



# English Football's Inclusion and Anti-Discrimination Action Plan

## 2015/16 report and future priorities





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# Foreword

**The end of every season gives us a chance to reflect, both on and off the field on the challenges and issues we've been able to overcome.**

English football's ongoing work to tackle all forms of discrimination and ensure the game is open to everyone has continued unabated. The nature of this work means that when high profile incidents occur involving big clubs and personalities, we read about it on the back pages, while the bulk of the positive work takes place slightly under the radar.

This concerted and coordinated activity, much of which you'll read in the following pages, is now in its third year. In this time, The FA's Inclusion Advisory Board has become a constant overseeing body, meeting four times a year and communicating regularly during intervening periods. Jobs within the game, of all disciplines, are promoted openly through a large network to attract a diverse pool of applicants, so there is more BAME and female representation at Board level. Debbie Jevans at the English Football League (EFL) is one example. Dave Regis at Shropshire

CFA, Marcus Gayle at Berks and Bucks CFA, Lisa Smith at Birmingham CFA and Soye Briggs at Surrey CFA, are also worth highlighting.

The Professional Football Association's governance training scheme for black, Asian and female players 'On the Board', continues to translate into placements and permanent positions for graduates, largely at County Football Associations, with 19 graduates 56% gaining board experience and 12 of them (35%) gaining board appointments.

I was pleased to see the English Football League clubs vote to approve their recruitment code for next season and we anticipate that many more BAME coaches will have increased opportunities as a result of more open recruitment practices. Perhaps most tellingly of all, reports of discrimination have increased consistently due to the importance and attention we have collectively given to instilling confidence in reporting across football. There is an increased awareness in highlighting abuse across the game, and a renewed approach to how that abuse is then sanctioned, with diverse representation being actively sought for the commissions presiding over all discrimination cases.

These developments are now becoming regular features of football's inclusion landscape and, as such, allow those working on these areas to focus on new and emerging challenges.

We will not 'solve' the issue of discrimination, in whatever form that may come in. But what we can do is ensure our vigilance toward injustices is maintained, and ensure that how we seek to address the many imbalances in representation is expressed in this cohesive action plan, which we report on publicly every season. That's exactly what the document you're reading sets out to do. It also demonstrates how the whole of the game has joined forces in a common cause.

Finally, I want to praise the organisations referenced here as well as the Inclusion Advisory Board, of which I am proud to be chair.

**Heather Rabbatts, DBE**

Chair of The FA's Inclusion Advisory Board

# Organisations key to this plan

**There are a number of organisations key to the evolution and delivery of this plan. They include:**

## **Football bodies**

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The Football Association (FA), The Premier League (PL), The English Football League (EFL), The Professional Footballers' Association (PFA), The League Managers' Association (LMA), The Referees Association (RA), the Professional Match Game Officials (PGMOL), The County Football Associations (CFAs)

## **Generic equality**

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Kick It Out (KIO)

## **Race equality**

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Show Racism the Red Card, Football Unites Racism Divides (FURD), Sporting Equals, Football Against Racism in Europe (FARE)

## **Disability equality**

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Level Playing Field (LPF), the Centre for Access in Europe (CAFÉ), English Federation of Disability Sport

## **Mental health**

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MIND, Sporting Chance

## **LGB&T**

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Pride Sports, Stonewall, Gay Football Supporters Network (GFSN), Just a Ball Game? (JBG?), Gendered Intelligence

## **Gender equality and women in football**

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Women in Football, Muslim Women's Sports Foundation, Women's Sports Trust, Women in Sport

## **Faith based**

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Faith in Football Network covering all major faiths, including Community Security Trust (CST), Maccabi GB, City Sikhs, Hindu Forum of Europe, Faith Action and Three Faith Forum

## **Supporters groups**

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Football Supporters Federation (FSF), Supporters Direct (SD), Fans for Diversity

## **Stadium Safety**

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Sports Grounds Safety Authority (SGSA), Football Safety Officers Association (FSOA)

## **Civil authorities**

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The Police, Crown Prosecution Service (CPS)

## **Government Departments**

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Department for Culture Media and Sport (DCMS), Department for Education, No 10, Government Equalities Office (GEO), Home Office, Ministry of Justice

# Our vision and goals

## Our vision

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English football wants everyone to have the chance to be actively involved. There should be no barriers to either involvement or development, and football should operate in a fun and safe environment.

## Our goals

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To realise this vision, the four clear over-arching goals established at the birth of this plan remain its pillars, each with a series of actions to fulfil them. This document will outline how each one is being met.

**GOAL 1:** To widen football's talent pool

**GOAL 2:** To clarify anti-discrimination regulations and sanctions

**GOAL 3:** To instil confidence in reporting discrimination

**GOAL 4:** To increase knowledge and awareness

This work is supported by communications, campaigns, promoting diverse role models and partnership working.

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# Goal 1

**TO WIDEN FOOTBALL'S TALENT POOL**  
To fulfil this goal, two focus areas have been established

## 1.1 Leadership and cultural change LATEST ACHIEVEMENTS

### 'State of Play'

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A football wide initiative, in the form of a short online survey, State of Play seeks to identify and measure the diversity of people working and volunteering in key roles in the game, providing football with season-on-season data. After a robust testing process which involved working with selected English Football League clubs, the software has been rolled out with staff teams from The FA, EFL (EFL) clubs, County FAs (CFAs), as well as members of the CFAs Youth Council's, their Local Football Anti-Discrimination Panels (LFADPs) and Inclusion Advisory Groups (IAGs).



## Open and transparent recruitment

The FA board approved a Voluntary Recruitment Code for football, and agreed that this would be applied by The FAs Technical Department with a view to enabling more diverse candidates into interviews for roles across the coaching and technical workforce that supports the 25 England teams, from the youth and disability teams to the men and women's senior teams. This season, The FA has made notable BAME technical appointments with Kevin Betsy as England U15 Coach, and Paul Davis and Jon Gittens are both National Coach Developers.



*Jon Gittens, national coach developer, The FA*

## The English Football League (EFL)

The EFL has been working hard with its clubs on this development and at its AGM approval was given for the implementation of ground breaking measures to address the previewed under-presentation in EFL clubs for BAME Managers and Coaches. Regulation 110 sets out mandatory requirements at academy and youth football level and a voluntary recruitment code for first team. This means that for any appointment, clubs will have to openly advertise roles for seven days, including on the EFL website and must seek to shortlist and interview any BAME applicant where an application is received who meets the role criteria. At first team the code will be piloted on a voluntary basis with a nuance to this arrangement during the season, where management roles may not be advertised, due to the pressure of needing to make an appointment during competition.

## Code of Practice

The EFL Code of Practice is the foundation level for equality for EFL clubs and a mandatory requirement as highlighted in the EFL regulations 112.

The Code of Practice covers 12 individual areas that clubs should consider in order to be inclusive across all sections of their business. The Code of Practice was written in consultation with clubs and forms part of the commitment to the inclusion and Anti-Discrimination action plan.

“We will take a firm stance and a real commitment to try and change the percentages and the numbers to make football more reflective of society and more reflective of people in professional sport and make sure that the coaching, the support positions and influential positions within our game are fully representative.”

*Dan Ashworth, technical director, The FA*

### **Professional game Equality Standard**

In 2015 the Equality Standard became a requirement of the Premier League's rules; all 20 clubs have to achieve the three different levels: Preliminary, Intermediate and Advanced by 2019 if they are a current member of the PL.

### **Equality Standards CFAs**

42 CFAs have achieved the Foundation level of the Standard and the other five are working towards achieving it. Five of the most ethnically diverse counties, Birmingham, Essex, Kent, Surrey and Manchester have all achieved the Preliminary level of the Standard and Surrey has also achieved the intermediate level of the Standard. An independent review of the impact of the equality Standard revealed that it had helped to focus CFAs and increase knowledge, commitment and awareness of inclusion and diversity for the county, helped embed some inclusion targets into their business operations and identified gaps in provision. This practice now needs to be driven by the leadership at Board and CEO level, as an integral part of everything the CFAs do.

### **Inclusion Advisory Groups (IAGs)**

29 IAGs have now been set up; that's 62% across the country with a proactive vehicle with which to engage with diverse communities. The independent review of the effectiveness of the IAGs indicated that they were well positioned to have influence over county business, as they are becoming increasingly strategic and are well informed. Further work needs to be done to ensure that communication and engagement with the IAGs is well structured, they have a role in monitoring and evaluating the impact of the work, are outcome focused and have links in to and representation on the boards and councils.

“Our IAG helps us engage with our local community, and having Soye Briggs join us as a graduate from the On The Board programme, helps to diversify our decision making process too.”



**Caroline McRoyall,**  
chief executive, Surrey CFA

“We have called our group an Inclusion Advisory Board after the central FA's group. Manchester FA has a real impact and influence because it is a tool to challenge and advise the main board on decisions related to equality and inclusion. In addition it was established with specific terms of reference for members which, amongst other things, ensures that they have a representative on the main board as an Independent Director; this is currently IAB board member Dan O'Donoghue. This sends out a really positive message to others who may harbour wishes of joining the Board and making a positive contribution.”

**Deb Owen,** board vice chair,  
Manchester CFA

## Black History Month

In a special Black History Month event organised by The FA and the People's History Museum in Manchester in October 2015, Rodney Hinds, sports editor for The Voice, the UK's leading black newspaper, hosted a Q&A with Viv Anderson, England's first black international back in 1978. Up for discussion on the night was everything from amusing anecdotes of yesteryear, to poignant current issues such as BAME inclusion in football and the disproportionate numbers of black managers in the game today.



*Viv Anderson addresses the audience at The People's History Museum*

## FA Coach of the Year Awards

The FA's annual Coach of the Year Awards hosted at St. Georges Park in December 2015 saw Amirah Rahman awarded BAME Coach of the Year and Colin King, founder of the Black and Asian Coaches Association (BACA), inducted into the Coaching Hall of Fame.

## International Women's Day

The FA celebrated International Women's Day by hosting a series of Twitter Q&As with women working across the game in March 2016. The annual event celebrates the social, economic, cultural and political achievement of women and is acknowledged with events and activity around the globe. FA BAME coach of the year Amirah Rahman joined Arsenal matchday steward Mary Ferrie in the hot seat along with The FA's operations director Julie Harrington, who answered questions from members of the public about their respective roles in the game.

## LGB&T awareness

Groups and individuals tackling homophobia, biphobia and transphobia in the game, came together at Wembley Stadium to mark the beginning of LGB&T (Lesbian, Gay, Bisexual and Transgender) History Month in February 2016. Jay Stewart from Gendered Intelligence, the partner organisation in The FA's

work on Trans inclusion, facilitated a panel discussion featuring grassroots coach Shayne Evans, and Kelly Simmons and Funke Awoderu from The FA. Also on the panel was Sophie Cook, club photographer for AFC Bournemouth, who had recently transitioned from male to female.

This is a time to acknowledge some of the good work taking place in this field by policy makers and campaigners alike. As both leader of The FA, and just as importantly as a fan, I'm proud to see the range of work being done to embrace people from right across the LGB&T community.

*Martin Glenn, chief executive officer, The FA*



*AFC Bournemouth's Sophie Cook with The FA's Kelly Simmons at the launch of LGB&T History Month*

### **Level Playing Field (LPF) Weeks of Action**

This dedicated two week campaign shines a spotlight on work being done for disabled fans. Clubs from across the football pyramid pledged their support. Manchester United donated branded banners to all professional clubs, Tranmere Rovers opened a suite of disabled shelters to shield wheelchair users from the elements on a matchday, and Sheffield United arranged for a host of on-pitch activities ahead of their nominated game against Barnsley.

“It was a fantastic day and great to team up with Level Playing Field with the FA Respect campaign as so many messages are the same. It was lovely to see so many people involved on the day and the support from fans around the ground was much appreciated.”

*Sue Beeley, Sheffield United's training and development manager*

### **EFL Disability Liaison Officer training and disability guidance**

Working closely with LPF, the game's disability and access lobby group, the EFL is producing new guidance on disability for clubs and new training for Disability Liaison Officers. Apprentices undertake an online induction as a mandatory requirement and one of the modules is on equality & diversity so in June, July and August 2015 over 600 boys did the work through induction.

### **World Mental Health Day**

The FA supported World Mental Health day on Saturday 10 October 2015, with the issue of mental health and well-being having been the focus for much activity in the game during this period.

Wembley Stadium played host to 120 stakeholders from sport and recreation at the 'Sport Minds' conference, to share good practice around the links between sport and mental health.

The event was jointly hosted by The FA in partnership with Mind, the Professional Players Federation and the Sport and Recreation Alliance.

And former PFA chair Clarke Carlisle was present throughout, calling the Mental Health Charter for Sport which was launched earlier this year, an 'excellent foundation step.'

On a European level, the World Players Union, FIFPro, launched its largest ever mental health in professional football study, with more than 800 active and retired players surveyed.

Funke Awoderu who leads on this work as Equality Manager at The FA, gave it her backing:

“We welcome this report from FiFPro, which helps maintain the debate on mental health and further educate us about the importance of people knowing that it is okay to speak out on the matter, that support is there and where and how to access it.”

Our hosting of this week's Sports Minds conference, a pan-sport gathering to discuss how not just football, but a range of sports, can help with the mental health agenda, shows just how timely this report is.”

“The English Football League is dedicated to ensuring that football is inclusive of all communities and free from discrimination. We recognise that great strides have been made in this area but there is still more to do. Further uptake of the Code of Practice in 2016 will ensure individuals, clubs and the League as a whole benefit from increased inclusion.”

**Shaun Harvey**, *chief executive of the English Football League*



# Partner spotlight



## **The Premier League**

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The Premier League (PL) contributes to the success of this Plan with its work on the Equality Standard (ES), awareness training, disabled supporter access and reporting discriminatory abuse.

## **The Equality Standard (ES)**

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The ES is at the heart of the PL's commitment to improve its inclusion and anti-discrimination policies setting out a series of key outcomes to support all areas of a club's operation. It builds upon the Football League's Code of Practice ensuring that clubs who move between the two leagues continue to develop their work in this area.

In 2016/17 the three promoted clubs will be working towards the Preliminary Level, eight clubs will be working towards the Intermediate Level and seven will be working towards Advanced. Another two have already achieved the Advanced Level.

## **Education and awareness campaigns**

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A bespoke 'Unconscious Bias' training programme explores the business case for diverse organisations and supports recruitment and employment decisions based on objective criteria. 18 PL clubs took up the option of the training on offer, and the other two used other training providers.

The PL also developed training around cultural awareness, helping players and staff from different backgrounds integrate and providing specific training for managers on equality and inclusion initiatives.

The PL also supports KIO's delivery of equality workshops, covering all forms of discrimination, with PL youth squads, parents and staff in academies and the PFA's equality and inclusion sessions with senior players and coaches.

## **Disabled Supporter Access**

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PL clubs are working hard to improve accessibility across all areas of their business, including physical access to matches, digital access to information and ensuring that staff are fully aware of the issues disabled fans can face. The PL provides training, advice, guidance and support and conducts 'mystery assessments' of the experience of disabled fans.

As a result of this, clubs have made significant changes and in 2015 a number of provisions were agreed specifically to enhance disabled supporter access at stadia. These included all clubs committing to achieve compliance with the Accessible Stadia Guide (best practice guide) by August 2017. Clubs also committed to appointing a Disability Access Officer to assist compliance across the clubs. An interactive online training course, Open for Business, has been

developed for customer facing staff to build both knowledge and confidence in dealing with all aspects of accessibility.

Two training events for Disability Access Officers were held in the 2015/16 season, with presentations on digital inclusion, accessible stadia guidance, and a bespoke training session with a drama-based training provider.

For the 2016/17 season the PL has produced a new app for disabled fans. Get In! Stadium Access provides information on accessible facilities at all stadiums so fans have better information and greater confidence in going to matches.

## **Matchday stewarding and reporting of incidents**

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Matchday stewards are trained to identify and deal with discriminatory incidents, while reporting systems have been improved to make it simple and safe for fans to complain. Stewarding standards and training are regularly reviewed and recent improvements have included improved guidance on dealing with all forms of discrimination.

Each club operates a complaints system, complemented by KIO's national reporting system, whereby complainants can log reports via e-mail, website, phone and via a reporting app. This allows

fans to report incidents safely and anonymously, real-time, and to upload photo, audio or visual evidence.

“We have been working with Theatre& to deliver key aspects of our approach to equality, diversity and inclusion. Theatre& have designed and delivered a bespoke interactive and engaging learning programme for staff and managers to raise awareness, challenge behaviours and drive change around unconscious bias, diversity and inclusion. Feedback from those attending the training has been excellent and we are delighted with the learning outcomes achieved to date.”

**Rachael Jones**  
Everton FC, Acting HR manager



*Stewards continue to undergo regular training*



# Partner spotlight

## The English Football League (EFL)

English Football League (EFL) contributes to the success of this Plan by delivering a wide range of inclusion initiatives, with its work on the Code of Practice, equality training and education through the Playing for Inclusion workshop, disabled supporters guidance and access training and introduction of BAME managers and coaches recruitment code.

## Playing for Inclusion

This three hour workshop delivered by the EFL and co-ordinated through the EFL's Development Officer, Aneel Javed, in conjunction with KIO's EFL Clubs Development Officer. The training is linked to the Code of Practice as mandatory for the club.

“It is not an exaggeration to say the Playing For Inclusion programme has had a transformative effect on staff at Portsmouth FC. The overwhelming majority of non-football staff have now been through the programme, which is ongoing, along with staff from the community trust, members of the

Pompey Supporters' Trust Board and the football club board. The courses, delivered by me, and Allan Steele from Brentford FC, have been well received and appreciated.

The proof of the pudding is that equality matters are now often openly debated in the office, as and when issues in and out of football occur and a culture of challenge is gradually permeating the organisation. This is not a shift which fully takes root overnight, but the seeds have been sown.

Personally, having the opportunity to also deliver the Playing For Inclusion programme at other clubs has allowed me to observe first hand good practice elsewhere and bring it back to my own club. The sharing of good practice in the non-competitive elements of the football business is a model I hope can

be developed still further.”

*Colin Farmery, Portsmouth FC, head of safeguarding, inclusion and PR*



Scene from the EFL's Playing for Inclusion film

# Partner spotlight



## **The League Managers Association (LMA)**

The League Managers Association (LMA) contributes to the success of this Plan by working with its members, professional football club managers both in and outside of active and full time employment, on issues around equality and diversity.

The LMA is intent on expediting progress and positive change in inclusion and anti-discrimination within football. Via its Institute of Leadership and High Performance, the Association continues to promote, educate and facilitate initiatives in support of the Inclusion and Anti-Discrimination Action Plan's four goals protecting the integrity of football in line with the values in which it is played.

This activity incorporates the LMA's educational programme which includes the Diploma in Football Management, CPD-accredited Masterclasses, coaching clinics, and one to one mentoring with industry leaders, the purpose of which is to equip managers and coaches with the requisite knowledge and skills to 'survive, win and succeed'.

The LMA's Masterclasses are designed to provide an environment in which managers and coaches can share knowledge and experiences on a variety of practical topics including managing backroom teams, public speaking, health and wellbeing, and

diversity. The Equality, Diversity and Inclusion Masterclass which forms part of the LMA Diploma has contributions from The FA, PFA, KIO and legal and educational experts, and equips members with the necessary knowledge and tools to identify and deal with all forms of discrimination. A further 23 delegates attended the latest Equality, Diversity and Inclusion Masterclass in January 2016, during which they discussed issues and concerns relating to diversity and inclusion and received practical advice on how to deal with them.

Through its educational programme, the LMA encourages and provides opportunities for prospective BAME managers and coaches by helping stakeholders in the game identify talent, provide opportunities to enable more candidates to obtain the necessary qualifications to become coaches and managers and provide those candidates with practical support and assistance with job applications, CV writing, interview techniques and mock interviews, giving members the best footing to apply for available roles.

### **Michael Johnson, PFA Member**

Michael Johnson, a member of the Professional Football Coaches Association, the LMA's sister association, graduated from the LMA Diploma in Football Management in June 2015. One month later, he teamed up with fellow student, Kevin Nicholson, to become U21 Coach at Cardiff City.

Michael played a leading role in On The Board, a ground-breaking initiative supported by The FA and the PFA aimed at encouraging more former professional players onto club boards, and making football's boardrooms more diverse. After completing the programme, Michael became a member of the LMA Leadership Advisory Board, made up of esteemed representatives, which was established to guide and shape the direction of the LMA's Leadership programme. Through the LMA Institute of Leadership and High Performance, we are committed to making football accessible to all, providing equal opportunities for those wishing to become professional football managers and coaches.





Oshor Williams, the PFA's assistant director of education

## 1.2 Greater community engagement and more inclusive representation

### LATEST ACHIEVEMENTS

#### Effective Board Member Programme

This unique programme, also known as On the Board, is led by the PFA to upskill former male and female players from the black, Asian and minority ethnic (BAME)

community. Over the first two seasons, 56% of the 34 graduates gained board experience, with 35% of them appointed to boards in and outside of football. The latest graduation



took place in May 2016, at Wembley and saw the likes of Noel Blake, Brian Deane and Jason Euell graduate. One notable appointment was that of Hannah Newton, an equality representative from Surrey CFA, who is now on the board of the Isthmian League as Director for Equality and Diversity.

The Effective Board Member Programme has helped me widen my skillset and equip me with the tools to make a positive contribution to board level decisions.

*Dave Regis, Effective Board Member graduate in 2015 and now on the board of Shropshire CFA*

### Kick It Out's Raise Your Game

Now in its fifth year, Raise Your Game is a mentoring project which pairs aspiring would-be football industry employees with seasoned professionals working across the game in a variety of roles from media and marketing, to coaching and management. Two female focussed events took place at West Ham United in

2015 and Birmingham City FC in 2016, and the annual Raise Your Game conference at the Emirates Stadium, home of Arsenal FC, attended by 300 delegates and supported by 90 mentors from across the industry, in both 2015 and 2016 respectively.

### **'Bringing Opportunities to Communities'**

The action plan addressing the issue of Asian inclusion in football was released in May 2015 after a series of nationwide forums. Its key goal is to create 50,000 playing opportunities for Asian boys and girls by the end of the 2017-18 season. The latest development was a series of Talent ID days aimed at unearthing young Asian talent in Leicester, London and Manchester over the May Bank Holiday in 2016.

### **Chelsea FC Asian Star 2016**

The eighth annual Talent ID competition ran at Cobham in May with approximately 250 young Asian players and their parents involved. The winners of activities for each age group are invited to join the Chelsea Foundation's Football development Centre, gaining significantly from the quality coaching. Players have gone on to play at academy level at Nottingham Forest, Coventry City and Cambridge United.

### **Engaging with Asian communities**

KIO, The Football Supporters Federation (FSF), West Riding CFA (WRFA) and Bradford City FC (BCFC), KIO and FSF worked with WRFA and BCFC to connect them with a Bangladeshi Community Centre near BCFCs ground at Valley parade, where many young people were playing 'kick about' football regularly every week, supervised by parents. This partnership then collectively ran a community day to engage with the wider Bangladeshi community, which gained national TV coverage. Following this, WRFA Football Development Officer, worked with parents to enable the community centre to become an FA Licensed 'Just Play Centre, with 60 children regularly playing there.' The centre now has two 11-a-side teams playing in Charter Standard leagues. In partnership with KIO and FSF, BCFC worked with the community to establish the 'Bangla Bantams' supporters group to engage the Bangladeshi community with the club, providing opportunities to attend games, player visits and coaches to support community events.

### **Asian Talent Identification**

Best Practice Days have been run, attended by 108 coaches, aimed at the Asian community enabling Asian coaches to gain insight in development pathways for talented players – and add to FA Licensed Coaches' CPD (continuous professional development) hours.

In order to maximise the opportunities for under-represented coaches to gain experience within the Technical Directorate at St Georges Park, The FA has created menteeships. These roles are openly advertised and interviewed for. In the 2016-17 season, four mentees have been appointed: Zuber Patel, Taff Rahman, Alena Molton and Annie Zaidi. Over the season, their work will include working with some of the England Development Team events and gaining experience with FA Coach Developers.

Black and Asian coaches now recognise that, via the bursary programme, there is an opportunity to follow their dreams. All of the people enrolling on the programme really want to be full time coaches and we're helping in this process.

*Brendon Batson, FA consultant*

### **Richard Allen, FA Head of Talent ID**

An FA Education Level 2 Talent ID course was run at West Ham in May 2016, with 23 BAME candidates completing it. The course was delivered by three Asian FA Education Tutors, led by Abdul Fazal, FA County Coach Developer.

The course included three parents who attended an FA presentation at Chelsea Asian Star 2016. One of these parents, a female is now coaching and another is setting up a Community Development Centre to offer more coaching opportunities to Asian youngsters.



*Richard Allen, head of talent ID, The FA*

### **The FA Coaching Bursary Programme**

This has built on the success of COACH, 2012-2015, which saw 176 bursaries awarded to BAME male and female coaches, for FA Youth Awards, UEFA B and UEFA A License courses. 67% of the coaches gained experience in professional or semi-professional club settings and 15 gained employment in the elite game.

The refreshed FA Coaching Bursary Programme is about 1.4 million investment in developing BAME and female coaches, in the grassroots game with 100 UEFA B bursaries per season for five seasons, for BAME coaches and 100 for female coaches.



*The FA's cohort of BAME mentees 2016/17*

At the elite level, there are bursaries for Advanced Youth Awards, UEFA A and Pro Licences, required to work in the elite game.

The PL Elite Coach Apprenticeship Scheme (ECAS) is on track to deliver the first cohort of apprentices, including female and BAME coaches at the end of the 2016/17 season.

### **CASE STUDY:**

#### **Birmingham CFA BAME Coaching Academy**

Having carried out an audit of their qualified coaches, the CFA recognised a lack of ethnic diversity and consulted with its IAG and ran a Level 1 Coaching course, with mentoring and support for BAME coaches through an academy. 18 participants passed and are now active in Charter Standard Clubs and are being actively supported to take the Level 2 coaching award.



\*In 2015/16 of coaches who did Level 1, 87% indicated they preferred not to say their ethnicity

### **CASE STUDY:**

#### **Lancashire CFA Referee Diversity**

Following an audit of some of the large diverse communities in the county, Lancashire CFA identified that the Indian Muslim community was actively playing football, however they had no qualified referees from the community engaged in the game.

Having worked with community contacts and delivered a taster referee session with some young people to gauge interest in refereeing, the CFA then partnered with local community club AHF FC, which provided a venue for free to run the basic level refereeing course.

All 24 participants passed and registered as FA referees, with their FA mentors gaining experience of working with this community. The local interest meant that a further three courses were run to meet the growing demand.

## Looking ahead we will:

- Analyse the 'State of Play' monitoring tool and set relevant targets for 2016-17 onwards.
- Aim to increase the confidence of coaches to complete ethnicity data so progress towards BAME coaching targets can be accurately monitored.
- Continue campaigns to increase numbers of BAME referees and female and disabled coaches and FA Educators to reach targets.
- Support the EFL in the implementation of their Recruitment Code, to drive transparent recruitment.
- Deliver FA Recruitment Guidance to support the HR function in clubs and CFA's across the game.
- Monitor the diversity of panel members of Regulatory and FA Commissions and set targets.
- Support the PFA to recruit fourth cohort of 'Effective Board Member Programme' and continue to seek board opportunities for graduates.
- Pilot a women's leadership programme to support more female board directors and trustees.





# Partner spotlight

## The Professional Footballers' Association

The Professional Footballers' Association (PFA) contributes to the success of this Plan with its continued and varied work in training and supporting players on diversity issues. The PFA is committed to working in partnership with the football authorities to ensure diversity and inclusion is central within the game's agenda.

The PFA provides a Senior Players Diversity Programme for all players, with support from the EFL and PL. The programme's content has been developed by the PFA with the support of the LMA, The FA and the PL and EFL as part of a whole game approach to inclusion and anti-discrimination.

Over the past three seasons PFA tutor trainers (former players and equality experts) have visited football clubs and delivered a 45 minute session on equality and diversity.

- Different areas of discrimination
- Information about language
- The reporting process

The sessions were received positively, with many of the players feeling better informed as a consequence. The training has been delivered to 92% of clubs across

the PL and EFL reaching in excess of 2000 players.

### Feedback from players included:

- "Showed easy mistakes we make and we have a broad spectrum of age, race and religion in the squad so very appropriate"
- "Well delivered and having people with experience of playing helped engage the lads"
- "Helped that tutors were comfortable with the language and scenarios""Was humorous as well as serious – put players at ease"
- "Tutors had great manner with the group and could relate with us really well"

### Comments from managers included

- I believe a lot of them will redefine "harmless banter"
- They listened because it was not in any way fluffy and was no nonsense
- Enough for minds not to wander and long enough to make an impact
- Positive stuff and entertaining



PFA tutors Jason Lee and Ken Monkou flanking Ashley Young and Wayne Rooney after an equality training session at Manchester United

The PFA Equalities Department works to ensure equality and diversity is central to the work of the players' union and the team work closely with players, clubs and football authorities to deliver actions around the Plan and PFA policy.

As well as Head of Department, Simone Pound, there is a team of five Executives all working on this key area. Former players Jason Lee, Terry Angus, Iffy Onuora, Chris Fairclough and Mark Jules have a set focus to ensure their respective departments (Education, Community and Coaching) have equality and inclusion as a central focus.

This has seen a positive impact around key equalities initiatives including the On the Board programme to see more BAME players represented at board level, data collation and monitoring within the game and a strong and consistent approach to the BAME Coach agenda to tackle the under-representation of BAME players into coaching and management in the game.

“My colleagues and I in the Equalities department also deliver workshops directly to players. We've all played professionally which gives us a good understanding of the psyche of a pro. We know that sometimes players can lose a little bit of faith in the 'system', particularly if he or she has had a disciplinary or discrimination related decision ruled against them. It's human nature to be angry.

It's in this environment that our sessions can be really impactful. Those frustrated players can air their views and we listen. We can also clarify some of the rules and procedures around their conduct.

Don't get me wrong, there's a long way to go, but our message to players is simple; 'sit, listen and somewhere in our presentation, there'll be something for you'. They may not need it

today, or tomorrow. But some of the messages can be crucial to that player long after they walk out of the room.

Today, I really believe more than ever, the different agencies are here to help players find their way through some of these sensitive and sometimes difficult issues.”

*Terry Angus, The Professional Footballers' Association*





# Goal 2

TO CLARIFY ANTI-DISCRIMINATION REGULATIONS AND SANCTIONS

Football is creating a clear framework around unacceptable behaviour, so there is a bedrock of understanding around when and why sanctions are imposed for all forms of discriminatory language and behaviour.

To fulfil this goal, two focus areas have been established:

2.1 Education and guidance for clubs, managers, players, stewards and spectators

## LATEST ACHIEVEMENTS

- The production and distribution of 'Player Essentials', a document and an app for players on all regulatory matters including discriminatory abuse and potential sanctions, sent to players and clubs from Premier League



The front cover of The FA's Player Essentials guide

level to Step 4 of the football pyramid.

- Clubs in the PL, EFL and WSL were also offered a club visit for their playing and coaching staff, with presentations from The FA Integrity Team. In 2015-16 season 63 club visits were delivered by FA staff, covering a wide range of content, including guidance on the regulation of discriminatory conduct on-field, off-field and in a social media and media context.
- The FA's 'Reporting Discrimination' animated films used reactively via media outlets and partner platforms when discriminatory incidents occur to remind people of the reporting process.
- Over 110 sets of written reasons documents for grassroots cases were openly published on CFA websites, explaining the outcome and the rationale for decisions.

## 2.2 Collaborative work with prosecuting authorities, football bodies and community partners

### FA INTEGRITY DEPARTMENT, DISCRIMINATORY CONDUCT INVESTIGATIONS

#### The FA investigation process

- All complaints are investigated
- Anyone may make a complaint (including Participants, witnesses, member of the public and match officials)
- Witness statements are taken
- Alleged offenders are subject to recorded interviews
- A decision whether to charge is made by a Regulatory Advocate (Barrister)
- Investigations are conducted by one of five investigators within the Integrity team (law enforcement or legal background)

#### Supporting CFAs

- CFAs responsible for Step 5 – grassroots
- All CFA cases are notified to The FA and outcomes recorded centrally
- Investigatory and procedural support is offered
- Training is also offered
- Feedback and learning points on concluded hearings to develop best practice

## Looking ahead we will:

- Continue to work towards embedding standard clauses in managers' and players' contracts to address discrimination, working with partners at the PFA and LMA.
- Deliver an online mandatory education course for those who have committed an aggravated breach of FA regulations and develop more facilitators to deliver the mandatory education programme to young people across the country.

# Partner spotlight



PROFESSIONAL GAME  
MATCH OFFICIALS

## The Professional Game Match Officials (PGMOL)

The Professional Game Match Officials Limited (PGMOL) contributes to the success of this Plan with training to equip its members, referees and match officials, with the skills to deal with acts of discrimination they may be privy to whilst managing a fixture.

### Equality & Diversity training

The Professional Game Match Officials Limited (PGMOL) is committed to making a positive difference by ensuring officiating remains open, accepting and accessible to all involved by eliminating discrimination and promoting equality.

As an organisation that is responsible for officiating within the professional game, the PGMOL continually ensures its approach is to make equality and diversity embedded within all training and development and employment practices. This includes taking a holistic view and a co-ordinated approach to all key equality strands including: ethnicity, gender, gender reassignment, disability, sexual orientation, age, religion or belief, and human rights.

The PGMOL, working in partnership with The FA has recently completed 20 Equality & Diversity training workshops for all its 400 match officials, staff and senior managers. The training focused on guiding the match officials as to what is acceptable and unacceptable language and behaviour in football; what the possible consequences are for those who use this language and behaviour, and how to respond if they witness or are made aware of any allegation of abuse.

The aim of these workshops was to bolster confidence amongst referees and the PGMOL as an organisation in instilling confidence in equality and diversity, whilst



reinforcing individual ownership and responsibility in the referees. This was achieved through the delivery of challenging scenarios, with interactive exercises and some skills practice in managing conflict, aggression and distraction.

Guidance was also given on Misconduct Report Writing for referees, to ensure that referees understand the definitions in The FA's Regulations, which reflect the Equality Act, 2012 and their obligations in relation to reporting discrimination, identifying clear examples of Law 12 being breached as a result of discrimination.

Three highly experienced refereeing tutors Lorraine Stone MBE, Errol Walker and Lindsay Robinson facilitated the 2 hour workshops.

“I found the training very useful as it illustrated many of the different and diverse issues that we encounter in our everyday lives,” said Premier League referee Lee Mason.

It reminded me and others in the training group of the often unacceptable and stereotypical language that is still on

occasions used in the workplace and more importantly highlighted ways in which to challenge such comments in a non-confrontational manner.

The training included taking a co-ordinated approach to all key equality strands including ethnicity, gender, gender reassignment, disability, sexual orientation, age, religion or belief, and human rights.

On a personal level the training enabled me, in a potentially difficult situation, to deal effectively with a reported incident of racist chanting in a game in which I refereed last season.

Seeing the anguish and how upset the player was when subjected to racist chanting from the crowd will remain with me forever.

Fortunately for me, with the recent training still fresh in my mind, I was able to deal with this situation in an

appropriate manner. The positive response from both team managers, the players and the police was excellent and helped to manage the situation effectively.





# Goal 3

TO INSTIL CONFIDENCE IN  
REPORTING DISCRIMINATION

**When discriminatory behaviour takes place, those who witness it – or are the victim of it – need to be able to report it quickly, and to the right people. The reporting process needs to be easy and confidential. Plus, those who make reports must be confident that their concerns or experiences will be heard and, where necessary, dealt with promptly and appropriately.**

**To fulfil this goal, three focus areas have been established:**

### 3.1 Promote processes and provide support

#### Ongoing work

Through various channels and media, the PL, EFL, PFA and LMA continue to make managers and players aware of how to report concerns of a discriminatory nature.

The PGMOL, PL and EFL reinforce their guidance for PGMOL referees on handling discriminatory situations every season.

The FA promotes its guidance for referees to report discriminatory abuse when it occurs in and around matches they officiate and the majority of reports of alleged discriminatory abuse to The FA and CFAs, are via referees match report.

The PFA counsellor network continues to deliver confidential support for players with its 24-hour helpline.

KIO's Reporting Officer continues to support and monitor incidents across the game and liaise regularly with The FA, the Leagues, CFAs and Clubs as well as civil bodies.

Local Football Anti-Discrimination Panels (LFADPs) continue to operate, with The FA providing training for chairpersons and members. The recruitment of more diverse and skilled Disciplinary Commissions continues to ensure balanced representation.

#### CASE STUDY

##### **Miss Arshia Hashmi – qualified solicitor and Chair of the National Anti-Discrimination Chairman's Panel**

**I had two keen interests as a youngster; football and law. One minute I was kicking balls around the nearby back alleys, the next I was harbouring aspirations of being a judge.**

**The two things collided in August 2011 during my legal training when a file landed on my desk, with a simple instruction from my superior; 'It's something to do with football – sort it out!'**

**The case contained elements of perceived discrimination by a local football League against a youth football club. I met with the club to gain a better understanding of the issues and in doing so, met many of the children involved their ages ranging from under 9's to Under 13's. Seeing their passion first hand and their desire to be treated equally both on and off the pitch, I made the decision to take the case on a pro-bono basis.**

**I represented the club before the league and, after appeal, the issues were eventually dealt with accordingly.**

**On the case concluding, I was invited to attend some of the club's training sessions and matches and to keep warm during the winter months on the side-lines, I began assisting in pre-match warm ups. Before I knew it, I was managing my own team within the club and from that, there was a natural progression to coaching and obtaining my FA Level One Certificate in Coaching Football.**

**I was keen to develop my interest in the disciplinary side of football so I became a Panel member and Chairman for the FA's National Anti-Discrimination Panel and a General Board of Appeal member in 2013, becoming the country's youngest female and Asian panel member in the process.**

### 3.2 Embrace new technology and provide transparent outcomes

The FA publishes the Discrimination Case Statistics, for cases reported, investigated and prosecuted each season.

A short film featuring England stars Joe Hart, Chris Smalling, Jodie Taylor and Eni Aluko debuted before the Community Shield match between Arsenal and Chelsea in August 2015 reminding fans that if they hear, see or experience discrimination, to report it through the appropriate channels. This film is regularly featured around Wembley stadium.

The PL Online Incident Reporting System has been operating effectively.

KIO launched an updated version of its reporting app to enable easier reporting of discrimination, including the uploading of film and audio evidence.

KIO has established an expert working group with Twitter and Facebook, and representation from all of the football bodies, to advise on and look at ways to tackle social media abuse in football.

KIO launched 'Klick It Out' to raise awareness of abuse online, including a film on the consequences of abuse via social media, encouraging people to think twice before sending abusive and discriminatory messages

on social media. The message is 'would you say this to someone's face? If not, don't send it.'

**KICK IT OUT**  
TACKLING RACISM & DISCRIMINATION

KICKITOUT.ORG

## HANDS ON REPORTING!

THE NEW, FREE KICK IT OUT APP ALLOWS YOU TO REPORT ALL INSTANCES OF DISCRIMINATION ACROSS EVERY LEVEL OF THE GAME

- ✓ ATTACH **PHOTOS** AND **VIDEO** TO REPORTS
- ✓ REPORT **SOCIAL MEDIA** ABUSE
- ✓ REPORT **CONFIDENTIALLY**

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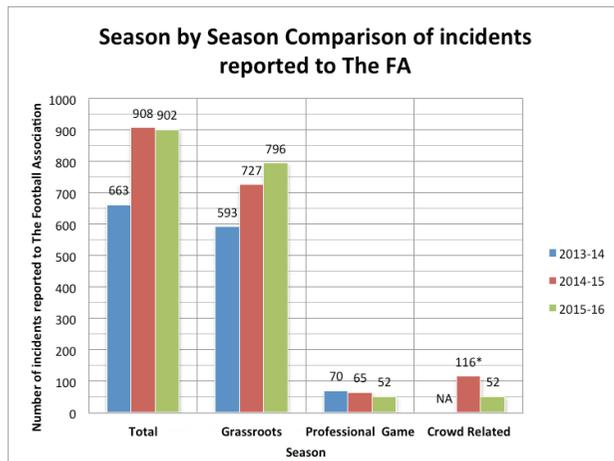
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### Looking ahead we will

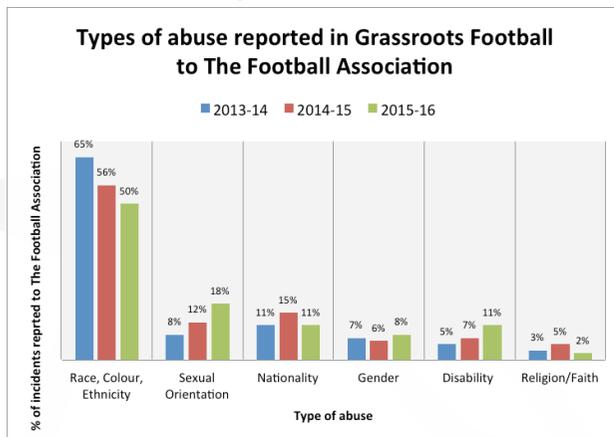
- KIO will monitor the impact of their guidance film and the 'Klick It Out' campaign to monitor social media abuse during the 2016 European Championships.
- The PGMOL in partnership with The FA to maintain regular communications in respect of inclusion and anti-discrimination via their online portal to their referees.
- Continue to promote KIO reporting app throughout football.
- PL to continue to monitor the outputs from it's online incident reporting system.

### 3.3 Report on FA discriminatory abuse cases related data

**Chart 1: Number of Incidents Reported to The FA, 2013-14 – 2015-16 seasons**



**Chart 2: Grassroots types of abuse**



Our collective efforts to instil confidence in the reporting process continue to pay dividends as the number of overall incidents reported to The FA, 902 is consistent with last season. The time being taken to manage cases from the incident being reported to conclusion is gradually reducing season on season.

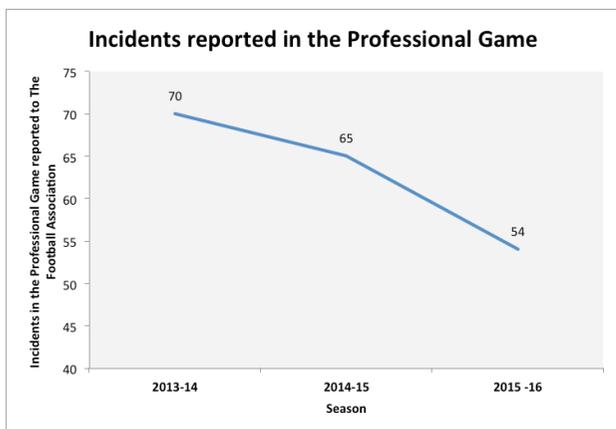
Racial abuse continues to be the most reported form of abuse, with 50% of grassroots cases, 59% of pro game cases and 47 crowd incidents involving racial abuse. There has also been an increase in the number and the proportion of cases relating to sexual orientation and disability.

Individual sanctions for those found proven, have included match bans, fines, mandatory education:

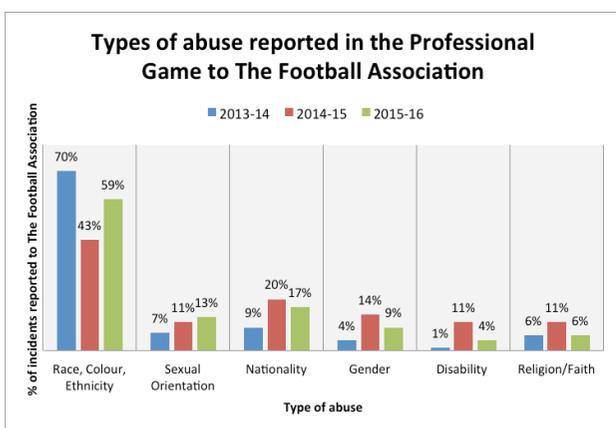
- In 2015-16 there were 304 incidents resulting in fines in grassroots football and these ranged from £25-£250, with the most common fine being £75.
- 245 incidents resulted in match bans, ranging from 1-15 matches. In 21 cases, the bans were for a number of days, rather than matches, these cases ranged from 21 to 182 days and related to incidents involving non-players or managers, or where they were for players, but the length of the ban was considerable and more easily managed in days, rather than matches.

- 50% of cases were related to race, colour or ethnicity, whilst 18% related to sexual orientation and 11% to nationality.
- 82% of all grassroots cases in 2015-2016 were found proven which is an increase from 80% in 2014-2015.
- 205 cases resulted in no further action, including 124 cases where there was insufficient evidence to pursue a charge, 71 complainants decided not to pursue their complaint and 10 cases were timed out.
- In 52% of the cases in grassroots football, where the person reporting it is known to The FA, the report was from match referees. This is a good indication that the majority of referees are following the reporting processes effectively.
- Of the cases where the role of the accused is known, 68% of the accused were players. The majority of discriminatory misconduct is on the field of play.

**Graph 3: Number of incidents reported in the Professional Game, season on season**



**Chart 4: Breakdown of 2015-16 season types of abuse in the Professional Game**



Of the 52 cases in the 15-16 season, 14 incidents led to a charge, compared to 22 in the 14-15 season. 7 cases are ongoing, 1 warning was issued and in 3 cases participants were reminded of their responsibilities.

There were 27 cases where no further action was taken, the reasons for this include but are not limited to: no evidence; withdrawal of complaint; withdrawal of witnesses or insufficient evidence.

There were 11 cases involving media comments in the 15-16 season, down from 18 in 14-15. Roles of offenders were wide-ranging this season, with approximately the same number of cases offended by chairmen, directors, managers and players. This is in stark contrast to last season where almost all cases involved players or chairmen.

#### CASE EXAMPLE

**Offence Type: E3 (2) - Improper Conduct "Aggravated" breach**

**Club: Two coaches formerly at EFL League 2 club**

Two coaches were each accused of separate racially aggravated breaches of FA Rule E3 (2) whilst working in the club's youth academy. The Commission considered one of the breaches to be the more serious of the two offences based on age and experience; the fact that victim was a black scholar; victim's age; the duty of care required by the coach; the fear factor/intimidation by him; his position of trust; the victim's position in football (i.e. he was less likely to challenge someone who had his future in their hands); and

the embarrassment that he/she must have felt at the time and no doubt for some time thereafter.

The other coach was similarly charged, but with to a lesser extent after considering the same factors referenced above and the nature of his breach.

**Suspension: Coach one, 6 months. Coach two, 42 Days.**

**Fine: Coach one, £1000. Coach two, £200.**

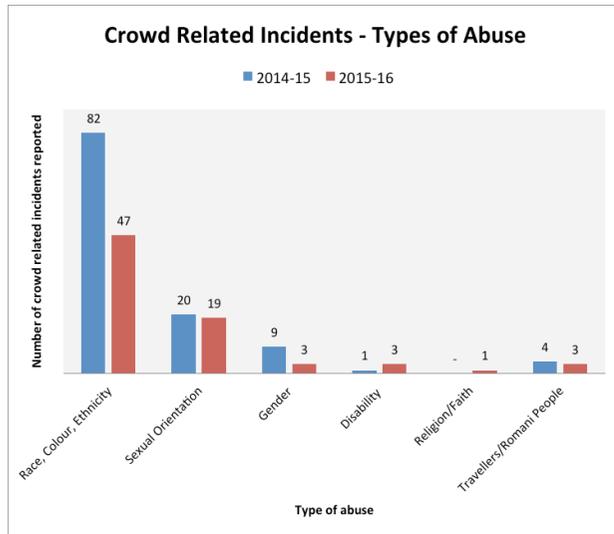
**Mandatory Education: Both**

#### CROWD RELATED INCIDENTS

The FA's regulatory responsibilities for crowd-related misconduct, covers over 8000 matches in the PL, EFL, National League, Isthmian League, Northern Premier League, Southern League, Women's Super League and Women's National League (WSL), FA Cup, FA Trophy, League Cup and Football League Trophy ties.

The FA received 62 reports relating to 52 crowd discrimination incidents in 2015-16 season. It is important to note that the club and/or police mainly carry out the investigative work. The FA oversees club investigations with the Leagues to ensure incidents are properly investigated and where possible perpetrators are identified and action is taken.

**Chart 5: Crowd related incidents reported to The FA 2014-15 – 2015-16 seasons**



Reporting of all types of incidents has reduced, except in those relating to disability and faith. 29 reports were received by match officials; 26 via KIO and one via the campaign group Women in Football.

27 incidents related to single supporters, 4 were two supporters, 12 related to groups of supporters and 9 related to mass chanting. Offenders were identified in 30 of the 52 crowd discrimination cases reported to The FA this season.

The FA issued an E20 Charge for discriminatory behaviour, which the club admitted. The Regulatory Commission found the case proven and imposed a comprehensive and detailed action plan on the club, and The FA will actively monitor its implementation.

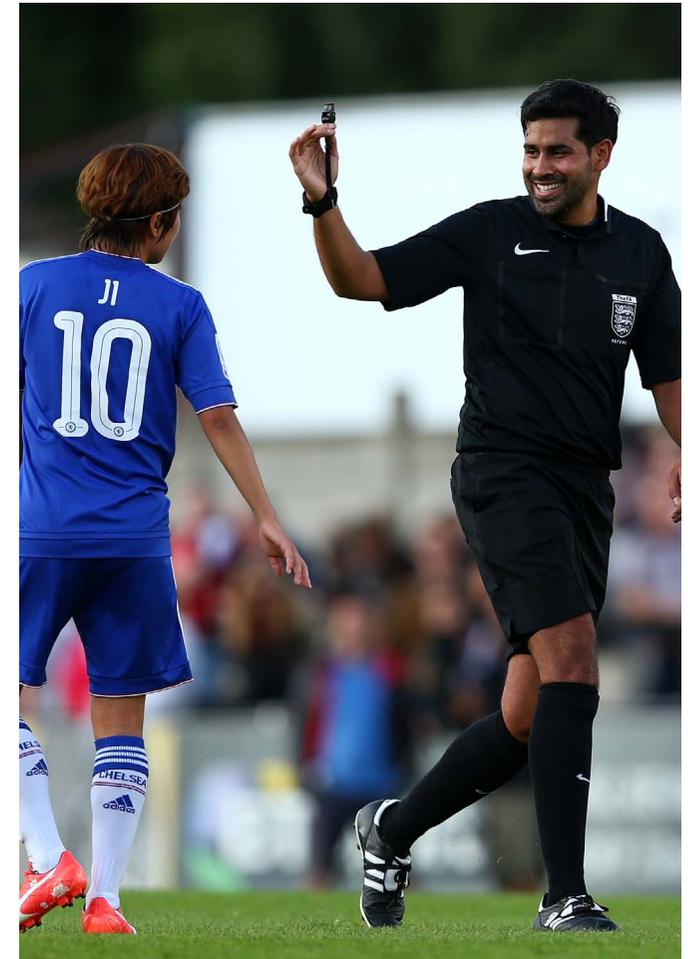
### CASE EXAMPLES

#### Sheffield United v Bradford City FC December 2015

The FA issued an E20 Charge for discriminatory behaviour, which the club admitted. The Regulatory Commission found the case proven and imposed a comprehensive and detailed action plan on the club, and The FA will actively monitor its implementation.

#### Carlisle v Everton – January 2016

Racist abuse was heard by more than one Everton player following them scoring a goal. The players, including Arouna Kone and Steven Pienaar, notified the referee who subsequently briefed both managers and the fourth official. An announcement was then made within the ground over the PA system that racist behaviour would not be tolerated. An arrest was made by the police, in the days after the game.



# Partner spotlight



## Kick It Out

Kick It Out (KIO) contributes to the success of this Plan in a number of ways including its reporting advocacy, the Raise Your Game mentoring programme and educational workshops to Premier and Football League footballers.

### Educational workshops

In conjunction with the Premier League, KIO has developed a training programme, 'Equality Inspires' that delivers equality and inclusion workshops to players of Premier League academies from Under 11's through to Under 21's. In addition, the training caters for club staff and the parents/carers of academy players. They also deliver scholars training in partnership with the League Football Education Trust.

The aim of the programme is to create a positive environment for players, both on and off the pitch, which is free from discrimination, exclusion and which supports their personal development.

The comprehensive programme covers all the protected equality characteristics, as well as focusing on the dangers of engaging in discrimination on social media. 'Banter' is also a key element and players and staff learn about the impact banter can have on others.

The players workshops are age specific with older

age groups involved in open and frank discussions on a variety of topics including racism, sexism, homophobia, disability, faith and the possible harmful effects of 'banter'. Players and staff learn about the protected characteristics and how many of these can be commonly misused in the work place.

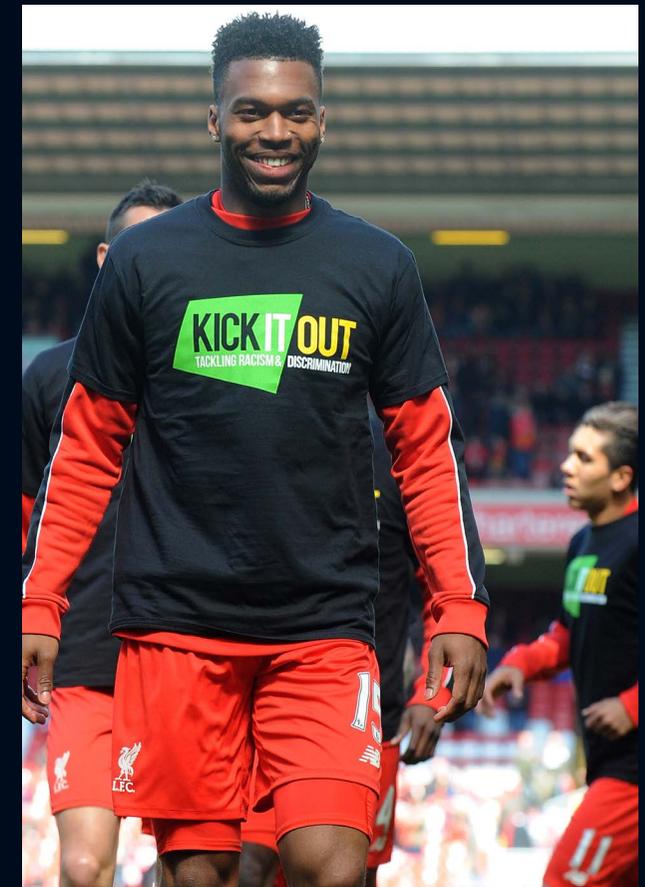
Various words, phrases and terminologies are highlighted during the workshops, including sometimes the music that players listen to in the changing room or gym environment. There is often a misconceived perception that derogatory language within the music, is deemed acceptable because it's within the lyrics of a song.

The younger age groups discuss the values of respect, looking at inappropriate language and the impact of people from different cultures, beliefs and backgrounds.

Staff workshops help academy employees reflect on their behaviours and the possible impact of words and actions on the players they teach or coach. This also involves being able to recognise a player who may be isolated and the support that can be given. Recognition of hurtful banter in the workplace and its impact is also covered.

Parents are asked to attend a workshop, although these are optional. The workshops are designed to support the parents in helping their child through the

academy programme and are delivered by Kick It Out staff who have previously worked in academies or have parented through the academy system.



## CASE STUDY – REBECCA JAMES

“ Now working at Arsenal, Rebecca attended the female focused RYG and RYG 15. Firstly, covering maternity leave for 9 months at Arsenal, after being mentored by Kate Laurens she eventually gained a contract of employment:

At the Raise Your Game conference, I spoke to one of the members of the Communications Department at Arsenal and we had a great conversation. They recognised that I was hard working and were impressed by the experiences I had on my CV. They said that there was an opportunity coming up at the club and a few weeks later I applied for it, and after the interview stage, I managed to get the job!

It wasn't luck that got me the job at Arsenal; I had worked very hard previously to give myself the chance of getting a job in football. But at the same time if I hadn't attended Raise Your Game I probably wouldn't have got the opportunity.

I'm hoping that people, in particular women, can be inspired by how I've managed to find an opportunity at a Premier League club thanks to Raise Your Game. Hopefully they will think 'Yeah I can do that as well!' ”





# Goal 4

TO INCREASE KNOWLEDGE AND AWARENESS

**Creating awareness of an inclusive approach and how it benefits the game as a whole, as well as to what discriminatory behaviour actually is, and its harmful effects, is an ongoing and dynamic process. Ongoing training and education is key to shifting attitudes and behaviours, which helps role models and influencers disseminate the right messages.**

**To fulfil this goal, two focus areas have been established:**

## 4.1 Training

### LATEST ACHIEVEMENTS

In addition to training for 775 FA staff, the following education has taken place, or is ongoing in football:

- 69% of 121 members of The FA Council, including Board members have completed interactive drama-based equality and diversity training.
- Similar but tailored training has been delivered to 587 staff (62%) of CFA staff and 333 of their boards, council, committee and advisory group members.

- The PL introduced 'Unconscious Bias' training programme in 2014-15 and all 20 of its clubs have participated in either the Unconscious Bias training or other equality and diversity training.
- The EFL continues to roll out its workshop for clubs, 'Playing for Inclusion'.
- The LMAs 15 members of staff have received tailored Equality training, in partnership with The FA and delivered EDI masterclasses with 23 members attending.
- KIO continues to work in partnership with the PL and FL to deliver equality training to all club Academy scholars, aged 13-18 years. KIO have made 72 club support visits over the season and as part of this, delivered training to 17 PL club scholars and 20 EFL club apprentices.
- The PFA has delivered training for first team players in 85 of the 92 pro clubs, reaching 2000 plus players.
- PGMOL in partnership with The FA has delivered tailored equality and diversity training with 96% of its members benefitting.

## 4.2 Promoting good practice and providing resources and guidance

### ONGOING WORK

- Social media guidance has been distributed in the pro game, semi-pro game and WSL.
- The FA, PL and EFL continue to promote 'Crowd Management Measures' to professional and semi-professional clubs to guide their practice in managing crowds including discriminatory incidents.
- Ongoing sharing of best practice between safety officers on:
- The Football Safety Officers' Association (FSOA) web forum;
- Attendance by FA crowd control advisers at matches;
- Correspondence between The FA and clubs on crowd-related incidents as they arise.

**FA Board and Council equality and diversity workshop**

Using drama and interaction to enhance learning, Theatre & created a setting where delegates benefitted from a safe, non-confrontational learning environment which allows them the opportunity to challenge their own boundaries in an effective, engaging setting.

The workshops were designed to assist and support FA Board and Council members in fulfilling their roles, recognising that members:

- Footballers are ambassadors, which brings levels of responsibilities, including the need to act in accordance with The FA Council's Code of Conduct
- Must live the values of English football, around anti-discrimination and inclusion
- Will recognise the intense scrutiny on football and their roles within the game in which they bring considerable expertise and valued involvement
- Will be aware of the consequences of falling below the expected standards of behaviour
- Will recognise the changing culture and landscape of English football

Anonymised feedback from the training includes comments such as these:

- "Evolve – I need to change with times. Listen to those around you. Understanding – never forgot that we are different and that people should be treated fairly and with respect."
- "Fully consider my personal responsibility in relation to equality, inclusion and diversity. Promote within my organisation."
- "Challenge any inappropriate behaviour. Promote further education."

Looking ahead we will:

- The FA will train and refresh FAL-qualified coaches and referees, ensuring they understand acceptable and unacceptable behaviour, underpinned by the Equality Act, 2010 and their obligation to report alleged discrimination.

**23**   
**LMA MEMBERS  
ON EQUALITY  
MASTER CLASS**

 **69%**  
**FA BOARD & COUNCIL**

 **62%**  
**CFA STAFF**

 **333**  
**CFA BOARD, COUNCIL, COMMITTEE  
& ADVISORY GROUP MEMBERS**

 **96%**  
**PGMOL MEMBERS**

 **20**  
**PL CLUBS HAVE UNCONSCIOUS  
BIAS OR EQUIVALENT TRAINING**

 **97**  
**FL CLUBS PLAYING  
FOR INCLUSION**

 **85 OF 92 PL & FL CLUB  
FIRST TEAM PLAYERS HAVE  
HAD DIVERSITY TRAINING**  
**2000+**

 **72**  
**'EQUALITY INSPIRES' SESSIONS  
TOOK PLACE AT PL CLUBS**

 **20**  
**FL CLUBS HAVE HOSTED KIO TRAINING  
SESSIONS FOR SCHOLARS**

# Partner spotlight



## FSF, KIO and the PL Fans for Diversity

Funded via the PL Fans Fund, the Fans for Diversity Campaign, launched by the Football Supporters Federation' (FSF) and KIO, has completed its second full season and contributes to the success of this Plan with its fan focused work.

The campaign now plays a pivotal role in offering advice and support to fans, supporters groups and football clubs across all areas of diversity and brings these groups and organisations together to share best practice in the hope of making football as inclusive as possible.

From July 2015 to present, the campaign has helped facilitate 17 pro-diversity events and initiatives across the country. All of the campaign's work is highlighted through the KIO and FSF websites. Anwar Uddin, lead on the Fans For Diversity campaign, produces a monthly blog which is published on the FSF website, while KIO provides the latest on the campaign through articles on their website and posts on social media.

### Highlights of events over the past season include

- Clapton Ultras – Pride of East London tournament. The well-known supporters group wanted to highlight the work of the campaign and celebrate how fans can work together and

enjoy the beautiful game. They arranged for 12 teams from across London to come together to play in a tournament. They also hosted a foodbank initiative during the event to support a local homeless charity.

- Muslim fans fasting event during Ramadan – Fans for Diversity brought together Leeds United, Bradford City and Halifax Town supporters alongside West Riding CFA and Bradford City. The aim of the event was to highlight why Muslims fast and the effects it may have in society and football, from a player and fans prospective. Many in attendance joined in and spent the day fasting, which was a first for most. Following presentation and speeches, everyone dined together before

playing in a five a-side match at midnight.

- Heybridge Swifts FC 'Football for All' day – The club held an open day which included family-orientated activities. They reduced ticket prices for their friendly fixture against Colchester United which also included a Fans For Diversity stand situated by the ground. The club wanted to encourage everyone in the community to come and support their local team.
- FSF/SD Supporters Summit – At the FSF's annual supporters conference, Fans for Diversity held a workshop which engaged with the hundreds of fans in attendance.



# Contact details

**Email:** [info@thefa.com](mailto:info@thefa.com)

**Phone:** 0844 980 8200

**Web:** [thefa.com](http://thefa.com)

**Twitter:** [@TheFA](https://twitter.com/TheFA)



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