximately 21% / 1 in 5 of staff). Guiding principles were created; this group was instrumental in creating the EEDI Strategy Mission, Vision and Purpose.

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The eventual DIAP produced is an agile plan that could change as circumstances change throughout the year.

Data Types

UK Coaching will work towards collecting the following EEDI data types by percentage. For some of these data types, information is either collected in a different format or is not yet collected at all. This will be addressed during the 24/25 DIAP period so that in subsequent years, more accurate comparisons can be made.

Data Type	UKC & UKCS Board (12 members)	Employees (including Leadership Team (70))	Platforms (Learners, Coaches, Qualls)	Contracted Workforce (Tutors, Associate Coach Developers etc)
Age	✓	✓	✓	✓
Disability	✓	✓	✓	✓
Race (ethnicity)	✓	✓	✓	✓
Sex	✓	✓	✓	✓
Sexual orientation	✓	✓		
Social mobility - postcode	✓	✓	✓	✓
Social mobility - type of education	✓	✓	✓	✓

The following is the detailed DIAP by external Goal (detailed in the UK Coaching EEDI Strategy), including the objectives, measurement actions / roles undertaking the actions / dates / targets / links with the DIAP Pillars (sub headings detailed and recommended by DIAP consortium).

External Goal one: Collaborate with the community and other partners to create and curate products, services, programmes, and content that are accessible and inclusive to meet the needs of the wider audience.

Objective	Measurement Actions/Targets	Action By	Timescale	Links with DIAP pillar
<p>E1.1 Work in collaboration with key partners from across the sector.</p>	<p>Continue maintaining relationship with existing external partners (baseline = 20 @ Jan 2024).</p> <p>Create new relationships with other equality partners.</p> <p>Review partner agreement processes from an EEDI perspective.</p> <p>'Have your say' survey data analysis for any EEDI related feedback to determine perceptions and identify any common themes and product/ coach learning development ideas.</p> <p>Support partners to secure funding to support tackling inequalities.</p>	<p>Partnership, Learning & Assessment, EEDI</p>	<p>Quarterly</p> <p>Ongoing</p> <p>Quarter 3</p> <p>Quarterly</p> <p>Needs led</p>	<p>Stakeholder engagement</p>

<p>E1.2 Support/ provide representation and input into EEDI- related working groups across the sector.</p>	<p>UK Coaching to provide regular representation at conferences/ events/ working groups including:</p> <ul style="list-style-type: none"> • Sport England EDI leads group • Disability Sport and Physical Activity Learning (DSPAL) • Women in Coaching taskforce • Employability Leisure 	<p>Various</p>	<p>Quarterly</p>	<p>Stakeholder engagement</p>
<p>E1.3 Lead on the facilitation of the external advisory groups such as the Diversity Expert group.</p>	<p>Effective Diversity Expert Group meetings organised and delivered - combination of virtual and face to face (with hybrid option)- minimum of 3 meetings per annum.</p> <p>Review group Terms of Reference for Diversity Expert Group.</p>	<p>EEDI</p>	<p>Quarterly</p> <p>September 2024</p>	<p>Stakeholder engagement</p>

<p>E1.5 Co-create multiple EEDI-related learner journeys.</p>	<p>Gather insight from coaches and relevant stakeholders to understand their needs in relation to EEDI within Sport and Physical activity. Via Sport England/ UK Sport programmes, think spaces, community engagement, external partner collaboration.</p> <p>Use this insight to support the scoping/ mapping and exploration of potential gaps, new products and various audience needs across EEDI related topics.</p> <p>Utilise appropriate SME's for the creation of content.</p> <p>Ensure learner resources are tested by various populations and stakeholders.</p>	<p>Coaching, Partnership, Learning and Assessment, Coaching Club, Product</p> <p>Learning and Assessment</p> <p>Learning and Assessment</p>	<p>Q2,3,4 2024/5</p> <p>Ongoing</p> <p>Various</p>	<p>Stakeholder engagement and representation</p>
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<p>E1.6 Undertake positive intervention through external partnerships such as co-creating relevant initiatives and strategies e.g. 'Women and girls' to support specific populations to access and stay in coaching.</p>	<p>Gender impact strategy</p> <p>UK Coaching UK Sport funded programmes report</p> <p>Share recommendations from research projects across the sector.</p> <p>Explore recommendations and scope opportunities.</p> <p>Support recruitment of coaches accessing UK Sport funded programmes.</p>	<p>Coaching</p> <p>Coaching</p> <p>Coaching</p> <p>EEDI, Coaching</p> <p>Coaching</p>	<p>April 2024</p> <p>May 2024</p> <p>April 2024</p>	<p>Stakeholder engagement and representation</p>
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External Goal Two: Identify and overcome barriers and challenges by developing creative interventions which embrace and role model Equity, Equality, Diverse and Inclusive values.

Objective	Measurement Actions/Targets	Action By	Timescale	Links with DIAP pillar
E2.1 Lead on capturing key EEDI data/insight that will help us to baseline and understand key barriers, motivations and impact.	Include EEDI questions in next YouGov survey	Policy	Scoping Q1, Results Q3/Q4 2024/25	Data, Stakeholder engagement, representation
	Ensure stats in EEDI strategy are updated and analysed.	EEDI	Q4 2024/25	
	Qualitative feedback - Coach feedback, share case studies, capture lived experience, storytelling, research recommendations (programme based).	All	Ongoing	
	Explore the option of embedding EEDI into Partner Satisfaction Survey	Partnership Team	Q2 2024/25	
	Tutor survey and Associate Coach Developer surveys - embed EEDI	Product, Coaching	Q1 2024/25	

<p>E2.2 Gather quality and purposeful EEDI lived experiences from coaches throughout the pathway, to better understand barriers and create suitable interventions.</p>	<p>The research that highlights key moments and influence factors in coaches' lives conducted for the coaches accessing our UK Sport funded programmes explored as an option for grassroots coaches too. Explore recommendations and key themes.</p>	Coaching	Quarter 2-4 2024/25	Representation and stakeholder engagement
	<p>Case studies from contracted tutor workforce to highlight best practice, impact of reasonable adjustments/ inclusion.</p>	Product	Ongoing	
	<p>Capture lived experience from coaches via:</p> <ul style="list-style-type: none"> - Engaging with qualitative research, capturing the narrative of coaches journeys - Through marketing campaign activity including UK Coaching Week, Paris Olympics and Women in Coaching campaign. 	Coaching	Ongoing	
		Marcomms	Ongoing	

<p>E2.3 Ensure project management processes are inclusive by design, including through testing/focus groups to ensure products meet the needs of target audiences.</p>	<p>Quality Standards- Inclusive Design practice guidance in place. Review on an annual basis to ensure it remains current. Involve appropriate external partners if necessary.</p> <p>Equality Impact assessment forms embedded as part of standard project management process.</p> <p>Deliver EIA lunch and learn sessions (or via #WeConnect)</p> <p>Review EIA document annually and consult with external partners where appropriate to ensure it remain current and fit for purpose.</p> <p>Establish testing/focus groups for e-learning and products.</p>	<p>Learning and assessment</p> <p>Project Management</p> <p>Project Management</p> <p>EEDI</p> <p>Learning and Assessment, Partnership Team, Product</p>	<p>Dec 2024 and then annually</p> <p>April 2024</p> <p>July 2024 Jan 2025</p> <p>Q4 2024/25</p> <p>Ongoing</p>	<p>Stakeholder engagement and representation</p>
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<p>E2.4 Use appropriate and inclusive language in all learning and development opportunities to ensure they meet the needs of target audiences</p>	<p>Quality Standards - Inclusive Design practice guidance reviewed.</p> <p>Brand guidelines details language, font, colours etc.</p> <p>Review products to ensure content and language, accessibility features, legislation, research remains current and consistent.</p>	<p>Learning and Assessment</p> <p>Marcomms</p> <p>Learning and assessment, Policy</p>	<p>Quarter 4 (annually)</p> <p>Annual Detailed schedule in place for all products on a cycle basis</p>	<p>Representation</p>
<p>E2.5 Support learners to overcome barriers/ challenges including reviewing costs/creating interventions to ensure products remain accessible to all, including specific populations.</p>	<p>Review question set for next YouGov survey.</p> <p>Explore access for free for specific projects/ stakeholders and specific populations of coaches.</p> <p>Work in collaboration with identified stakeholders to share learnings and identify opportunities in relation to supporting learners and making reasonable adjustments.</p> <p>Explore the potential of securing additional funding for some of our coach development initiatives to be made accessible to learners who may have some barriers to taking part.</p> <p>Ensure accessibility of existing qualifications.</p>	<p>Policy Finance, Partnership team</p> <p>Partnership team, EEDI, Learning and assessment,</p> <p>Coaching</p> <p>Awarding</p>	<p>Quarter 1 (annually)</p> <p>Q2 2024/25</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Stakeholder engagement</p>

<p>E2.5 Maintain Web Content Accessibility Guidelines (WCAG) AA (strong accessibility) standards and continue working towards achieving AAA (excellent accessibility) standards to ensure highest standards of accessibility.</p>	<p>Review functionality of eLearning, website, product access to ensure it remains as accessible as possible - establish which elements of AAA standards can be applied.</p>	<p>Learning and Assessment</p>	<p>As standard, reviewed on an ongoing basis</p>	<p>Representation</p>
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External Goal Three: Ensure all coaches have equal access to coaching experiences; in multiple environments/sports, through quality and accessible learning and development opportunities.

Objective	Measurement Actions/Targets	Action By	Timescale	Links with DIAP pillar
<p>E3.1 Ensure our platforms, content and learning are accessible so our programmes, products and content meet the needs of the widest audience.</p>	<p>Create initiatives that support underrepresented groups to access our products and services that could include 1:1 support, learning groups, etc. Identify partners/needs and opportunities to support underrepresented communities with access to UKC learning & content at discounted/free rates.</p> <p>Quality Standards- Inclusive Design practice guidance- reviewed on an annual basis.</p> <p>Brand guidelines details language, font, colours etc- reviewed on an annual basis.</p> <p>Review products on a cycle basis to ensure content and language (linking to legislation) remain current and consistent.</p>	<p>Partnership team, Coaching, Finance, EEDI</p> <p>Learning and assessment</p> <p>Marcomms</p> <p>Learning and assessment, Product, Project management</p>	<p>Various</p> <p>Dec 2024</p> <p>Dec 2024</p> <p>Detailed schedule in place for all products.</p>	<p>Stakeholder engagement and representation</p>

<p>E3.1 Ensure our platforms, content and learning are accessible so our programmes, products and content meet the needs of the widest audience.</p>	<p>Increased understanding regarding support offered to coaches via feedback from learners fed back into product / service design.</p> <p>Equality Impact assessments completed to ensure accessibility is explored and considered and specific populations are not disproportionality affected.</p> <p>Improved accessibility/ tech benefits of LXP and new website.</p>	<p>Customer Care, Product</p> <p>Project management</p> <p>Technical / Marcomms</p>	<p>Ongoing</p> <p>Project by project basis</p> <p>Project by project basis</p>	<p>Stakeholder engagement and representation</p>
<p>E3.2 Develop programmes, products, and content internally that are accessible and inclusive.</p>	<p>Ensure a minimum of WCAG AA standards are met.</p> <p>Utilise groups where we provide representation (for example, the UK Coaching Diversity Expert Group) to assist in testing products/ content/ learning.</p>	<p>Learning and Assessment, IT</p> <p>Learning and Assessment, Product</p>	<p>Ongoing</p> <p>Needs led</p>	<p>Stakeholder engagement</p>

<p>E3.3 Deliver live and recorded EEDI topic webinars and learning to ensure coaches and staff know how to integrate EEDI into their activities.</p>	<p>Deliver programme of EEDI topic (insight driven) learning to coaches and contracted workforce, and Coach development workforce through: Time to Learn - minimum of 3 per year Learning Lab - minimum of 2 per year Tutor surgeries - minimum of 2 per year Training for examination centres on designing accessible assessments and applying access requests - 3 per year</p> <p>Include inclusive approaches and strategies as standard in all delivery.</p>	<p>Learning and Assessment, Coaching, Product</p> <p>1st4sport</p>	<p>Various</p> <p>3 x a year</p>	<p>Leadership and Governance</p>
<p>E3.4 Ensure 1st4sport qualifications and end point assessments are accessible and cater for reasonable adjustments.</p>	<p>Ensure accessibility of existing qualifications, ensure that regulation requirements are upheld.</p> <p>Create a space for sharing of best practice across the sector (accessibility webinars) x 4.</p> <p>Review policy for reasonable adjustments.</p> <p>Weekly learner access arrangements group meets to discuss reasonable adjustment requests.</p>	<p>Awarding</p> <p>Awarding</p> <p>Awarding</p> <p>Awarding</p>	<p>Ongoing</p> <p>Quarterly</p> <p>Annually</p> <p>Weekly</p>	<p>Governance, stakeholder engagement and representation</p>

External Goal Four: Work towards and support a coaching workforce at all levels and across all support functions working for/linked to UK Coaching that is demographically representative of society at all levels.

<p>E4.1 Develop a more diverse workforce at all levels, to be representative of society.</p>	<p>Current census stats Coaches - YouGov</p> <p>Identification, recruitment, deployment, training and support of coaches (across the pathway) accessing UK Sport funded programmes to ensure we have the right support around them to help them to be at their best, and work with NGBs to overcome cultural barriers in their own environments.</p> <p>Share best practice from across the sector at events etc.</p>	<p>EEDI</p> <p>Coaching</p> <p>All</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Data, Representation and Governance</p>
<p>E4.2 Further diversify contracted workforce to match national levels.</p>	<p>Tutor workforce/ Workforce management group established on the back of the Tutor revolution project and success. Group to meet on a quarterly basis and for EEDI to be represented and considered including contracted workforce (tutors).</p>	<p>Product, EEDI</p>	<p>Quarterly, EEDI survey to be circulated in Quarter 1</p>	<p>Data and representation</p>

<p>E4.3 Support gender parity across qualification levels to match national levels.</p>	<p>To match Census data: 51.5% female; 48.5% male.</p> <p>This relates to our gender impact strategy.</p>	<p>IT, Awarding, EEDI</p>	<p>Jan 2025</p>	<p>Data</p>
<p>E4.4 Use diverse and representative imagery across the organisation.</p>	<p>Quality Standards - Inclusive Design practice guidance - reviewed on an annual basis.</p> <p>Brand guidelines details language, font, colours etc- reviewed on an annual basis. (link to brand guidelines).</p>	<p>Learning and assessment</p> <p>Marcomms</p>	<p>Dec 2024</p> <p>Annual</p>	<p>Representation</p>
<p>E4.5 Promote role models across the sector at all levels to show the diversity within the community.</p>	<p>Identify and showcase role models - From 2023 we have had a number of coaches we have worked with regularly. For 2024 the marketing plans include activity around raising the profile of women in coaching and the theme for the 2024 UK Coaching Week is Holistic Coaching so we will be showcasing coaches who role model this.</p> <p>Award winners - We promote and utilise the relationships with the award nominees and winners in the run up to and after the awards.</p> <p>Coaches on current UK Sport funded programmes / communities.</p> <p>Promote allies and allyship across the sector.</p>	<p>Marcomms</p> <p>Coaching</p>	<p>Dec 2024</p> <p>Ongoing</p>	<p>Representation</p>

<p>E4.6 Celebrate Diversity and Inclusion at the UK Coaching Awards.</p>	<p>Embed EEDI as a golden thread in all Awards in the following areas:</p> <ul style="list-style-type: none"> Promotion Creating criteria Nomination Shortlisting Selection Accessibility in brochure creation. Venue location considerations etc <p>Possible video application, audio notes, explore alternative options to written applications. Video option used to enhance application.</p> <p>Utilising the UK Coaching Diversity Expert group for feedback/ consultation.</p> <p>Explore a diverse nomination process to achieve greater diversity.</p> <p>Celebrate diversity in the community (coaching workforce as well as participants).</p> <p>Review inclusive coaching award criteria.</p>	<p>Events, Marcomms</p>	<p>UK Coaching Awards- December 2024 and annually</p>	<p>Representation</p>
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Internal Goal One: Lead an inclusive and diverse organisation; listening to and valuing our people, their lived experience, whilst embracing diversity of thought, diversity of people, and intersectionality.

Objective	Measurement Actions/Targets	Action By	Timescale	Links with DIAP pillar
I1.1 Establish EEDI as an organisation priority/golden thread.	EEDI clearly highlighted as an integral subject for the organisation within Strategic Intent, Strategy and Operational plans incorporating relevant elements linked to People, ESG and EEDI strategies / plans:	Leadership	Feb - Apr 2024	Governance and Leadership
	Strategic intent	People and Culture	April 2024	
	People plan			
	EEDI Strategy			
	Leading down to annual work programmes covering FY 2024/25.	Leadership, EEDI, People & Culture	Feb/March 2025	

<p>I1.2 Embed, role model and live our company values in all aspects of our work and behaviours, checking and challenging where these are not upheld</p>	<p>Staff meet collectively with an emphasis on culture evolution as well as respectfully celebrating / championing the differences in people across the organisation and the value they bring to the workplace. A couple of Team Time Out (TTO) days have focussed on culture evolution with a plan to build on this throughout 2024. During these events, we have implemented reasonable adjustments, accessibility, creating safe spaces</p> <p>A working group is established to focus on culture with 'sense of belonging' being a key theme.</p> <p>Employees celebrated on Teams channels linked to UK Coaching values.</p> <p>Values embedded in staff check ins- addressed with staff on a regular basis. Ensure this remains consistent and standard across departments.</p>	<p>People and Culture</p> <p>All</p> <p>All</p>	<p>Working group formally established Feb 2024. Meets 6 x per year</p> <p>Ongoing</p>	<p>Representation and leadership</p>
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<p>I1.3 Ensure EEDI integrated into review / creation of all policies / processes / practices</p>	<p>The process for policy and procedure development will include an EEDI lens as standard. Utilise Equality Impact Assessment format to assist with this. Most have already been de-gendered where possible and subsequent reviews will look at further accessibility amendments (fonts size/ colours etc).</p> <p>We will create new and review existing policies and practices working collaboratively with internal teams and using external partnership expertise. These will be shared across our organisation and with wider partners & networks.</p> <p>Equality policy to be reviewed.</p> <p>Ad hoc policy updates based on employment and Equality legislation and other significant changes.</p> <p>Achieve and maintain agreed Best Companies KPI ambition through focused action planning across all teams to address feedback received and maintain and improve 1 star company status.</p>	<p>People & Culture, EEDI</p> <p>People & Culture, EEDI</p> <p>People & Culture, EEDI</p> <p>People & Culture</p> <p>People & Culture, Leadership</p>	<p>As detailed in bi annual policy review schedule. Next review 2025.</p> <p>As detailed in bi annual policy review schedule.</p> <p>Q2 2024/25.</p> <p>Ongoing</p> <p>Annual (April 2024 and Oct 2024)</p>	<p>Governance and leadership</p>
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<p>I1.4 Achieve and maintain Level 3 Disability confident employer status</p>	<p>Achieved Level 3 Disability confident status in 2023 and now looking to build on this by exploring:</p> <p>Moving to Inclusion framework Inclusive Employers Inclusion framework See how these can support UK Coaching to achieve their EEDI aspirations and goals.</p>	<p>People & Culture, EEDI</p>	<p>Q2/3 2024/25</p>	<p>Governance</p>
<p>I1.5 Maintain gender parity at Board level and across the workforce</p>	<p>Standardise EEDI data collated through the creation of a standard Power Bi report.</p> <p>Launching updated EEDI monitoring form to expand how people are able to respond. Will include enhancements to gender questions, and long-term health conditions/ mental health conditions. Will also offer reasonable adjustments prior to candidate application.</p> <p>Inclusive Recruitment strategy</p> <p>Consider messaging around people in the organisation (including applicants) understanding why we need the information and what we will do with it- Embed this into Induction progress.</p>	<p>People & Culture</p> <p>Technology, People & Culture</p> <p>People & Culture, EEDI</p>	<p>April 2024</p> <p>Quarter 1</p> <p>Quarter 1</p> <p>April 2024</p>	<p>Data and representation</p>

Internal Goal Two: Create an Equality, Equity, Diversity, and Inclusion (EEDI) and people centric culture where employees feel empowered to uphold our values whilst being their authentic self.

Objective	Measurement Actions/Targets	Action By	Timescale	Links with DIAP pillar
<p>12.1 Establish partnerships, work collaboratively and regularly engage with all levels of staff to fully understand staff views</p>	<p>Inclusive Employers- Meet to discuss and deliver progress, support areas, collaboration opportunities, webinars.</p> <p>Other external links include Autism Plus (follow up from x 2 awareness sessions delivered to staff in 2023)</p> <p>People Plan</p> <p>Well-being survey conducted annually</p> <p>Exit interviews conducted with all staff if possible with P&C report on any identified trends</p> <p>Best companies survey conducted every 6 months and results compared initial baseline and recent trends; this includes the following three EEDI statements:</p> <ul style="list-style-type: none"> • I feel that my organisation takes diversity and inclusion seriously • My organisation would take effective action against discrimination • I feel included and respected at work 	<p>People & Culture</p>	<p>Monthly</p> <p>Q2 2024/25</p> <p>September 2024</p> <p>April 2024 and October 2024</p> <p>TBC</p> <p>Monthly</p>	<p>Stakeholder engagement and leadership</p>

<p>I2.1 Establish partnerships, work collaboratively and regularly engage with all levels of staff to fully understand staff views</p>	<p>Stay interviews- conducted regularly, to include a range of staff (voluntary)</p> <p>#We Listen/ 'Question Mark' suggestion channels available to gather feedback and suggestions.</p> <p>Internal EEDI working group with clear guiding principles.</p> <p>Ensure EEDI objectives are linked into Environmental, Social and Governance (ESG) plan (robust link with 'Social')</p>	<p>People & Culture, EEDI</p> <p>People & Culture, EEDI</p>	<p>Monthly</p> <p>Ongoing</p>	<p>Stakeholder engagement and leadership</p>
<p>I2.2 Develop curated learning content with an EEDI focus to enable direct access to resources, CPD and learning for our internal workforce</p>	<p>Explore functionality in new LXP to house curated resources. This will include EEDI resources and CPD.</p> <p>Create a process for how staff access Inclusive Employers webinars.</p>	<p>IT, People & Culture, EEDI</p> <p>People & Culture</p>	<p>Q3, 2024/25</p> <p>Q1, 2024/25</p>	<p>Leadership and Stakeholder engagement</p>

<p>I2.3 Identify and celebrate key well-being and EEDI awareness days throughout the year</p>	<p>Monthly meetings with People and Culture team, Marcomms and EEDI. A calendar in relation to EEDI and well-being days/weeks/ months has been created, along with a supporting plan detailing promotion etc. Create a calendar of targeted awareness days to celebrate.</p> <p>Consult Internal EEDI working group to input into calendar creation.</p> <p>Link to ESG 'Social' activities too. ESG plan</p>	<p>Marcomms, People & Culture, EEDI</p>	<p>Monthly</p> <p>Quarterly</p> <p>Monthly</p>	<p>Stakeholder engagement and representation</p>
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Internal Goal Three: Create a safe space for open and honest conversation by providing platforms where our people can honestly voice their views, opinions and thoughts to help shape, implement and live our priorities, policies and strategy in a positive and meaningful way.

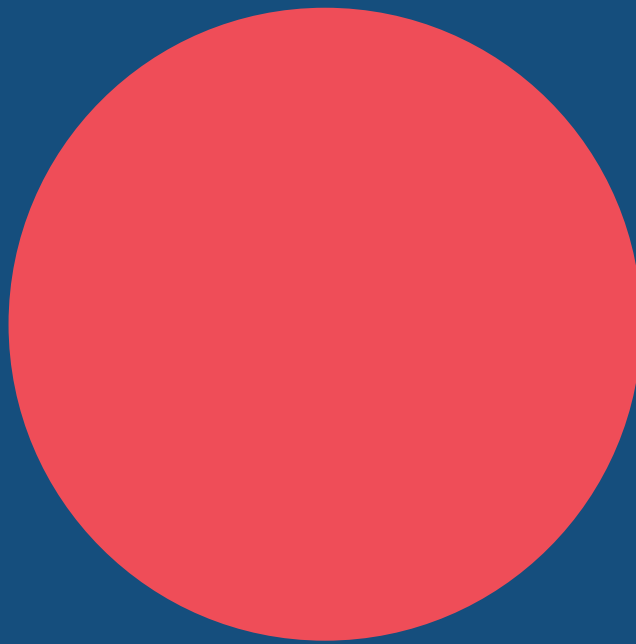
Objective	Measurement Actions/Targets	Action By	Timescale	Links with DIAP pillar
<p>I3.1 Create safe spaces for staff to share and learn from lived experience</p>	<p>Check ins for all staff, including team meetings #WeConnect, Fully anonymous 'Question Mark' suggestion/ question portal.</p> <p>A minimum of 2 Equali-tea (EEDI focussed lived experience awareness) sessions per annum</p> <p>Team Time out staff events</p>	<p>People & Culture, Leadership</p> <p>People & Culture</p> <p>People & Culture, Events</p>	<p>Various</p> <p>A min of 2 per annum</p> <p>4 x per annum</p>	<p>Stakeholder engagement, representation and leadership</p>
<p>I3.2 Provide regular opportunities for staff to contribute and influence positive change regarding the culture of the organisation</p>	<p>Culture working group established linked to wider culture evolution work.</p> <p>Internal EEDI working group.</p> <p>Stay interviews.</p> <p>Deliver 12 #WeConnect sessions- EEDI to feature quarterly</p>	<p>All</p> <p>All</p> <p>People & Culture</p> <p>People & Culture, Events</p>	<p>TBC</p> <p>Quarterly</p> <p>TBC</p> <p>Quarterly</p>	<p>Stakeholder engagement and leadership</p>

<p>13.3 Utilise Best Companies EEDI findings to learn from staff feedback.</p>	<p>Analyse what results tell us to determine future actions (baselines and recent scores for questions asked are shown below)</p>	<p>People and Culture</p>	<p>Annually</p>	<p>Governance and stakeholder engagement</p>
<p>13.4 Promote staff well-being through raising awareness of staff Mental Health First Aiders, their group, and other initiatives.</p>	<p>Minimum of 10% of staff are trained Mental Health first aiders. Mental Health first aiders to meet on a regular basis. (72% of staff agree or strongly agree that UK Coaching support employees who experience mental health problems).</p> <p>All line managers attend Mental health awareness training.</p> <p>Employee Assistance programme and access to counselling through Sovereign Healthcare as well as other benefits such as financial advice.</p> <p>Well-being survey- 100% of staff know who to speak to with their mental wellbeing aim to maintain this figure.</p> <p>Promote staff benefit at #Weconnect and circulate staff benefits annually.</p>	<p>All</p> <p>Leadership</p> <p>People & Culture</p> <p>People & Culture</p>	<p>Quarterly</p> <p>Needs led</p> <p>Ongoing</p> <p>September 2024</p>	<p>Representation</p>

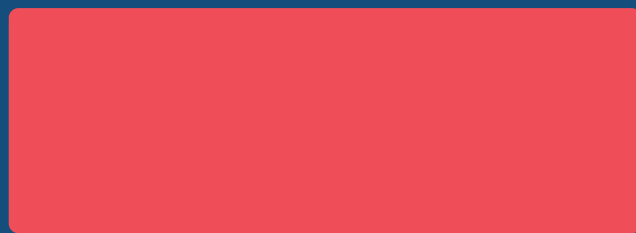
Internal Goal Four: Fully reflect modern UK society through effective recruitment, training, and ongoing support of a diverse and inclusive workforce at all levels.

<p>I4.1 Create and collate EEDI data for wider cascade and board reporting to help us better understand who we are.</p>	<p>Standardising EEDI data collation for internal staff to include Long-term health conditions. A set of EEDI questions to be standard for both internal and external use linked to Powe Bi reporting.</p> <p>People data collated quarterly and dashboard shared with HR & Remuneration Board committee</p>	<p>People & Culture, EEDI</p>	<p>Quarter 1</p>	<p>Data and representation</p>
<p>I4.2 Take positive action to improve EEDI aspects at all levels to maintain diversity and inclusion across the workforce.</p>	<p>Use data findings to support creation of positive action, this includes but isn't limited to: Best companies EEDI feedback Equali-tea sessions</p> <p>Build on Festival of Learning, team time out, EEDI skills matrix, Best Companies EEDI statements, Listening circles</p>	<p>People & Culture, Leadership, EEDI</p>	<p>Quarterly</p>	<p>Data and leadership</p>

<p>I4.3 Implement inclusive recruitment processes, linked to conducting an end-to-end recruitment review across all levels.</p>	<p>Scoping and improving current process, linked to creating a strategy linked to this.</p> <p>Inclusive Recruitment strategy</p> <p>Inclusive recruitment by completing end to end review of all recruitment processes through EEDI lens. Then implementing change across internal and external recruitment and sharing approach & best practice across sector and wider audiences including via Diversity Expert group, Inclusive Employers and other key stakeholders.</p>	<p>People & Culture, EEDI</p>	<p>June 2024</p>	<p>Governance, Stakeholder engagement and representation</p>
<p>I4.4 Establish and capitalise on partnership and wider networking (learning, sharing good practice, networking) to further improve EEDI activities.</p>	<p>Attendance at events eg, Inclusive Employers conference, Sport England workforce event, Activity Alliance webinar (panel discussion), AKD solutions EEDI Board champion</p> <p>Link with external equality partners to provide feedback on initiatives, policies and projects.</p>	<p>People & Culture</p> <p>All</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Stakeholder engagement</p>



UK Coaching
2 City Walk
Leeds
LS11 9AR



t: 0113-274 4802
e: information@ukcoaching.org

www.ukcoaching.org

UK Coaching Diversity and Inclusion Action Plan; Version one, March 2024 (reviewed annually)