

## London FA's Equality, Diversity & Inclusion Plan, 2021 - 2025

Welcome to London FA's Equality, Diversity, and Inclusion (EDI) Plan.

We have at London FA a recognised EDI governance structure that comprises our Inclusion Advisory Group (IAG), our Racial Equality Group, a Women & Girls Advisory Group, a Disability Advisory Group, and an internal Racial Equality Working Group. The IAG is the group appointed by the London FA Board to deliver on the EDI commitments set out in our main strategy (you can access this on our website [here](#)). A representative from the IAG reports back to the London FA Board at each meeting and this is a standing item on the agenda.

The IAG Group have created an over-arching Plan to comprise our work across several key diversity areas – women & girls, disability, and racial equality. This EDI Plan provides an overview of this work but the detail for this is contained in our annual operational smartsheet. The EDI Plan also contains several other actions the group identified as important – for example the meeting of the Prelim Level of the Equality Standard, a review of our recruitment policies and practices, and better marketing and promoting our EDI work. The EDI Plan is updated before each IAG meeting and a full update provided to the group by the staff leading on each section.

One area that is particularly detailed and a significant focus for us is our Racial Equality Action Plan. This plan was launched in April 2022 and is underpinned by a very detailed piece of research. The link to our press release can be found on our website [here](#). A balanced scorecard for this Racial Equality Action Plan has been developed and is updated and reported back at each IAG, Board and Council meeting.

We also have a full EDI section to our website, which sets out all our work and several key resources. This can be accessed [here](#).

In future we are considering how to better consolidate our over-arching EDI Plan with the operational smartsheet, to avoid too much duplication. But this approach has worked well for us so far.

The plan and its numerous operational offshoots demonstrate our commitment to delivering on our EDI work and highlights how this work, much like safeguarding, is at the heart of our strategy. We aim for it to be embedded throughout every facet of our business.

*Paul Bickerton*  
**CEO – London FA**



**LONDON FA DIVERSITY, EQUALITY & INCLUSION PLAN 2021-2025**

*Last Updated: 06.10.2023*

Objective	Strategic KPI	Actions	Who	Timescales	Progress	Challenges	Rating R/A/G
<b>1. Annual stakeholder survey</b>	10% % of players (6,300)  50% of referees (403)  50% of coaches (410 based on these who have a qualification)  100% Staff and Board (31)	<ul style="list-style-type: none"> <li>Survey design, with advice and guidance from Chris Gibbons</li> <li>Planning meeting with key staff and set plans (January)</li> <li>Continuous communication and updates to staff (February and March)</li> <li>Social media promotion across all formats (Twitter, Instagram, Facebook and LinkedIn)</li> <li>Staff to promote the survey across our football development programmes</li> <li>Coaching team to promote survey to people who have attended London FA CPD programme</li> <li>Promote to Referees &amp; League Officials (RDO)</li> <li>Promote to Club Welfare Officers via CPD events and emails</li> <li>Promote to Disciplinary Panels via Discipline team</li> <li>CEO push to staff and Council on a regular basis</li> <li>Targeted approach to engaged leagues for player data</li> <li>Survey to continue on an annual basis until FA's Power BI can capture the required data</li> </ul>	CMB and AB	Survey was promoted from the 18/02/2022 to the 04/03/2022  Launch/ start- 18/02/2022  Midway promotion push- 22/02/2022  Survey closed- 28/02/2022  Extended survey until 04/03/2022 to engage more player responses  April 2022 we then carried out a direct mail out to players from 12 of our big leagues and this has been a major success and we have engaged 961 player responses through this method	<ul style="list-style-type: none"> <li>Completed the Survey</li> <li>Submitted evidence and tactics required for Preliminary Level of the Equality Standard</li> <li>Currently waiting feedback from assessor Louise Tideswell</li> </ul>	<ul style="list-style-type: none"> <li>Focusing on getting people from more diverse communities to complete the survey.</li> <li>Using our Racial Equality work as a driver for collecting this data through our proposed projects.</li> <li>Try and get a bigger sample size. Aim to target clubs more directly, offering different alternatives for completing the survey.</li> <li>Use of QR codes and tie into upcoming London FA projects.</li> </ul>	<div style="background-color: #00b050; width: 100%; height: 100%;"></div>
<b>2. Deliver a racial equality consultation</b>	More active and diverse coaches	<ul style="list-style-type: none"> <li>Approve final racial equality report with London FA Board (November meeting)</li> </ul>	CEO, REG	Final report 08.11.2021	<ul style="list-style-type: none"> <li>Consultation complete and report signed</li> </ul>	Providing an update on progress concisely to stakeholders	<div style="background-color: #00b050; width: 100%; height: 100%;"></div>

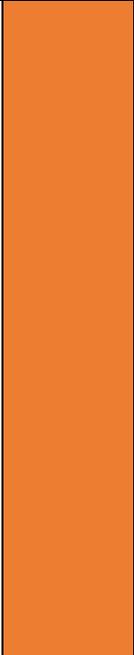
<p><b>and produce a racial equality action plan</b></p>	<p>(target set in 22-23 season)</p> <p>More active and diverse referees (up to 550 referees from an ethnic minority background by 2025)</p>	<ul style="list-style-type: none"> <li>• Agree with IAG Chair and Revolution EDI the format and approach for the action planning process</li> <li>• Action planning working sessions set out for:             <ul style="list-style-type: none"> <li>• IAG / REG</li> <li>• London FA staff</li> <li>• London FA Board</li> </ul> </li> <li>• Draft action plan completed between LFA and Revolution EDI, to include accountabilities and timescales</li> <li>• Final action plan signed off by LFA Board</li> <li>• Launch of action plan (and report)</li> </ul>		<p>IAG/REG session 23.11.21</p> <p>LFA Staff session 06.12.21</p> <p>LFA Board session 08.12.21</p> <p>Final action plan 16 Feb 2022</p> <p>Launch April 2022</p> <p>Ops Group April 2022</p>	<p>off by LFA Board</p> <ul style="list-style-type: none"> <li>• Action planning working sessions completed</li> <li>• Plan signed off by LFA Board (16.02.22)</li> <li>• Plan launched, April 2022</li> <li>• Internal Ops planning group have now met three times, to review targets and start to detail the projects</li> <li>• Balanced scorecard</li> </ul>	<p>Capacity to drive this work quicker and manage expectations</p> <p>Overcoming negative perceptions from the London grassroots football sector</p> <p>Identifying funding to deliver specific activities</p> <p>Promoting the work that is being done</p>	
<p><b>3. Deliver London FA's Racial Equality Action Plan</b></p>	<p>See REAP Balanced Scorecard</p>	<p>See the 17 actions identified in London FA's REAP balanced scorecard</p>	<p>See REAP plan</p>	<p>See REAP plan</p>	<p>See REAP plan</p>	<p>See REAP plan</p>	
<p><b>4. Double the number of female players by 2025</b></p>	<p>To double female participation by 2025 (to 6794 players)</p>	<ul style="list-style-type: none"> <li>• Match supply and demand for existing provision for the women's game in London, identifying potential areas for growth</li> <li>• Prioritise access to, quality and safety of existing facilities for the female game</li> <li>• Promote and publicise this existing provision more widely, to drive growth</li> </ul>	<p>AL, WAG</p>	<p>See LFA Operational Plan</p>	<ul style="list-style-type: none"> <li>• Over 7,000 female players registered already for the 2023-24 season</li> </ul>	<p>See LFA Operational Plan</p>	

		<ul style="list-style-type: none"> <li>• Develop an improved league infrastructure for the female game in London, to ensure safer and more sustainable playing opportunities</li> <li>• Work with a wider variety of stakeholders to target new audiences, to not only grow but also maximise our impact on wider social outcomes</li> <li>• Support new and existing teams and clubs to find safe and suitable facilities to play</li> <li>• Deliver targeted marketing and promotion campaigns around key events and the professional game, maximising visibility but aligned carefully to existing provision and opportunities</li> <li>• Develop a London FA female County Cup</li> </ul>					
<p><b>5. Double the number of disabled players by 2025</b></p>	<p>Double the number of disability players by 2025 (to 680 players)</p>	<ul style="list-style-type: none"> <li>• Increase and sustain the number of disability recreation centres and affiliated disability teams</li> <li>• Support the disability network in London to recover and adapt to the challenges brought on from the COVID-19 pandemic</li> <li>• Create talent identification hubs and more competitive opportunities for disability football, to encourage player progression</li> <li>• Develop a comprehensive training programme to attract quality coaches into disability football</li> </ul>	<p>CMcB DWG</p>	<p>Sustain 45 Affiliated clubs 15/12/2021</p> <p>Sustain 8 current Rec Centres 15/12/2021</p> <p>Setup 12 new centres 04/04/2022</p> <p>Work with 10 new mainstream clubs 05/05/2022</p> <p>Support two Talent hubs in London 01/02/2022</p>	<ul style="list-style-type: none"> <li>• 531 players now playing affiliated football, which is 36 above the annual target set with the FA</li> <li>• ‘Football Your Way’ campaign promoted to reengage with players that have dropped out of the game due to</li> </ul>	<p>Clubs having to work closely with their players and families to gain confidence to return to football.</p> <p>Clubs slower to affiliate due to uncertain times of the pandemic and ever-changing guidelines</p> <p>Identifying correct routes to engage with clubs and leagues to promote the ‘We are the Inclusive’ Pledge.</p>	

					<p>the C-19 Pandemic.</p> <ul style="list-style-type: none"> <li>• 10 mainstream clubs taking on the We are Inclusive Pledge and support with disability provision within the clubs.</li> <li>• £4K secured to engage with 12 new recreational centres and to maintain the 8 recreational centres that we currently support.</li> <li>• 30 players engaged through Impairment specific sessions. Working with CP Sport and Middlesex FA</li> </ul>	<p>In terms of the Recreational centres, they are having challenges around securing venue hire.</p> <p>Working to access more grants for these projects in London</p> <p>Working with the WFA to support current Powerchair football teams in London and set-up new provision in North London.</p>	
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					<p>to set-up Framed football provision in London.</p> <ul style="list-style-type: none"> <li>Working with SENSE, Metro Blind Sports and Long Lane FC to run VI/ and Blind Football in South London.</li> <li>Application submitted to Football Delivery Fund for further disability work</li> </ul>		
<p><b>4. Achieve Prelim. Level of Equality Standard</b></p>	<p>Achieve the County FA Code of Governance</p>	<ul style="list-style-type: none"> <li>Successful reassessment of Foundation Level</li> <li>Confirm survey requirements for Prelim Level</li> <li>Review Prelim Level evidence with assessor</li> <li>Create action plan to compete evidence requirements for prelim Level</li> <li>Completion of actions and review of evidence by assessor</li> </ul>	<p>PB, CMcB</p>	<p>Achieve Foundation Level 01/09/2021</p> <p>Achieve Prelim Level July 2022</p>	<ul style="list-style-type: none"> <li>Foundation level achieved in 2021</li> <li>Prelim level achieved in summer 2022</li> </ul>	<p>Senior team capacity to complete the work</p> <p>Timescales set by assessors and delays to assessment process</p>	
<p><b>5. Better market and promote London FA's Inclusion, Equality and Diversity work</b></p>	<p>More engaged and satisfied members (targeting 90% by 2025)</p>	<ul style="list-style-type: none"> <li>Host two Equality Engagement Events in London, to improve engagement with different groups and stakeholders in society and raise the profile of London FA's activities and work</li> </ul>	<p>CMcB IAG Internal staff group</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>15 People signed up and attended the Equality Engagement Event in April</li> </ul>	<p>Engage with more external partners around Inclusion campaigns</p>	

		<ul style="list-style-type: none"> <li>• Promote London FA and FA Inclusion, Equality and Diversity work across our communication platforms</li> <li>• Actively promote LGBTQ+ campaigns, to include Rainbow Laces and Football Vs Homophobia.</li> </ul>			<p>2021 and second event scheduled for 30<sup>TH</sup> Nov (mental health focus).</p> <ul style="list-style-type: none"> <li>• We have set-up staff group to deliver and promote these events and group meets monthly.</li> <li>• We have run an Inclusive Newsletter which went out to clubs with articles all about disability football in July and will look to run Again later in the season</li> <li>• London FA BHM campaign and event planned for October 2023</li> </ul>	<p>Staffing capacity is delaying the delivery of specific events like this – pushed back to Dec 2021 now</p> <p>Identifying appropriate and engaging content</p>	
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<p><b>6. Recruitment of Staff, Board and Council members</b></p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint a new London FA Board and Council for the 2024 – 2027 cycle, in line with open and transparent Governance Code practices</li> <li>• Appoint an independent panel of inclusion specialists to support Board and Council appointments</li> <li>• Review recruitment process and work/advise/support the Nominations &amp; Remunerations Committee responsible for appointments</li> <li>• Identify specific recruitment channels to target with all Board, Council and Staff appointments</li> <li>• Achieve the FA Code of Governance for County FA's V2</li> <li>• Deliver a full Council Review, to include cascading gender and diversity targets down to Committees and Working Groups</li> </ul>	<p>CEO Board IAG</p>	<p>New Council appointment, 01.12.23</p> <p>New Board appointment, 01.01.24</p>	<ul style="list-style-type: none"> <li>• Council interviews underway</li> <li>• Board recruitment launched</li> <li>• Committee / WG diversity targets approved at July 2023 AGM</li> </ul>	<p>Identifying current channels for recruitment and encouraging people to come forwards</p> <p>Challenging the perception that football is not diverse or welcoming enough for new people to come forwards</p>	
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