



ENGLAND
FOOTBALL

CUMBERLAND FA



EQUALITY, DIVERSITY, AND INCLUSION STRATEGY



WELCOME

As a County FA our purpose is to work together to make a difference in our County through the game, we love and we hope to do this by increasing participation, regulating the game, and promoting safe, inclusive football.

If we truly wish to increase participation and make this a game open for all to fall in love with, then a vital component of this will be us all working together to create a thriving community that harnesses the true spirit of football, and a game free from discrimination.

It is important that we also take time to reflect and celebrate success within our ED&I journey to date and further explore how we best utilise existing opportunities, local role models and clubs to highlight the excellent work already being undertaken by key stakeholders. This can both inspire and support other leagues and clubs, within the grassroots community, to work towards and achieve greater diversity in their own governance and structure, including within their players and volunteers.

We must also continue our work to create a safe and positive football environment and as such improve the perception of the game to ensure that it is one that resonates and connects with more people within the County. A game that embraces difference and where a person can feel welcome, find their place and flourish, regardless of their ability, or background. A game that more people can and want to be a part of.

To achieve this drive for inclusive football it is imperative that Cumberland FA must first diversify ourselves as an organisation and look to develop and embed inclusion across our programmes, as we know that by setting the standards in what we do and the way we do it we can inspire positive change and also allow the power of football to bring people together, eradicate social barriers and be a force for good across the local community.

A handwritten signature in black ink, appearing to read 'Ben Snowdon'.

Ben Snowdon
CEO, Cumberland FA





THE PURPOSE & HOW THE FA NATIONAL STRATEGY & CFA ED&I STRATEGY ALIGN

The FA's EDI vision is a 'A Game free from discrimination and it remains one of The FA's top 4 priorities within its strategy for 2024 to 2028.

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Building upon its two previous strategies ('A Game for All' and 'In Pursuit of Progress'), The FA have recently launched 'A Game Free from Discrimination, which is its ED&I Strategy for 2024 to 2028.

This is built upon three fundamental pillars:

PILLAR ONE – BOOSTING REPRESENTATION – ensuring diversity of officials, players, and employees, especially encouraging greater numbers of women and people of Black, Asian, Mixed, and other ethnic backgrounds.

PILLAR TWO – DRIVING INCLUSION – Making everyone involved in the game, in whatever capacity, feel welcome – regardless of gender, sexual orientation, ethnicity, ability or disability, faith or age.

PILLAR THREE – TACKLING DISCRIMINATION – Becoming a zero-tolerance environment for prejudice and abuse.



This strategy hopes to provide a summary of how we (Cumberland FA) plan to adapt and adopt The FA's key objectives, with the accompanying DIAP providing the roadmap as to how we hope to proactively achieve progressive, credible, and enduring cultural change, by harnessing the power and spirit of football to create a game that is truly collaborative, inclusive, representative within Cumberland.

As the governing body of football within the County it is key that we lead by example, looking at our own internal policies, procedures, and structure to try to ensure that we improve representation from underrepresented groups on our board, committees, working groups etc. and are representative of the County and the game.

This document works in conjunction with a number of other CFA strategies and is interwoven within such documents as our Business Strategy 2024-2028, which provides the guiding principles and vision for our future, and our Annual CFA Operational Plan that outlines how we plan to achieve this through delivery, setting targets for the County FA around key performance indicators. It is also a key requirement of a FA frameworks for counties including The FA Safeguarding 365 Strategy and the Football Code of Governance, which sets specific targets for the County around standards of delivery and representation within their counties structure.

Whilst this strategy is a sign of our passion for and commitment to allocating the time, energy and leadership required to make progress. We must also be realistic in our approach to this area of work, recognising our size, our resources (human, financial and time), and most importantly our demographics as a County. We therefore need to ensure that we drive our own ED&I agenda, in line with the CFA and the games needs locally.



HIGHLIGHTS OF OUR EDI JOURNEY TO DATE

Cumberland FA Ability Counts League (Junior and Senior)

The Ability Counts League is for players with a disability who want to play regular football.

Teams from across the County take part in regular fixtures at a central venue location.

There is an Adult League for those aged 16+ and Junior leagues for those aged below 16.

The league provides a positive experience and opportunities for nearly 300 players.

www.cumberlandfa.com/players/disability

youtu.be/qLyvw1Qj3yw



ADHD Training video with Mayfield

The CFA, supported by Mayfield school, delivered an online support session for club officials and coaches to assist them with providing better experiences for players who have autism and/or ADHD.

www.youtube.com/watch?v=czoPlj4k_UU

Coaching Disabled Footballers Course

The CFA ran a targeted course for coaches running disability teams to support their knowledge and awareness around disability and coaching disabled players.

www.facebook.com/share/p/XwSoCup2gYCV2ArJ/





HIGHLIGHTS OF OUR EDI JOURNEY TO DATE

Hilltop United FC

The Cumberland FA supported Carlisle Refugee Action Group and Cumberland Council with their ‘Support Through Sport’ initiative to officially set up Hilltop United, for refugees and asylum seekers based within Carlisle, and to affiliate the team to allow its 30 plus players to participate in games against local teams. The team will be playing in a refugee/asylum seeker tournament in June in Middlesbrough where we will again be supporting the team as they look to develop and widen their participation playing in tournaments outside of the county.

www.bbc.co.uk/news/av/uk-england-cumbria-66846066

www.newsandstar.co.uk/news/23782305.carlisle-welcomes-first-refugee-football-team---hilltop-united-fc/



Walking Football and Dementia Friendly Walking Football

The CFA ran a targeted course for coaches running disability teams to support their knowledge and awareness around disability and coaching disabled players.

www.cumberlandfa.com/players/ways-to-play/walking-football

www.youtube.com/watch?v=zfuaToGmdvE

Period Poverty Packs

Cumberland FA joined forces with Tesco in Carlisle and Workington along with Period Poverty North Cumbria to provide ALL affiliated girls teams (from U12 to U18) with a starter period product pack for training and match days.

www.newsandstar.co.uk/news/23178856.girls-football-teams-cumberland-offered-period-packs/



Image: Newsquest



HIGHLIGHTS OF OUR EDI JOURNEY TO DATE

Women's and Girl's Football

Inspired by the Lionesses success there are now well over 2000 Women and Girls participating in numerous opportunities across the county including the pathway for young players at U8, U10, U12 and U14s within our youth leagues, the CFA ran Andrea Buggy League for U16s and Adults, over 35 and walking football.

www.cumberlandfa.com/players/women



Stepping Over the Sidelines

Cumberland FA have delivered a series of workshops for women and girls of all ages and backgrounds who would like to get into volunteering and coaching football.

The programme is designed to give insight, learn some practical skills, and develop knowledge and confidence in getting involved within football and more specifically within the female and Women's game.

As part of this work there is now a network of female coaches which are attending regularly workshops and have an online female coach development group.

www.cumberlandfa.com/news/2023/apr/03/stepping-over-the-sidelines

Mental Health Support

The County has worked closely with partners such as Every Life Matters and has created several free Mental Health Football Sessions across the County. This has also led to the creation of teams set up to encourage adult males to come together and talk.

www.cumberlandfa.com/news/2023/jan/12/wellness-kick-around

www.cumberlandfa.com/news/2022/oct/10/mental-health-support

www.cumberlandfa.com/news/2022/apr/01/supporting-mental-health-in-young-people

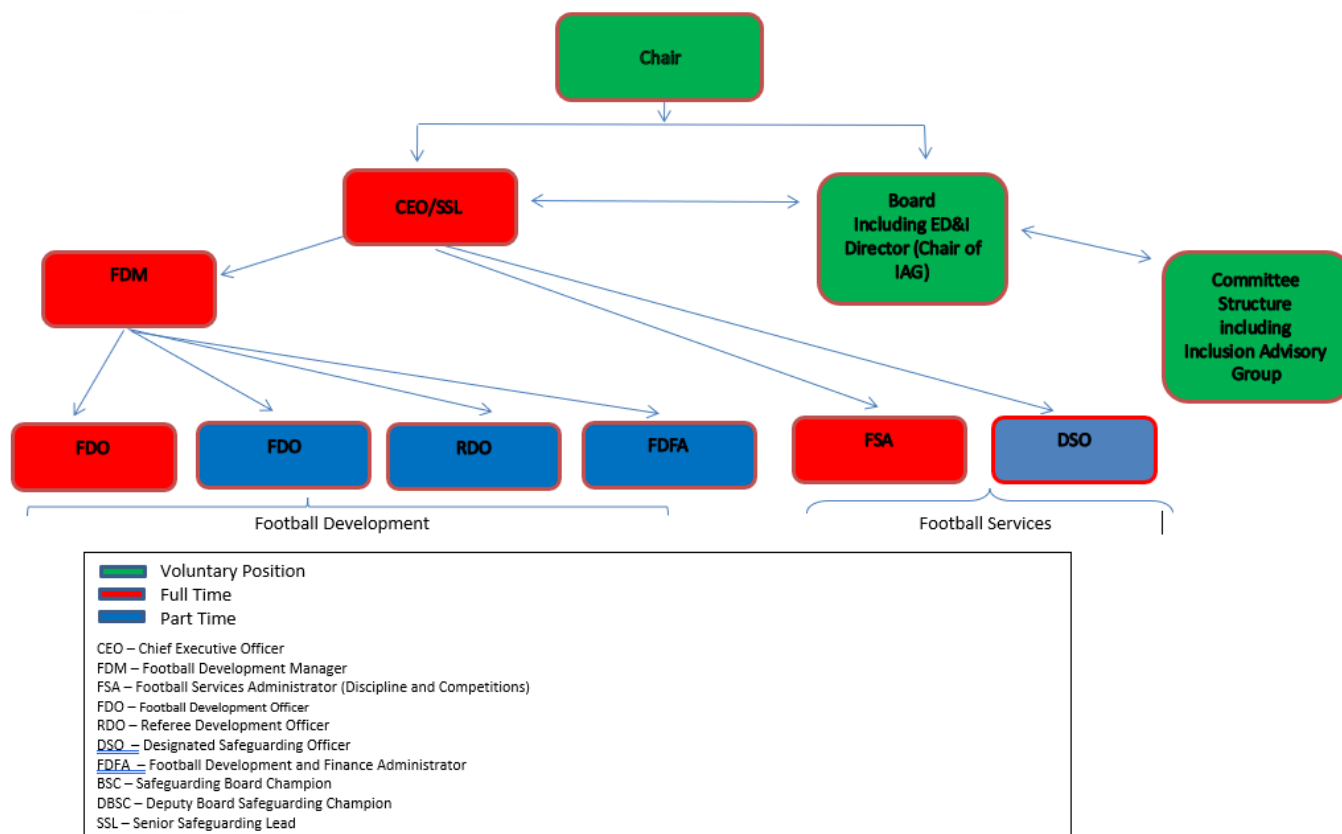
www.cumberlandfa.com/news/2021/mar/23/online-support-for-young-people-in-cumberland



We are looking forward to developing more highlights such as these as we progress through our EDI journey and diversify our involvement, particularly under the areas we have identified to be our focus as part of our DIAP.



CUMBERLAND FA – STRUCTURE



Cumberland FA was founded in 1884 as an agent of The FA with a remit to act as the governing body for football within the historic and rural County of Cumberland.

We are classified as a small county based mainly upon our population and more recently our market share of the grassroots game nationally. However, this does mean that we have opportunities to really focus upon and develop core values and a service culture that we hope is personalised, competent, convenient, and proactive.

We are a Small Team with Football in our Hearts – we believe our staff are a passionate, knowledgeable, dedicated, and empathetic team who deeply care about and remain involved in the grassroots game themselves.

The CFA underwent major changes to our governance structure in 2011. This allowed the Board to have overall responsibility for the CFA.

As an organisation whilst our priority is to be Fit for Football, we understand that we also must be Fit for the Future. The County is therefore currently working through changes to its Board and Committee Structure to ensure that they are compliant with The FA Code of Governance for Football, which will see a greater number of independent Directors upon the CFA Board.

We see it as Your Game – and we are Your County FA. This means that we need to be a dynamic and transparent organisation, with an inclusive structure that encourages pride in belonging to the County.



RESEARCH & INSIGHT

Firstly, we can't manage what we don't measure.

As a County FA we believe that the strategy must be data driven to allow us to move beyond good intentions and take concrete, evidence-based actions to create a more inclusive game.

It can also help us by identifying key demographics and underrepresented groups within the county and, in turn, allow us to focus our limited resources in providing these

groups with specific interventions to hopefully give them the knowledge and confidence to attend appropriate opportunities locally.

In 2023 The CFA conducted an equality survey with all staff, Board and Committee members.

As part of registration The FA collects data on players, referees, coaches, and club officials. A summary of the findings can be found below:

Role	Group	2015	Current*	Cumbria
Employees and Board of Directors	Gender	Female 25% Male 75%	Female - 20% Male 80%	Female 51% Male 49%
	Sexual Orientation	Heterosexual (95.88%) PNTS (4.12%)	Heterosexual (86.6%) Gay/lesbian/bi-sexual (6.7%)	Heterosexual (98%) Gay/lesbian/bi-sexual (2%)
	Disability	16.7%	13.3% (100% Mental Health)	18%
	Ethnicity	White (100%)	White (93.3%) PNTS (6.7%)	White (97.6%) Asian (1%) Black (0.2%) Mixed or Multiple (0.8%) Other (0.3%)
	Age Profile	15-64 (70.18%) 65+ (29.2%)	15-64 (86.7%) 65+ (13.3%)	15-64 (61%) 65+ (24%)
	Religion and Beliefs	Christian (87.5%) No Religion (12.5%)	Christianity (66.7%) No Religion (20%)	Christian (57%) Buddhist (0.3%) Hindu (0.1%) Jewish (0%) Muslim (0.4%) Sikh (0%) Other (0.4%)
Players, Coaches, Referees and Club Officials	Gender		Male (87.65%) Female (11.03%) PNTS (1.04)	
	Sexual Orientation		Heterosexual (94.02%) Gay/lesbian/bi-sexual (2.19%) PNTS (3.57%)	
	Disability		Breathing/Stamina (0.18%) Mental Health (0.84%)	
	Ethnicity		White (97.48%) Mixed (0.77%) Other or PNTS (1.75%)	
	Age Profile			
	Religion and Beliefs		Christianity (46.16%) No Religion (48.57%) PNTS (3.63%) Others (1.64%)	

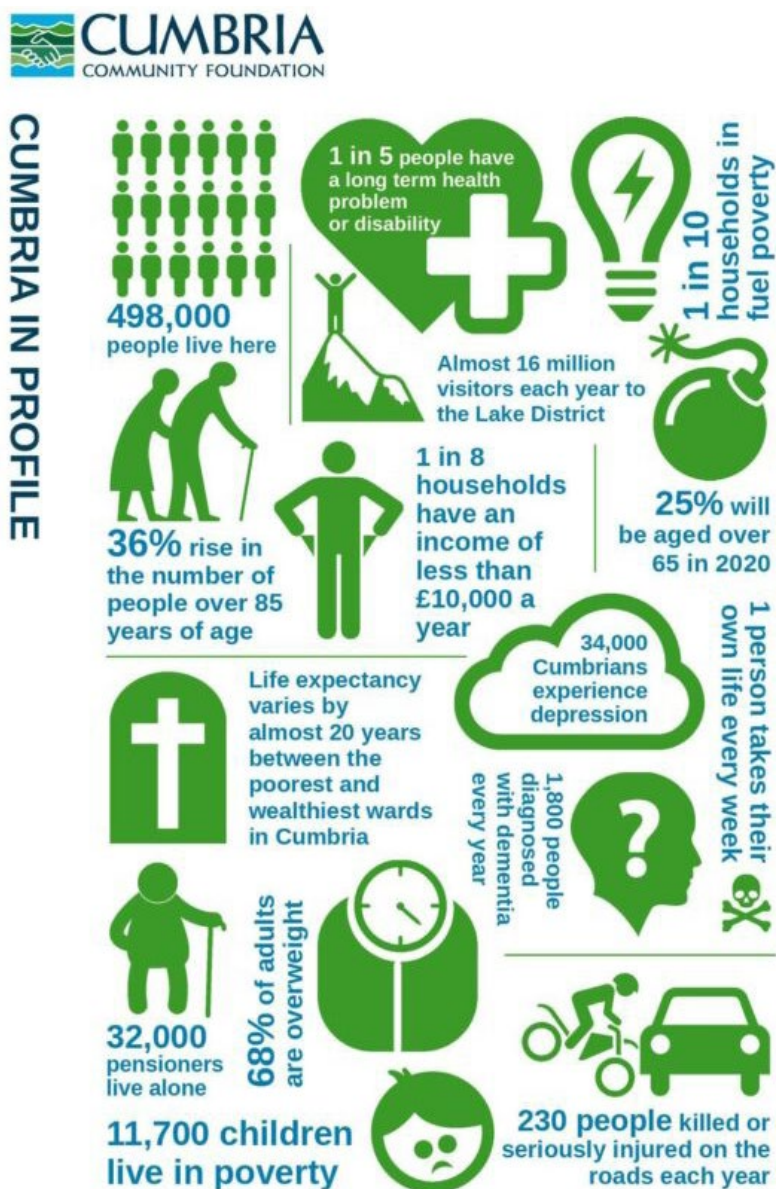


RESEARCH & INSIGHT

While Cumbria has many positive attributes, it also features great inequality.

This is summarised in a report from The Cumbria Foundation, which set out the key issues in our communities, which was founded on an evidence base to tackle poverty and disadvantage.

We will then need to use The FA systems and other local data sources to have continuous data collection to allow for the tracking and continual monitoring of the metrics and, in turn, the perceived impact and progress we make against the targets from this strategy and action plan.



From: www.cumbriafoundation.org/cumbria-revealed/



A FRAMEWORK FOR PROGRESS TOWARDS ACHIEVING ‘A GAME FREE FROM DISCRIMINATION’

1. Boosting Representation

Cumberland FA aims is to positively respond to ED&I and make a commitment at every level of the organisation to better represent and reflect the grassroots community within Cumberland.

An inclusive culture is one that embraces and celebrates diversity. It is one that is built around trust, empowerment, good communication, and engagement.

As an organisation we have always understood that the most important thing in our work is the game and that without this we, as a County FA, would not exist. We therefore have always attempted to display humility and openness as we understand that there is a lot we don't know, and for us to remain relevant with our members, we must be willing to change and proactively seek out different perspectives.

How do we Plan to Achieve This?

• **Good Governance** – Through achieving and maintaining compliance with the FA's Code of Governance for Football, which is based on the same principles and meets the same criteria as Sport England's Code of Sport Governance, which is to diversify our Board and Senior Leadership, as well as our thinking to enable us to make decisions that best serve all of our stakeholders and the local grassroots football community. This will include:

- Adoption of diversity targets for board leadership including, but not limited to gender, ethnicity, and disability.
- Set up an Inclusion Advisory Group to provide external experience and expertise from local diverse communities.

• **Representation** – Using qualitative and quantitative data to identify targeted groups and then take affirmative action to increase the opportunity for those with lived experience, from these underrepresented groups, to become an integral part of the CFA. Whether that be within leadership, the staff team or part of the defined CFA Committee and Working Group Structure. We will also work with key partners to address and advance ED&I within member leagues and clubs committees to ultimately build a more inclusive and diverse football workforce that is truly representative of, and best serves, the grassroots football community within Cumbria.

• **Recruitment** – We are committed to ensure that we are an organisation that represents our local football community. To achieve this, we require greater diversity within the organisation. Whether that be the diversity of age, cultural background, physical abilities and disabilities, race, religion, gender and sexual orientation or diversity of thought. We recognise that diversity brings new perspectives to the table. We will therefore review recruitment practices to identify and remove barriers and bias to encourage more applications from underrepresented groups.

• **Promoting Role Models** - We will share and celebrate success within this area of work by continuing to use real people from local football to demonstrate realistic diversity and importantly challenging and breaking stereotypes.



A FRAMEWORK FOR PROGRESS TOWARDS ACHIEVING 'A GAME FREE FROM DISCRIMINATION'

2. Driving Inclusion

We promise to make efforts that go beyond the words within this strategy and instead be an organisation that is action orientated that affects Positive Social Change through our Football Offer and Programmes.

How do we Plan to Achieve This?

- **Establish and Cement the County FA Inclusion Advisory Group within the structure of the CFA** – Recruit, onboard and retain members of the group to check and challenge the County FA to ensure that we continue to best meet the needs of the community.
- **Programmes/Delivery** – We will look to ensure fairness, inclusion and representation is core to our delivery and where necessary take affirmative action to achieve strategic priorities in participation and progression for people within the following underrepresented or targeted groups:
 - Tackling Austerity – Support for those from low economic groups (Cost of Living Crisis)
 - Mental and Physical Health (Wellbeing)
 - Equitable and Healthy Aging – (Loneliness, dementia etc.)
 - Equity of Opportunity for targeted underrepresented groups to play, coach, referee, volunteer and spectate – W&G (including tackling misogyny within the game), Disability (including neurodiversity), LGTBQ+, and asylum seekers.

- **Achieve Compliance with FA's Planned EDI Standard for County FAs** – The FA plan to develop their own EDI Standard for County FAs, encapsulating Sport England's new inclusion framework and CFA is committed to achieving this as they have previously done with the foundation and preliminary equality for sport awards.

- **Continue with our Positive Football Environment Focused Initiatives and Campaign** - We also want to practically create a positive football environment that provides a feeling of safety, allowing anyone to be comfortable in being their authentic self, leading, through a shared love of the game to a sense of belonging and ultimately a positive experience for all.

- **Training** - CFA staff and wider grassroots game to have greater awareness of and empathy for all aspects of diversity and thus more confidence to talk about and challenge issues of inclusion through a bespoke training plan for the County.

- **Mentoring and Ambassadors** - Further promote the various existing support available to individuals in helping them develop the skills and confidence to become involved in the game as a player, coach, club official, referee, or league volunteer.



A FRAMEWORK FOR PROGRESS TOWARDS ACHIEVING 'A GAME FREE FROM DISCRIMINATION'

3. Tackling Discrimination

Cumbria is one of the country's most ethnically homogeneous counties. This may lead some to presume that this is not and should not be a priority area of work for us.

We would argue differently and say that this is exactly why we must do more to promote inclusion within the game.

Whilst we know that we cannot force people to accept or appreciate differences, efforts can certainly be made to encourage and foster Respect for others.

Everyone has the right to live free from harm, abuse, exploitation, and neglect regardless of age, ability, or disability, sex, race, religion, ethnic origin, sexual orientation, socioeconomic background, marital or gender status.

How do we Plan to Achieve This?

- **Anti-Discriminatory/Anti-Racist Organisation** – We are committed to becoming an anti-discriminatory/anti-racist organisation, and in becoming one also trying to increase a similar commitment from leagues and clubs to adopt such anti-discrimination/anti-racism policies and procedures.
- **Promoting targeted campaigns** – To increase understanding and acceptance, avoiding stereotypes and prejudice. This will include the FA's 'Enough is Enough' campaign which looks to raise awareness of discriminatory behaviour in grassroots football and the consequences that will face perpetrators of hate.
- **Raise awareness of and confidence within discipline and anti-discrimination reporting procedures** – Including work with Kick it Out to encourage people to speak out against unfairness or any kind of discrimination.
- **Sanctions** - Investigate and take appropriate action where poor practice or discriminatory behaviour is reported and proven.





THE DIVERSITY & INCLUSION ACTION PLAN

The Diversity and Inclusion Action Plan (DIAP) will outline the actions needed, the intended outcomes and who ultimately has responsibility and accountability for each action in each of our identified key focus areas.

1. Boosting Representation	
Good Governance	
Action	Outcome
Work towards achieving The FA Code of Governance for Football.	CFA to be Code compliant by end of 24/25 season.
As part of The FA Code appoint an independent ED&I Director on the Board.	ED&I Director and Chair of IAG to be appointed by start of 24/25 season. Demonstrate Accountability for ED&I at Senior Levels.
Establish an Inclusion Advisory Group (IAG) or similar permanent committee with a direct link to The CFA Board to lead on ED&I matters.	IAG to be in place by the start of the 24/25 season and meeting on at least a quarterly basis to facilitate regular dialogue with communities.
Create, widely publicise, and embed an ED&I Strategy and DIAP to monitored and evaluate progress of CFA in relation to ED&I. This will be overseen by The CFA IAG.	ED&I Strategy and actions that are transparent, subject to ongoing independent consultation and challenge.
Representation and Recruitment	
Action	Outcome
Work with Perrett Laver (external consultancy) regarding recruitment processes and procedures to review language and reduce any unintended bias within documentation.	Increase the potential reach of CFA to encourage more applications from underrepresented groups to any opportunities within the CFA. Best endeavours are made to ensure that Board has a minimum of 30% female representation.
ED&I Director to sit upon CFA Nominations and Appointments Committee.	Best endeavours are made to ensure that CFA increases representation from underrepresented groups.
Establish a wider range and network of diverse organisations within which any CFA vacancies could be advertised through.	Encourage more applications from underrepresented groups to any opportunities within the CFA.
Use CFA ED&I Directors and IAG to Review policies, procedures and working practices/environment.	CFA is compliant with legislation and offers an environment where all applicants can be welcomed and feel comfortable within.
Capture data through existing (e.g. state of play survey) and bespoke CFA surveys and questionnaires.	CFA/IAG to review and benchmark recruitment and representation against local and national data.
Promoting Role Models	
Action	Outcome
IAG to review recommendations from CFA Communications Equality Audit and monitor the range of images used in communications.	Communications are accessible to and reflect priority targeted groups (based on research and data).
CFA to establish links with wider number of organisations across the county and work with them to identify individuals who would be of interest to and best represent and inspire underrepresented groups.	Increase awareness of and promote opportunities to encourage more people, from targeted underrepresented groups, to become involved in the variety of roles within the game.
CFA to deliver, with support of FA Inclusion and Diversity Manager, a "Your County, Your Badge, Our Game" Project which will promote inclusivity.	Demonstrate CFA Values and Increase awareness of diversity within Cumberland. Promote opportunities to increase participation and representation within CFA and the wider grassroots game (coaches, referees, club/league officials etc.)
ED&I Directors/IAG to establish a calendar of key events/dates within specific communities e.g., religious dates, national and local campaigns etc.	



THE DIVERSITY & INCLUSION ACTION PLAN

2. Driving Inclusion	
IAG	
Action	Outcome
Cement the County FA Inclusion Advisory Group within the structure of the CFA.	IAG to check and challenge all aspects of delivery around ED&I work within CFA.
Programmes/Delivery	
Action	Outcome
Tackling Austerity	
Launch the Fred Conway Fund – using money from discipline income to redistribute out to grassroots football within Cumberland with a specific strand looking at hardship.	Reduce barriers to getting or staying involved in grassroots football for individuals with less or no disposable income.
Continue to remove all late fines from disciplinary sanctions across the grassroots game.	
Maintain the partnership with Specsavers to offer 50% funding towards cost of sports-glasses for all youth players and launch a new scheme for adult players to provide a discounted rate to purchase sports glasses.	
Provide Period packs to all 12+ Women and Girls teams to continue to confront period poverty within the County.	
Mental Health	
Sustain Partnership with key stakeholders and experts including Every Life Matters, Kooth, The Mental Health Football Alliance etc.	To break barriers, stigmas, and myths, and to promote education and support for clubs/individuals when and if they require it.
Look to recruit and train Mental Health Champions to support specific areas/leagues within grassroots football.	A team of trained individuals with lived experience to provide another layer of more personal support and guidance should it be required.
Continue to deliver targeted programmes including Clear Your Head Sessions.	Regular sessions in each main area of the County that are free to all to encourage people to attend to use football as a stress release and/or to socialise and/or gain access to support/advice if wanted.
Consider the creation of a 'Lal League eh' for growing number of recreational teams.	Provide further support and regular fixtures for recreational teams.
Equitable Aging	
Continue to offer Veterans (Over 35) Men's County League	Increase appropriate opportunities for those who wish to remain or get back involved in football, regardless of age and as a direct consequence ensure that they experience all the other benefits from participating within sports bring.
Look to establish a regular fixture Programme for Over 35 Women	
Consider the feasibility of an Over 50s Adult Male League	
Continue to deliver a county-based Walking Football League. Look to increase female specific playing provision.	
Increase the number of dementia friendly walking football centres within the County.	
	Provide targeted support around physical and mental health/well-being campaigns, specific to these age groups.
Equity of Opportunity	
Continue to deliver and support existing opportunities, programmes and interventions within Women & Girls and Disability Football.	Delivery of Women's and Ability Counts Leagues.
Work with Cumbria Pride to support their work and establish opportunities to work with them on additional projects.	Deliver a targeted LGBTQ+ initiative.
Continue to work with local Refugee Action Group and Cumberland Council to support Refugees and Asylum seekers within Cumbria.	Increase awareness and education around this area of work. Maintain Hilltop United FC and establish playing opportunities within other areas of the County where there is clear demand.
CFA will adopt a research based and data led approach to identify priority groups for new programmes and initiatives.	Create and deliver opportunities where demand is established and deliver a County Based 'Cup of Nations' Event to provide an annual event that promotes all the inclusion work within County.



THE DIVERSITY & INCLUSION ACTION PLAN

Demonstrate commitment to ED&I work	
Action	Outcome
CFA to demonstrate that it values ED&I work and is committed to progress in the ED&I space by achieving any FA ED&I Standard.	Comply with FA's new ED&I Standard. Foster confidence in CFA.
Continue to deliver a bespoke Behavioural Campaign based around Positive Football Environments (PFE)	
Action	Outcome
PFE programme to include: - Respect Festivals and Parents Briefings with all 3 Youth Leagues at U7 level - Behaviour-Consequence Ladder delivered across all youth football with targeted interventions based on standards of behaviour. - Match Day Observers attending games across youth football to monitor standards and levels of behaviour (both on an off the field of play).	Work towards creating and maintaining a safer and more positive football environment. An improved perception of the game to ensure that a person can find their place and flourish, regardless of their ability, or background. Reduction in specific/behaviour linked discipline within the County.
Training	
ED&I Director will create an annual training programme for all CFA staff, Directors, and volunteers to complete. New training programmes to cover as a minimum all the areas of focus for the DIAP, with refresher courses and wider training as available.	All Individuals to develop a greater appreciation, empathy, and confidence for talking about and working within ED&I.
Work with Leagues and Clubs to establish an ED&I training programme and extension of the FA ED&I Standard to incorporate their organisations	Clubs and Leagues can easily access support and a greater understanding of their specific role within ED&I work. Ensure that clubs/leagues are seen to be truly inclusive and open to anyone that wishes to become involved regardless of their ability, or background to increase participation from under-represented groups.
Mentoring and Ambassadors	
CFA to better utilise existing mentors and ambassadors to ensure that targeted individuals from under-represented groups can easily access relevant and appropriate support. Currently The CFA has: - Mental Health Champion (Referees) - Black, Asian, Mixed, or other ethnic backgrounds Ambassador (Referees) - Female Ambassador (Referees) - Women & Girls Coach Mentor - Disability Ambassador (supporting clubs)	Roles are deemed relevant, knowledgeable, and accessible to the areas that they are responsible for supporting. Increase the number of participants who engage in these specific areas of the game.
CFA and IAG to establish if further bespoke roles are required to increase number of volunteers from targeted groups.	More volunteers (coaches, referees, club/league officials) from any such targeted under-represented groups.



THE DIVERSITY & INCLUSION ACTION PLAN

3. Tackling Discrimination	
Anti-Discriminatory/Racist Organisation	
Action	Outcome
CFA are committed to achieving new FA Anti-Discrimination Standard for County FA's, which aims to address under-reporting and encouraging proactive initiatives to reduce discriminations in the game.	CFA to be seen as Zero Tolerance Organisation. A strong culture of challenging racism. Meeting FA Standard and Targets for Reporting.
Promoting Targeted Campaigns	
Action	Outcome
Continue to Promote historical campaigns such the FA 'Enough is Enough' Campaign. Work with IAG to identify any new campaigns that need CFA support including The FA's new 'Flag It' Bystander education campaign.	Improved understanding of behaviours that are deemed discriminatory, the importance of reporting incidents and how to do it, and the significant consequences that will face perpetrators.
Reporting Procedures	
Action	Outcome
Working with The FA and Kick It Out to maintain a strong focus on managing incidents of discrimination in grassroots football, through the 'Serious Misconduct Action Plan' process.	Increased awareness and knowledge of how to report. Participants feel supported and empowered to report. Improving number of reports due to increased confidence in the ability and process for handling cases.
Sanctions	
Action	Outcome
Continue to provide an empathetic and proactive process for any participant involved in the disciplinary system. Underpinned by FA regulations and sanctions guidance, The CFA to investigate and take appropriate action where poor practice or discriminatory behaviour is reported and proven.	Participants feel more engaged and supported within the disciplinary process (from start to finish) – based on discipline feedback questionnaire. Ensure appropriate sanctions are applied to bring about long-term change. Participants are more aware of the impact and consequences of discriminatory language and/or behaviour.



CUMBERLAND FA EQUALITY, DIVERSITY, AND INCLUSION STRATEGY



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Cumberland FA

