

**EQUALITY, DIVERSITY
& INCLUSION STRATEGY**

'MOVING THE DIAL'

2024-28



Equality, Diversity & Inclusion Strategy 2024-2028

PURPOSE: Build on the foundations that we have established and ensure that Hampshire's diverse communities can share their thoughts, work with us, and be part of the game regardless of their backgrounds.

STRATEGIC PRIORITIES:

COMMERCIAL – Building strong relationships with our community.

GRASSROOTS FOOTBALL – Making football a game for all.

RUNNING THE BUSINESS – Creating a positive environment where our people thrive.

STRATEGIC DRIVERS:

Date, Insights and Community Engagement – Using data, insights, and community engagement to inform future projects and ensuring that they answer to specific local needs.

Diverse Partnerships – Fostering new diverse partnerships to support our strategic priorities.

Equal Opportunities – Reducing the participation, accessibility, and representation gaps.

Inclusive Communications – Delivering inclusive communications across all levels of the game.

Inclusive Hub Sites – Running fully inclusive, accessible, and welcoming hub sites.

Network of Allies – Creating network of allies within the football community and the workforce.

Positive Culture – Creating an environment where diverse thoughts and experiences can thrive.

Representation – Ensuring that marginalised groups feel that they belong on and off the pitch.

Safer & Inclusive Recruitment – Standardising our recruitment practices to improve the cognitive and demographic diversity of our workforce.

Tackling Discrimination – Taking a proactive approach to tackling discrimination.

OUR GOAL BY 2028:

- More people with diverse lived experiences are becoming involved in the game
- More people are reporting incidents of discrimination to Hampshire FA
- Improved understanding of the demographic profile of our workforce and football community
- Diversified workforce with more women and ethnic minorities joining the Board of Directors and the Senior Management Team
- Projects delivered by Hampshire FA are informed by data and insights, answer to local needs, and are embedded within the community
- Our workforce fosters a positive environment where diverse thoughts and experiences are welcomed

MEASURING SUCCESS:

Each strategic priority has one key performance indicator (KPI) associated with a series of development measures that are both quantitative and qualitative. Delivering against our development measures should put us in a good position to meet our three main KPIs.

1. GRASSROOTS FOOTBALL – MAKING FOOTBALL A GAME FOR ALL

a. Key Performance Indicator:

Better understanding of who our football community is with more individuals completing the FA's EDI Survey, including:

- 60% of coaches
- 60% of referees
- 50% of club officials
- 20% of players

b. Development Measures:

- 50% of schools in Hampshire offer equal opportunities for girls by 2028:
 - Measured by how many primary and secondary schools are part of the Barclays Girls' Football School partnership.
- Deliver 400 EDI coach development opportunities by 2028:
 - Measured by instances of engagement (1 coach attending an EDI workshop = 1 instance of engagement).
- Engage 80 new coaches from underrepresented backgrounds by 2028:
 - Measured by number of individuals who complete the FA Playmaker or Introduction to Coaching course and start their coaching journey.
 - This could include female coaches, disabled coaches, ethnically diverse coaches, or coaches from religious backgrounds.
- Engage 80 new referees from underrepresented backgrounds by 2028:
 - Measured by the number of individuals who complete the FA Referee course and start their refereeing journey.
 - This could include female referees, disabled referees, ethnically diverse referees, or referees from religious backgrounds.
- Engage 40 new volunteers from underrepresented backgrounds by 2028:
 - Measured by the number of individuals who attend the Stepping over the Sideline workshop and as a result decided to volunteer in a football club or league.
 - This could include female volunteers, disabled volunteers, ethnically diverse volunteers, or volunteers from religious backgrounds.
- Support LGBTQ+ individuals to be active by providing resources, training, and guidance to clubs and promoting the growth of LGBTQ+ friendly clubs countywide by 2028:
 - Measured by the number of clubs who have accessed the resources and training.
 - Measured by the increase in participation rates for LGBTQ+ individuals.
- Support neurodiverse individuals to be active by providing resources, training, and guidance to clubs and promoting the growth of neurodiverse-friendly clubs countywide by 2028:
 - Measured by the number of clubs who have accessed the resources and training.
 - Measured by the increase in participation rates for neurodiverse individuals.

2. COMMERCIAL – BUILDING STRONG RELATIONSHIPS WITH OUR COMMUNITY

a. Key Performance Indicator:

Trust in our reporting system has increased as evidenced by:

- 25% increase in the number of alleged discrimination incidents reported to Hampshire FA

b. Development Measures:

- Have fully accessible, inclusive, and welcoming hub sites by 2028.
- Recognise and celebrate 16 EDI champions at the by 2028.
- Deliver 4 EDI Community Events by 2028.
- Deliver 8 Community Engagement workshops to support the Football Foundation's community engagement toolkit by 2028.
- Meet the FA Anti-Discrimination Standard by 2028.

3. RUNNING THE BUSINESS – OUR PEOPLE THRIVE IN A POSITIVE ENVIRONMENT

a. Key Performance Indicator:

The diversity of the Board of Directors and the Senior Management team is improving, with its membership being at a minimum:

- 50% female
- 15% from ethnically underrepresented backgrounds

b. Development Measure:

- Increased diversity on the Inclusion Advisory Group and the Football Management Board by 2028:
 - Measured via an annual EDI data monitoring survey
- IAG Independent chair to become an independent director on the board by 2025:
- Have an EDI lead on the Youth Network by 2025.
- Meet the FA EDI Standard by 2028.
- Analyse the annual ethnic and gender pay gap and commit to bring the gender pay gap in line with national levels by 2028.
- 90% of staff, SMT, and Directors give an answer other than 'prefer not to say' when completing the annual EDI data monitoring survey.

MONITORING:

The EDI Strategy is owned by the Board of Directors, delivered by the Community Engagement & Inclusion Officer, overseen by the Head of Strategy and Delivery, and challenged by the Inclusion Advisory Group.

Quarterly and annual updates on the progress made against this strategy will be provided to the Board of Director and the Inclusion Advisory Group.

Staff members will be responsible for engaging with at least 1 project per year that has a direct impact on the delivery of the EDI Strategy.

ACTION PLAN:

Our EDI Strategy is accompanied by an Action Plan that details the different actions that we will take to meet our KPIs and reach our goals by 2028. The EDI Action Plan gets updated quarterly and refreshed every season in line with the Hampshire FA Operational Plan, Facilities Plan, and People Plan. The EDI officer is responsible for tracking progress against the EDI Action Plan and the IAG supports in monitoring and challenging progress against the plan.

| Strategic Priority | Actions | Strategic Driver(s) | Progress / Comment | Former RAG | Current RAG |
|---|---|--|--------------------|------------|-------------|
| GRASSROOTS FOOTBALL | PLAYING (MALE, FEMALE & DISABILITY PATHWAYS) | | | | |
| | Deliver the Royals Youth League as a summer provision, engage with participants to shape delivery and ensure it remains youth led in line with the Youth Engagement Strategy. Consider review of local demographics and create targeted sessions for underrepresented groups. | Equal Opportunities Data, Insights & CE | | | |
| | Audit what footballing activities girls in primary and secondary schools have access to (data collected through the Youth Sport Trust). | Equal Opportunities Data, Insights & CE | | | |
| | Work with the Barclays Girl's Football School Partnership leads to encourage additional schools to join the partnership. | Equal Opportunities | | | |
| | Provide an interfaith recreational football offer in the county via the Hope Project. | Representation Equal Opportunities Tackling Discrimination Diverse Partnerships | | | |
| Work with Ri Baroche, Energise Me, AFC Totton, and the FSA to deliver the 'Pride in your Shirt' project to get young LGBTQ+ people in Southampton active. | Network of Allies Representation Equal Opportunities Tackling Discrimination | | | | |

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| GRASSROOTS FOOTBALL | | Diverse Partnerships | | | |
| | Deliver flexible football events under the Positive Play banner for people with mental health issues, YMCAs, refugees, and other communities who cannot easily access mainstream football. | Equal Opportunities Inclusive Communications Representation | | | |
| | Continue to grow the Walk, Talk & Play programme in Portsmouth, Aldershot, Eastleigh, and Winchester. Programme designed by Hampshire FA to get historically under-represented women aged 55+ introduced to walking football. | Representation Equal Opportunities Tackling Discrimination Diverse Partnerships | | | |
| | WORKFORCE (VOLUNTEERS, COACHES AND REFEREES) | | | | |
| | Continue the Diversity Workshops series and deliver annual workshops covering themes such as: <ul style="list-style-type: none"> • Faith • Period & Menopause • Hate Crime • Neurodiversity • Anti-Racism LGBTQ+ awareness | Representation Network of Allies Positive Culture Inclusive Communications | | | |
| | Continue to grow the Football For Better Minds project by supporting existing Mental Health Champions to play a more active role in their club or league. | Positive Culture Network of Allies Representation Equal Opportunities | | | |
| | Deliver 2 'Stepping Over the Sidelines' programmes to a cohort of ethnically diverse coaches. | Representation Equal Opportunities | | | |
| | Deliver 2 'Stepping Over the Sidelines' programmes to a cohort of female coaches. | Representation Equal Opportunities | | | |
| | Signpost eligible individuals to the Fully Funded Places programme and signpost them to the EDI and W&G 'Stepping Over the Sidelines' programmes. | Representation Equal Opportunities | | | |
| | Recruit and train 3 women from historically under-represented backgrounds to become coaches and support the delivery of the Walk, Talk & Play sessions. | Representation Equal Opportunities | | | |

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| GRASSROOTS FOOTBALL | Promote the FA Playmaker and Disability Football introduction e-module. | Representation Equal Opportunities | | | | |
| | Deliver 4 female only CPD workshops for female coaches. | Representation Equal Opportunities Tackling Discrimination | | | | |
| | Deliver 6 disability CPD workshops for the Hampshire coaching community. | Representation Equal Opportunities Tackling Discrimination | | | | |
| | Increase the numbers of referees from underrepresented backgrounds attending the core course programme, including 50 female referees and 24 BAME referees. | Representation Equal Opportunities | | | | |
| | Host a BAME referee engagement event in collaboration with the Raj Randhawa to generate interest for the BAME FA Referee course | Representation Equal Opportunities Network of Allies | | | | |
| | Continue to deliver the Female Referee Development Programme and host 1 female only FA Referee course. | Equal Opportunities Representation Network of Allies | | | | |
| | Run 1 FA Referee course in conjunction with the EFCCT Pan Disability league and upskill 12 referees to support the league's development. | Equal Opportunities Representation Network of Allies | | | | |
| | LEAGUES & CLUBS | | | | | |
| | Work with the EFCCT Pan Disability League to support individuals through the Disability coaching pathway. | Representation Equal Opportunities Network of Allies | | | | |
| | Continue to deliver the HFACC Mentoring Series with Dan Piper, and target 3 club mentors who are female and/or from underrepresented communities. | Representation Equal Opportunities Network of Allies | | | | |
| Develop resources and guides that clubs and leagues can use to better support their neurodiverse workforce and participants. Set-up a temporary working group to support with this work. | Equal Opportunities Network of Allies Inclusive Communications Data, Insights & CE | | | | | |

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| GRASSROOTS FOOTBALL | Produce a monthly England Football Accredited newsletter and incorporate the EDI Strategy into each newsletter. | Equal Opportunities Inclusive Communications Network of Allies | | | |
| COMMERCIAL | COMMUNICATIONS & PARTNERSHIPS | | | | |
| | Review the Ethical Charter for Partners annually and ensure that all partners have signed and adhered to the document. | Diverse Partnerships | | | |
| | Use the Hey Girls partnership to support the female Hampshire FA Academy students by raising awareness of period poverty and offering them reusable period products as part of their football kit. | Diverse Partnerships Equal Opportunities Tackling Discrimination | | | |
| | Publish quarterly EDI newsletter, grow the audience (currently 75) and use the newsletter to showcase local EDI Champions and best practice. | Inclusive Communications Representation | | | |
| | Share the Walk, Talk & Play digital guide to support groups who want to grow women’s walking football recreational sessions in the county. | Inclusive Communications Representation Equal Opportunities | | | |
| | Activate campaigns for specific EDI celebrations such as Lunar New Year, Autism Awareness Week, Rainbow Laces, Unite for Access, and Women’s History Month. | Data, Insights & CE Tackling Discrimination Representation Inclusive Communications | | | |
| | Strategic promotion of disability football to ensure future player growth. | Inclusive Communications Representation Equal Opportunities | | | |
| | Pilot weeks of awareness on Para Talent opportunities and Disability recreational opportunities. | Inclusive Communication Representation | | | |
| | COMMERCIAL | HAMPSHIRE FA HUB SITES & FACILITY PLANNING | | | |
| Ensure any new design for an ancillary facility is inclusive and accessible for all. | | Equal Opportunities Inclusive Hub Sites | | | |

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| COMMERCIAL | | Data, Insights & CE | | | | |
| | When advising newly activated projects ensure that community engagement is integral to its development and promote the use of the Foundations Community Engagement toolkit | Equal Opportunities Data, Insights, and Community Engagement | | | | |
| | Provide Hey Girls period products at all Hampshire FA Hub Sites to promote period equality and tackle period poverty in grassroots football. | Inclusive Hub Sites Equal Opportunities Diverse Partnerships | | | | |
| | Continue to roll out the Anti-Discrimination Text-Line service at Hampshire FA's hub sites. | Inclusive Hub Sites Tackling Discrimination | | | | |
| | Ensure that Hampshire FA's hub sites are accessible, inclusive, and embedded within the local community | Inclusive Hub Sites Data, Insights & CE Representation | | | | |
| | Deliver a minimum of 2 Facilities Community Engagement workshops per season to support new applications. | Data, Insights & CE Equal Opportunities | | | | |
| | Ensure that the facility needs of Women and Girls and Disability football are factored into all LFFP's highlighting growth areas. | Equal Opportunities | | | | |
| | Identify existing Football Foundation funded projects that could be targeted to provide greater access to girls via the Football Foundation support day process. | Equal Opportunities | | | | |
| | COMMUNITY LINKS | | | | | |
| | Support the IAG's annual EDI community event. The themes for this year are 'Sexuality, Gender and Sex in grassroots football'. | Data, Insights & CE Equal Opportunities Positive Culture Network of Allies | | | | |
| Continue to engage with existing Local Reference Groups such as the Pompey in the Community Inclusion Forum, the Basingstoke BAME Working Group, and the AFC Bournemouth EDI Supporters forum. | Data, Insights & CE | | | | | |

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| COMMERCIAL | Regularly attend meetings with the CPS Wessex Hate Crime & Violence Against Women & Girls Local Scrutiny and Inclusion Panel. Share learnings with the discipline and safeguarding team to ensure we're effectively supporting victims of discrimination in the county. | Data, Insights & CE Tackling Discrimination | | | |
| | Engage with Energise Me via the county-wide EDI Group, share best practice and use this opportunity to gather insights on place-based approach. | Data, Insights & CE | | | |
| | Work with the Winchester Social Inclusion Partnership and the Health Inequalities subgroup, support the Live Longer Better programme and deliver the Walk, Talk and Play programme within Winchester. | Data, Insights & CE Equal Opportunities | | | |
| | Work with the Hampshire Borough Council Autism Partnership Board to support our work around neurodiversity. | Data, Insights & CE Equal Opportunities Tackling Discrimination | | | |
| RUNNING THE BUSINESS | RECRUITMENT | | | | |
| | Measure the socio-economic diversity of our workforce. New section around socio-economic background to be added to the annual EDI Data Monitoring form. | Tackling Discrimination Equal Opportunities Data, Insights & CE | | | |
| | Advertise job applications on specialist websites such as Women in Sport, Kick it Out, Women on Board, FLDC. The recruitment EDI monitoring form should show that there's been an increase in the diversity of the candidates applying to work with us. | Safer & Inclusive Recruitment Inclusive Communications Tackling Discrimination | | | |
| | Research funding opportunities to recruit an EDI and CE Apprentice to support the EDI Strategy. | Representation Equal Opportunities Safer & Inclusive Recruitment | | | |
| | Standardise the EDI Induction for new staff. All new staff members must complete their EDI induction within 3 months of joining Hampshire FA and complete their general EDI training within 6 months. | Safer & Inclusive Recruitment Network of Allies Positive Culture | | | |

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| RUNNING THE BUSINESS | Encourage male colleagues to role model positive masculinity in the workplace by hosting men’s mental health events with the Culture Club. | Positive Culture Safer & Inclusive Recruitment Network of Allies | | | |
| | Organise meaningful campaigns for Women’s History Month and International Women’s day that focus on male allyship, inclusivity in the workplace, and recognising the achievements of our female workforce. | Positive Culture Safer & Inclusive Recruitment Network of Allies | | | |
| | Grow the Culture Club and ensure it is still fulfilling its purpose. Host regular Culture Coffee Club events and work with the Senior Management Team to ensure that the Culture Strategy is being delivered against. | Positive Culture Safer & Inclusive Recruitment Network of Allies | | | |
| | POSITIVE CULTURE | | | | |
| | Ensure that menopause, pregnancy, baby loss, periods, and women’s health have clear policies that are regularly updated | Positive Culture Network of Allies Safer & Inclusive Recruitment | | | |
| | Diversify Hampshire FA’s SMT and Board of Director. Explore the Race at Work charter and the Disability Confident Employer scheme to attract more diverse applicants. Analyse and publish gender pay gap and ethnic pay gap data. | Safer & Inclusive Recruitment Representation Positive Culture | | | |
| | Finalise and publish the Hampshire FA EDI Strategy for the 2024-28 seasons. | Positive Culture Representation Safer & Inclusive Recruitment Equal Opportunities Inclusive Communications | | | |
| | Recruit a Youth Network EDI member and ensure that they are in regularly contact with the IAG and that the IAG is benefiting from the insights of the Youth Network. | Positive Culture Representation Equal Opportunities | | | |
| | GOVERNANCE | | | | |
| | Continue to roll-out the Hampshire FA EDI Training plan. All staff must complete the FA’s EDI playlist on the training | Tackling Discrimination Positive Culture Network of Allies Representation | | | |

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| RUNNING THE BUSINESS | ground. Revamp and relaunch the Allyship programme following consultation with the volunteers. Work with Spot the Gap to train the volunteers to be Allies in the Workforce. | Safer & Inclusive Recruitment | | |
| | Roll out the Autism Ambassadors in our workplace and support staff members who are neurodiverse. | Tackling Discrimination Network of Allies Safer & Inclusive Recruitment | | |
| | Represent Hampshire FA on the FA Anti-Discrimination standard working group, pilot the Anti-Discrimination club visits and report back to the group, and work towards embedding the Standard's requirement once published. | Tackling Discrimination | | |
| | Represent Hampshire FA on the FA EDI standard working group and work towards embedding the Standard's requirement once published. | Positive Culture Representation Equal Opportunities | | |
| | Publish annual discrimination report on the Hampshire FA website and monitor trend. | Tackling Discrimination | | |
| | TACKLING DISCRIMINATION | | | |
| | Create effective campaigns to encourage more individuals to complete the FA's EDI Survey to ensure that we have a better understanding of the demographic profile of those who play, coach, referee, and volunteer in Hampshire. | Inclusive Communications Data, Insights & CE | | |
| | Work with Energise Me and Sport England to gain a better understanding of the barriers that prevent people from being active. | Data, Insights & CE Equal Opportunities | | |
| | Collect and analyse the annual monitoring form looking at the demographic profile of our workforce, IAG, FMB, and Board of Directors. Compare the data against previous years and ensure that we are moving towards meeting our KPI. | Data, Insights & CE | | |
| | Collect and analyse the continuous data monitoring form looking at the demographic profile of candidates who apply for roles at Hampshire FA. Compare the data with previous years and ensure that we are moving towards meeting our KPI. | Data, Insights & CE Safer & Inclusive Recruitment | | |

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| | Write an annual data report and submit it to the Board of Directors and the IAG to highlight what our workforce's and community's EDI Data Profile is and whether we're on track to meet our KPI. | Data, Insights & CE Safer & Inclusive Recruitment Representation | | |
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