



Scottish FA

Equality, Diversity and Inclusion Plan 2017-2020

Introduction

The Scottish FA has always endorsed a serious commitment to Equality, Diversity and Inclusion at various levels within its structures, both strategically and operationally. Within this context, the Scottish FA's overall aim has been the promotion and progression of **equal participation for all** to encourage and enable more people to be part of and playing football regularly and within a safe and supportive environment aiming at enhancing people's lives through football at all potential levels. The above commitment is stimulated, underpinned and progressed through our serious and genuine core values: **We focus on the Goal, We Share and Connect, We Respect Each Other, and We Lead with Purpose.**

In brief, the Scottish FA at its core has a conviction to equality where acknowledging, promoting and enhancing diversity and inclusion are essential principles and ethics to ensure equal participation for all where more people are actively engaged and taking part in football, and all citizens are active where lives are enhanced and supported at various levels.

Safe and Inclusive Football

Through our commitment and pledge to equality and to enabling more people participating in and playing football regularly, the Scottish FA recognise the significance of endorsing Safe and Inclusive football for all. This entails encouraging and ensuring equal positive experiences for all people regardless of their age, disability, sex, sexual orientation, gender reassignment status, marital or civil partnership status, pregnancy or maternity, race, religion¹, socio-economic status or any other background.

Scottish FA's commitment to equality, diversity and inclusion

The Scottish FA **recognise** and are committed to the values of equality and diversity and to utilise an inclusive approach that allow us to progress and achieve our informed mission of enabling and facilitating the widest possible participation of more people in playing football regularly and to advancing our overall aims to ensure that the Scottish FA:

- Embed diversity and inclusion as core values that are engrained in our culture, behaviours and practices
- Promote and enhance inclusive leadership to be established as a best practice model
- Are fully diverse and inclusive in all structures and programmes

¹ (Together the 'protected characteristics' under the UK Equality Act 2010)
<http://www.legislation.gov.uk/ukpga/2010/15/contents>

- Are fully committed to and proactive in exploring and progressing positive action as an additional support. This ensures that diverse communities and individuals are valued and participating equally and enabled to achieve their full potential.

These commitments are fully supported by the respective Boards of the Scottish FA.

Inclusive Leadership

Driving performance and business growth:

We have no doubt that Leadership Behaviour has a commanding stimulus and motivating impact on the performance of employees; the Scottish FA is determined to ensuring that this influence is progressed and directed in a focused positive way to supporting and progressing diversity at all levels in the organisation. An inclusive leader can be instrumental to progressing positive impacts on the employees and the organisation in different ways; research in relation to explaining the values of working with an inclusive leader among employees reflect healthy and educative outcomes²:

- 81% improved performance and productivity
- 84% increased motivation
- 86% increased innovation and creativity
- 79% improved collaboration
- 81% greater engagement and loyalty

And a similar outcome can be noted for organisations who deploy inclusive leaders:

- 70% more likely to have captured a new market in the past twelve months
- 45% more likely to increase market share³

Inclusive leadership is a model of excellence developed to help leaders meet the business challenges, present and future, while progressing and advancing business growth. It entails leaders and potential leaders are capable and supported to empowering and enabling their staff, teams and colleagues to give and deliver the best for all while helping their organisations to succeed in today's complex, diverse national and global environment. Within this context, inclusive leaders are able to increase performance and innovation through enhancing their abilities and skills in adaptability, building relationships and developing talent, and vice versa.⁴ However, we acknowledge that Inclusive leadership is not only about the capabilities of senior leaders in the Scottish FA to improve business performance, but also to those held by decision-makers, staff and leaders at all levels. Whilst the drive for inclusive leadership must be led from the top, it is equally part of a holistic approach that guarantees an interlinked determination, energy and commitment from lower management structures equally.

Equality Policy

In its Equality Policy, the Scottish FA has set out a number of significant areas in relation to enhancing and advancing equality, diversity and inclusion: the policy document marks vibrant and dynamic strategic equality, diversity and inclusion objectives, and these are paired with an action plan outlining and assigning how these will be progressed, delivered and achieved.

² 'Innovation, diversity and market growth', Sylvia Ann Hewlett, Melinda Marshall & Laura Sherbin, Center for Talent Innovation, 2013

³ Inclusive Leadership: From Pioneer to Mainstream, 2011, Shapiro Consulting and Opportunity Now

⁴ Inclusive Leadership: From Pioneer to Mainstream, 2011, Shapiro Consulting and Opportunity Now

The Scottish FA utilises simple and focused commitments to explain its approach to enhancing and progressing diversity and inclusion:

Diversity – where we all acknowledge, celebrate and respect differences between and among communities and diverse people as well as individuals.

We are fully focused and committed to providing and progressing participation in a safe and respectful environment for all and we will endeavour to ensure that all people are assured of a safe, respectful and dignified environment and platforms for involvement at various levels: a safe environment where rights, dignity, respect and individual worth are core values and practices for all, and where all are able and supported to enjoy football sport without the threat of intimidation, victimisation, harassment or abuse.

Inclusion – football is equal, available and accessible to all diverse communities and to individual who should be free and enabled to participate and be involved in football in whatever capacity they choose.

All should be supported to have equal engagement and opportunity to achieve their potential in any role or capacity e.g. board, staff, player, employee, volunteer, coach or official: we are committed to and will be progressing our commitment to ensuring people continue to have a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, regardless of their age, disability, sex, sexual orientation, gender reassignment status, marital or civil partnership status, pregnancy or maternity, race, religion,⁵socio-economic status or any other background.

Positive action – Positive Action is and will continue to form part of our commitment to progressing diversity and inclusion.

The Scottish FA is dedicated to taking positive steps to respond to, isolate and remove the effects of physical or cultural barriers – whether real or perceived – that restrict the equal opportunity for all sections of the diverse communities to participate equally and fully, and with respect and dignity. We will work to ensure that we initiate, support or contribute to appropriate measures or creativities that enable and facilitate equal access to football and participation in associated activities by people from any group that is under-represented in the sport or has difficulty accessing it or participating equally.

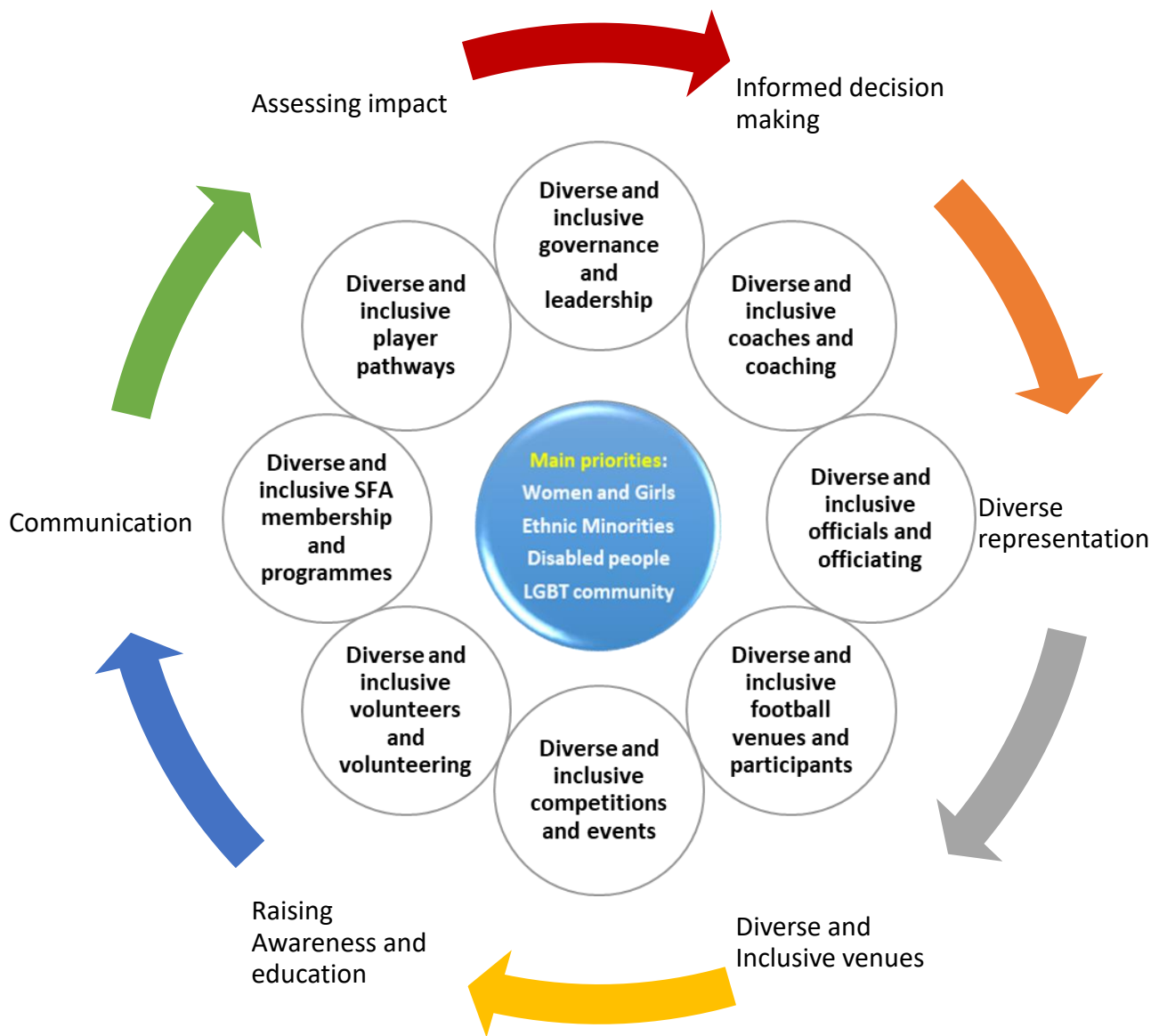
With various acknowledged and recorded advancements that we have advanced in relation to equality, diversity and inclusion, the Scottish FA can be proud of the work we have done so far; however, we are fully aware of the need to do much more and our committed approach to doing so and to ensuring that diverse people from all backgrounds can and will be participating equally in all aspects of football.

Scottish FA Diversity and Inclusion Long-term Aims

The Scottish FA is committed to establishing a solid and **rigorous** foundation for our plans in relation to enhancing and progressing diversity and inclusion at all levels. Our aim is to initiate and facilitate an informed and lasting legacy rather than mere temporary solutions. For this reason, we have utilised the use of data that was drawn together from various sources, surveys and audits which have been piloted. These include an equality monitoring survey of board members, staff, coaches, officials and participants. In addition, this was complemented by utilising the views of people working in football and those sitting on various steering and advisory groups that exist.

As a result, we have recognised and identified six **strategic equality objectives** in line with long term diversity and inclusion aims, which will be developed across the 8 areas shown below; **at present** there are four priority groups who are under-represented in **various sectors** of football that will be a focus for our work in relation to diversity and inclusion over the next few years.

⁵ (Together the 'protected characteristics' under the UK Equality Act 2010)
<http://www.legislation.gov.uk/ukpga/2010/15/contents>



What are the Strategic Equality Objectives?

Informed Decision Making – Decision making and planning is enhanced through consultation, insight and data about the needs of existing and potential customers.

Diverse Representation – The Scottish FA is representative and reflective at all levels of the demographic of Scotland – people associated with us, both on and off the field of play, are diverse.

Raising Awareness & Education – All people associated with us are aware of the Scottish FA's approach to equality and understand their responsibilities.

Diverse & Inclusive Venues – Increased accessibility of football venues so they are more welcoming to diverse communities and more accessible.

Communication – The Scottish FA is widely known for its positive work on equality (internally and externally).

Assessing Impact – All 'policies' positively promote equality.

What areas do they cover and how does this look?

Diverse and inclusive governance and leadership

- Our commitment to diversity and inclusion is utilised strategically and led by the top governance at the Scottish FA
- We have an evidence-based process that determines our priorities for diversity and inclusion including a strategic approach to diversity and inclusion monitoring
- We lead on modelling good practice and inclusive leadership as a progressive platform for our work consistently
- Governance teams, our decision-makers, staff, leaders, talent and pipeline for the future are from broad, diverse communities: our board and staff are confident in all diversity and inclusion matters
- Board and employees are educated and trained with regards to what might be inappropriate or discriminatory language or behaviour and how to manage and address allegations or incidents
- We have effective policies and procedures in place for managing discriminatory complaints and we seek to identify and share the learning opportunities that these offer so that we continuously improve
- We have a comprehensive process and framework for assessing the impact of our strategies, plans, programmes and policies on people from different backgrounds and this is linked to the organisation's risk management process and strategic planning cycle
- We have enhanced, progressed and addressed the perception of football to ensure that all members of the communities see it as an equal, safe and welcoming sport
- We have inclusive communication and marketing

Diverse and inclusive coaches and coaching

- We have coaches and coach educators from diverse backgrounds at all levels
- Coaches and coach educators are up-to-date with diversity and inclusion matters
- Every accredited football coach can deliver inclusive football coaching sessions addressing diversity and inclusion requirements and needs
- Coaches and coach educators are aware of what might be inappropriate or discriminatory language or behaviour and how to manage and address allegations or incidents

Diverse and inclusive officials and officiating

- Diversity is at the heart of officials positions and we have officials and tutors at all levels from diverse backgrounds
- Diverse officials are aware of what might be inappropriate or discriminatory language or behaviour and how to manage and address allegations or incidents
- Officials and tutors are up-to-date with diversity and inclusion matters

Diverse and inclusive football venues and participants

- Our football venues provide a safe and welcoming environment to all members of the diverse communities
- Football venues are suitably prepared and take account for requirements of diverse participants and non-participants and are accessible to people of all abilities and diverse backgrounds
- Football venue participants are representative of the local population
- Football venues participants are up-to-date with diversity and inclusion matters
- Football venue participants are aware of what might be inappropriate or discriminatory language or behaviour and how to manage and address allegations or incidents

Diverse and inclusive competitions and events

- Fair play is embedded into competitions and events with diversity and inclusion frameworks
- Our main competitions and events are held at venues that are accessible to as many people as possible and responsive to diversity and inclusion ethics and practices
- Our competitions and events are diversified and appeal to a variety of people from all walks of life and abilities

Diverse and inclusive volunteers and volunteering

- We have volunteers in a range of roles from diverse backgrounds
- Volunteers are aware of what might be inappropriate or discriminatory language or behaviour and how to manage and address allegations or incidents
- Volunteers are up-to-date with diversity and inclusion matters and have greater access to training opportunities

Diverse and inclusive Scottish FA membership and programmes

- The membership of Scottish FA is diverse and inclusive, and reflective of the wider communities
- We offer a variety of types of programmes to attract and engage people from the diverse communities with diverse backgrounds

Diverse and inclusive player pathways

- We have complete pathways for female, male and disabled players as well diverse communities
- Our talent pathways are representative of the wider community and its diversity

Monitoring, Reporting & Evaluation

This Diversity and Inclusion Action Plan 2017-2020 and gap analysis should be viewed and utilised as 'live', dynamic and progressive documents that can and should be reviewed or amended at any time, should issues arise that need immediate attention or as a result of a review of the progress of the actions.

We have recruited an Equality & Diversity Advisory Board to meet quarterly to oversee the implementation of the Diversity and Inclusion Action Plan and report progress to the Executive and the Board. An annual review setting out the organisation's progress against the plan will be provided to the Board and Executive; this annual review will also be made available to the clubs and published on the website.

We use various mechanisms outlined throughout this document to effectively evaluate, both internally and externally, our performance towards progressing, enhancing and embedding equality throughout our structures.