



Diversity Inclusion Action Plan



Goalball UK: Diversity, Inclusion Action Plan 2024 and Beyond

Executive Summary

In Goalball UK's new 'Empowering our People' strategy our mission is clear: To engage, grow and lead the development of the goalball community through inclusive, high-quality opportunities. Our membership, or beneficiaries, are nearly all blind or partially sighted.

Goalball UK continues to be committed to taking action to encourage an increasingly diverse range of participants and workforce in our sport.

Within our work we have clear values. We are:

- Ambitious: Striving to improve outcomes for all.
- Caring: Caring for our people and providing safe experiences.
- Inclusive: Promoting inclusion, champion equality and celebrate diversity.
- Connected: Working together to make positive change.

All our work is heavily focused on providing accessible opportunities to people who are blind or partially sighted¹ Our Diversity Inclusion Action Plan is integrated into our existing work and from research and data we have identified specific areas we need to work on. However, we also need to dive deeper into our understanding of underrepresented groups within the goalball community within the United Kingdom. We recognise we have limited resources to make wide sweeping changes. However, we believe we come from a strong starting point in terms of present activity and behaviours, especially in relation to people who are disabled. Consequently, we come at this from a different starting point to most System Partners. We are by no means perfect. As we serve an underrepresented group, we must champion, support and empower them. In our vision we strive: 'For goalball to empower people (who are blind or partially sighted) to live and play an active, successful part in an inclusive society.'

Whilst ensuring we meet the Governance Code Requirements (see Appendix i) what we must do is:

- Ensure people from the blind and partially sighted community are at the forefront of our work (irrespective of ability, age, disability, gender, race, religion, belief or sexuality).
- Provide support to our workforce to ensure their practice is inclusive and informed.

¹ We use this term following consultation with our membership

- Identify underrepresented groups from the blind and partially sighted community and beyond and work in partnership to engage them.
- Continue to raise awareness of the challenges people who are blind or partially sighted within the system partner network.

Message from the Chair & Board

We are proud of our commitment to inclusion, diversity, equality and accessibility and are confident that we demonstrate this through governance, projects and programmes. However, we recognise there is more work to be done.

As a sport which tackles inequality for people who are blind or partially sighted, we are committed to building an inclusive environment that celebrates equality and diversity and tackles all forms of discrimination. There are significant inequalities in participation in sport which are often closely linked to the individual's backgrounds and personal characteristics. To break down these barriers and ensure sport is inspirational, accessible and meaningful for every person, our commitment to inclusion must be represented at all levels, including sports governance and leadership.

This document builds on our previous Diversity Action Plan and captures the work we have done to date and intend to deliver. To show leadership in this sport throughout the United Kingdom and support our clubs and members to have the skills, experience and knowledge required to drive the Strategic Plan forward.

This plan has been developed and aligned with the UK Code of Governance for Sport and the requirement for all Tier-3 funded organisations to develop a Diversity and Inclusion Action Plan aligned with their strategic ambitions (Appendix i). However, as an organisation passionate about inclusion, our commitment to this Action Plan goes beyond compliance and adherence to the Equalities act of 2010.

John Grosvenor (Chair)

About goalball and Goalball UK

Only 11% of people with a Visual Impairment (VI) participate in at least 30 minutes of physical activity per week, compared with 39% of the general UK population. This is a situation that helps to perpetuate issues around physical and mental health, as well as social isolation.

Goalball is a sport specifically designed for blind and partially sighted people that is played by both children and adults. Everyone wears eye shades to play, regardless of their level of sight, to ensure an equal playing field. The indoor 18m by 9m court is tactile to enable the players to feel where they are, and the ball is audible to enable the players to hear where it is.

Tactile Court Markings.

Officials

4 Goal Judges

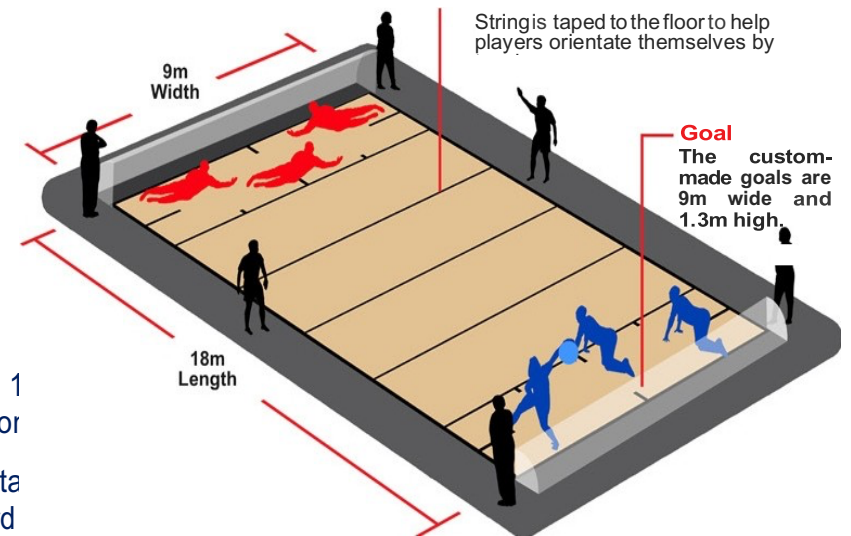
2 Referees and

4 Table Officials

The sport was created after World War II to assist the rehabilitation of injured soldiers and since 1976 is the only team sport for visually impaired athletes in the 'Summer Games' that offers competition.

Whilst it is a 3-a-side team game that fuses several sporting elements in to one, it is not an adaptation. It can be focused and nimble on behalf of our community, although we also must work doubly hard or International Governing Body might provide.

It is a very technical and tactical sport laced with strategies in deception; a brilliant balance of silence and celebration with a certain magic in how the players move so fluently despite not being able to see. An on-court human chess match where aerobic and anaerobic fitness is crucial, with a series of dynamic actions being repeatedly required during the 50-minute game. It requires power and accuracy of attack versus the speed and agility of defence, whilst maintaining mental focus and composure throughout to make and execute decisions in a high-pressure situation.



Goalball UK

For the last decade, Goalball UK has been working at the heart of the blind and partially sighted community to provide transformational opportunities to experience the challenge and joy of team-based sport. Whilst we strive to succeed as a nation on the world stage, for many of our players and athletes their 'medals' are won each day as they are increasingly able to live independent and confident lives.

Goalball UK is the national governing body for the Paralympic sport of goalball in the United Kingdom.

We are proud to be a registered charity, where our mission is to develop and promote the sport of goalball, creating opportunities for people with visual impairments to participate and compete at all levels.

Goalball UK also provides support and guidance to players, coaches, officials, and clubs across the country, with a focus on promoting inclusion and equality in sport.

Our organisation also works closely with schools and community groups to introduce goalball to new players and raise awareness of the sport's benefits.

Through its partnerships with other organisations, Goalball UK strives to increase the visibility and accessibility of goalball, both nationally and internationally. The organisation also hosts events and three levels of competitions throughout the year.

As a sport, goalball offers a unique and exciting experience for players and spectators alike. With its emphasis on teamwork, communication and skill, goalball is a sport that is accessible to all, regardless of age, ability, or background.

Inclusion and providing equality of opportunity to an underrepresented group of people is implied, implicit and when needed explicit within all our work. We serve the blind and partially sighted community by the very nature of our sport. At domestic level almost 100% of our participants are blind or partially sighted. We are also very proud of the inclusive nature of our sport. As a company limited by guarantee with charitable status, formed in 2010, we are an organisation established in an era where inclusion has always been at the fore.

There is strong representation across demographics:

- Total Members: 528
- Males: 70%
- Females: 29%

- LGBTQ: 11%
- non-white British: 22%

(January 2024)

We are proud of the existing diversity within our membership and need to further understand how and why we are successful. We also need to understand who is not participating and why. For example, we have strong representation from Southeast Asian males. However, this is not transferred to Southeast Asian females. We know our target market and deem ourselves as experts in providing opportunities to people who are blind or partially sighted. Our inclusive practices and inclusive approach to our core market are strong. However, we are mindful we need to further develop our understanding of other protected characteristics and underrepresented groups.

As an organisation which is only ten years old, with limited resource the data we hold on our people is limited. A digital Communication lead has recently been employed and this will help us to greater understand our data and deepen what we collect. A significant part of their work will be to greater understand our membership and appeal to people and groups who are presently underrepresented.

We are also working on making sure our digital communications are as accessible as possible within our available resources.

We are a tiny governing body; we have 11 full time staff supported by part time and casual consultants and volunteers. As can be seen from the organogram (Appendix ii), most staff work within participation and the performance pathway. All the staff are directly involved with providing services to people who are blind or partially sighted. Consequently, involved with EDI. As partnerships formally develop with external groups or networks these will be celebrated and shared.

There is a clear rationale behind this:

- The sport is still in its infancy in the UK, consequently our clubs need significant support in providing competition opportunities.
- Many of our players have not played sport or been physically active until finding goalball², consequently we spend a lot of time supporting them throughout grassroots and within the performance pathway.

² Due to the inclusive nature of the education system in the UK many of our people attend mainstream school. However, they do not receive high quality PE. Schools focus on core subjects and teachers are often not suitably trained in delivering PE to people who are blind or partially sighted.

Alongside the recent appointment of a Communications Lead, we have also appointed a Fundraising Lead. This is the first time we have been able to provide support in developing the long-term sustainability of the sport and focus on growing awareness.

However, capacity is limited. The CEO with support of the Senior Leadership Team, alongside nominated Board Diversity and inclusion Champion, have overall responsibility of the plan. The progress is communicated to the Board annually with an equality, diversity, inclusion fixed agenda point at each meeting. All delivery staff are skilled at working with underrepresented groups and are committed to inclusive, personalised programmes and activities.

Progress

Staff surveys and our previous Diversity Action plan highlighted a contextual lack of knowledge in respect of working with some groups. Consequently, CPD has taken place with all staff as outlined below:

- Stonewall (2-day online course)
- Online Diversity Training (Educare)
- Sporting Equals (1 day course)
- All staff took part in a 12-month programme with Inclusive Employers
- In addition to this all staff gained Mental Health First Aid in 2021

The actions within this plan are linked to our Strategic Obsessions and integrated into our existing work. We feel this continues to embed inclusion within our work, fosters diversity and provides equality of opportunity to protected characteristics both to the blind and partially sighted community and beyond.

We are aware we have no one on the staff team who is blind or partially sighted. We have actively recruited through channels used by people who are blind or partially sighted and have had some successes, providing opportunities to our community through:

- Work experience.
- Volunteer workforce.
- Placements.

We have also established a 'This Girl Can' working group and female only activities to grow the participation of female players, coaches and referees. We will continue this work and seek additional funding and resource to enable it to continue.

Leadership

The board is made up of 8 Non-Executive Directors:

- John Grosvenor (he/him) Chair
- Peter Elliott (he/him) Senior Independent Director
- Kate Coghlan (she/her)
- Emma Henwood (she/her) (Equality, Diversity, Inclusion Champion)
- Scott McNunn (he/him)
- Ranjit Singh (he/him)
- Lauren Kocher (she/her)
- Allegra Fowler-Wright (she/her)

In addition to the CEO who also an ex-officio director.

50% of NEDs are female, The CEO has hearing loss and consequently disabled and one director is British Indian heritage. Demonstrating a significant increase in diversity since 2017.

Our most recent Diversity Action Plan allowed us to make significant progress.

As a small governing body with limited resources our changes must be and have been proportionate. We are proud to say our interactions with our people are on a personalised basis and the size of cohort we serve mean we can provide an individualised approach. As the vast majority of our people are disabled this approach is important. We have embedded good diversity and inclusion into our recruitment activities and decision-making processes. The Board and Staff Recruitment Procedures ensure that all positions are widely advertised. This includes advertisement with websites such as 'RNIB', 'Guide dogs for the Blind', 'British Blind Sport', 'Activity Alliance', 'Black Solicitors Network', 'Sporting Equals', 'Inclusive Boards' and 'Women in Sport' among others. We have worked with Perrett Laver to help us attract candidates from diverse backgrounds. We have also appointed a Human Resources Consultant to support this area of work. However, there is a need to formalise some procedures.

We also carry out a Board Evaluation and Equality Monitoring Audit. This annual audit analyses the diversity of the Board. The results have and will continue to influence the appointment of Independent Non-Executive Directors.

50% of our non-executives identify as female and we set a target of 12.5% of our non-executives being from a background other than white British. This target is

presently being met.

We have endeavoured to ensure the website and social media content promotes our commitment to diversity. We have appointed a Communications Lead who is developing our messages and content to highlight this.

In our previous plan we also said we would encourage Board applicants when there is a vacancy from 'known contacts working in the sport, known contacts working in other sports. Those already on working groups or panels, key volunteers and ex-athletes.' We have attracted new directors who are presently working in sport. We have not been able to encourage new people from our sport to apply to full board positions. However, after discussions with individuals and groups we established confidence, experience and skills were the most significant barrier to people applying. We have worked on developing talent from within to give people within the sport the confidence and skills to apply. We have established new Board Sub-groups:

- Club and Competition Committee
- Fundraising and Communications Group
- Finance Group
- Risk Group
- Talent and Performance Group

Through which we have some representatives from our membership. However, we need to actively increase representation from our membership (VI community) to this group. We have also established a Youth Forum made up exclusively of our membership. We see these members as potential succession for existing board members.

We have participated in a programme with Sheffield Hallam University to recruit new workforce from diverse backgrounds. This has been done by taking on a placement student. Both placement students have been female, and one has southeast Asian heritage. These placements have been hugely successful, and the newly created role will continue.

Within our coaching cohort, we have always been proud of the gender split within the sport. For example, within our Performance Programme the gender split was equal. However, all were white British. We are proud that we have recently appointed a coach with dual heritage and hope, in future actions this will help us to recruit from underrepresented groups.

We see this as key to 'developing talent from within' and continue to strive towards more representation of people who are blind or partially sighted within the leadership of our organisation.

Strategic Direction

Below is our 2024 and beyond Strategic Plan. We are unapologetically focusing on our people, predominantly our players. They are part of the 11% of people with a Visual Impairment (VI) who participate in at least 30 minutes of physical activity per week. This is compared with 39% of the general UK population. We need to continue to develop our organisational health whilst providing more opportunities to our people and we can only do this by distributing leadership. We must ensure our opportunities continue to address inequalities and are inclusive to attract diverse people to our player cohort as well as our wider workforce and leadership.

Goalball UK 2024 and beyond ... Empowering Our People			
Vision			
For goalball to empower people to live and play an active, successful part in an inclusive society.			
Mission			
Engage, grow and lead the development of the goalball community through inclusive, high-quality opportunities.			
Values			
Ambitious	Caring	Inclusive	Connected
Striving to improve outcomes for all.	Caring for our people and providing safe experiences.	Promote inclusion, champion equality and celebrate diversity.	Working together to make positive change.
We are committed to serving our community, our strategic obsessions are fully focused on PEOPLE			
For Our People:		Supporting Our People:	
1. Players		4. Partnerships	
2. Workforce		5. Organisational Health	
3. Experiences		6. Awareness	

People

People within our community have transformed their own lives and those of their peers. People are at the heart of the Goalball Community, and they have allowed us to achieve all our successes. We need to continue to support, nurture and grow the talent within our community and empower them to affect positive change. We will do this by supporting people and providing high quality positive experiences.

1. Players

Goalball is a sport for everyone, regardless of ability, age, disability, gender, race, religion, belief or sexuality. We will strive to continue developing our opportunities to ensure everyone can try, everyone can play, everyone can compete at the right level for them.

2. Workforce

The power of people and the contributions people make are driving the sport of goalball forward. It is key that we invest in people by strengthening our every growing workforce with more support, more opportunities, more knowledge and more resources.

3. Experiences

Unrelenting focus on providing positive experiences for all. Tailoring what we do, putting the experiences of people who are blind and partially sighted at the forefront of our decision-making processes. Ensuring there is a protected space for our people to try, play and compete with others in the sport they love.

Supporting People

Without success in developing our part within the sport physical activity ecosystem and wider society, our organisational health and sustainability we will not thrive in terms of providing activities for people. Therefore, we will develop partnerships, our organisational health and strive to raise the awareness of our sport and our people.

4. Partnerships for our people

Goalball UK cannot achieve for its community at the desired level without a commitment to work with others internally and externally. Collaboration is key paired with a willingness to share expertise and learn from others.

5. Organisational health for our people

Maintaining our organisational health with a commitment to underpin our working with positive, effective, safe delivery of all opportunities.

6. Awareness of our sport and our people

Be an advocate for people who are blind or visually impaired within the wider ecosystem of physical activity, sport and beyond. The more people that know goalball exists the more people's lives we can positively impact and empower, making a real cause for change.

The Plan

We are launching this plan in parallel with our 2024 Strategy 'Empowering Our People' Strategy.

The actions within our Diversity, Inclusion, Action Plan are linked to our six Strategic Obsessions and integrated into our existing work, whilst having unapologetic focus on addressing underrepresentation of people who are blind in participating in physical activity³.

This continues to embed inclusion within our work, fosters diversity and provides equality of opportunity to people who are blind or partially sighted, whilst considering people with other protected characteristics. We have also identified key areas that each action will address:

- Strategic
- Governance
- Representation
- Stakeholder Participation
- Data

Our existing understanding is based on qualitative research and conversations with stakeholders and our people. Whilst this can be seen as successful in terms of EDI from our initial data collection. We need to invest more time in understanding our organisation and membership demographic make-up. Our initial data shows we need to:

- Attract more women and girls into the sport at all levels.
- Our leadership needs to be more representative our membership with specific focus on developing people who are blind or partially sighted.
- We need to understand how socio-economic factors affect our membership.
- We need more coaches with a focus on those from diverse backgrounds.

Within our People Plan we talk about supporting our existing and new staff to understand how to work in an inclusive way and understand diversity. We are also committed to recruiting staff and volunteers from a variety of underrepresented groups.

This plan takes place over one year. The reasons are planned and justified by:

1. Board Champion is new to Goalball UK and the plan will allow time to learn and consequently drive EDI, alongside the CEO and Executive team. (Previously the CEO was Board Champion. This is a positive step for Goalball UK)
2. We are collecting additional feedback from stakeholders and staff and this new learning will inform future work.
3. We are investigating and examining new and existing data and the outcome of this will allow us to shape future direction.

³ Only 11% of people who are blind or partially sighted regularly take part in sport or physical activity.

1. Players

Goalball is a sport for everyone, regardless of ability, age, disability, gender, race, religion, belief or sexuality. We will strive to continue developing our opportunities to ensure everyone can try, everyone can play, everyone can compete at the right level for them.

Strategic actions:

Action	Responsibility	Success measures	By When	Developmental Area (Strategic, Governance, Representation, Stakeholder Participation, Data)
1.1 Examine our membership data and identify campaigns in underrepresented areas	Communications Lead /SLT	Increased percentage of people from underrepresented groups	November 2024	Strategic Stakeholder Participation Data
1.2 Carry out our employee and membership diversity and inclusion survey on an annual basis to continue to understand the make-up of our people	Communications Lead /SLT	A diverse set of skills and experiences within workforce and	December 2024 (Then ongoing)	Stakeholder Participation Data
1.3 Begin and continue monitoring of data provided from employee and	Communications Lead /SLT		December 2024	Stakeholder Participation

membership surveys to ensure our priorities are aligned to where gaps in representation are		membership cohorts	(Then ongoing	Data
1.4 Continue to develop our 'This Girl Can' project with increased activities and seek funding to support (when identified) other underrepresented intersectionalities	National Development Lead/ Fundraising Lead	Increased female membership. Increased representation from identified intersectionalities (funding dependent)	May 2024 onwards	Stakeholder Participation
1.5. Continue to offer Goalball UK membership free of charge to ensure finance is not a barrier to participation	SLT	Continue to provide free membership to remove barrier to participation	Ongoing	Stakeholder Participation
1.6 Continue to deliver the Goalball Academy to Children and young people who are in mainstream school and not playing community grassroots sport.	National Talent Lead	Continue to provide free opportunities to children and young people	Ongoing	Stakeholder Participation
1.7 Continue to support athletes on the Performance Programme and investigate a bursary scheme for those not in receipt of other funding.	Performance Lead/National Talent Lead	Cost not an issue to players on the performance pathway	Ongoing	Stakeholder Participation Representation
1.8 Support athletes in attracting sponsorship and grant funding to support their	Fundraising Lead	Players accessing additional support	Ongoing	Stakeholder Participation

participation				Representation
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2. Workforce

The power of people and the contributions people make are driving the sport of goalball forward. It is key that we invest in people by recruiting workforce from diverse backgrounds and investing in people ensuring ability, age, disability, gender, race, religion, belief or sexuality is not a barrier

Action	Responsibility	Success measures	By When	Developmental Area (Strategic, Governance, Representation, Stakeholder Participation, Data)
2.1 Conduct a review and update our recruitment processes and policies to ensure they are fit for purpose	CEO/SLT	An inclusive, unbiased recruitment process that attracts a diverse set of skills and experience within workforce	December 2024	Strategic Governance Representation
2.2 Examine our membership data and identify campaigns in underrepresented areas	Communications Lead/SLT	Increased percentage of people from underrepresented groups	September 2024	Strategic Stakeholder Participation Data
2.3 Carry out employee and membership diversity and inclusion survey on an annual basis to continue to understand the make-up of our people	Communications Lead/SLT	Focused recruitment, retention and or succession intervention enabling a diverse set of	December 2024 (then ongoing)	Stakeholder Participation Data

2.4 Begin and continue monitoring of data provided from employee and membership surveys to ensure our priorities are aligned to where gaps in representation are	Communications Lead/ SLT	skills and experiences within workforce and membership cohorts	December 2024 (then ongoing)	Stakeholder Participation Data
2.5 Develop Coaching Workshops, resources and conference to support coaches	SLT	Coaches feel valued, empowered and supported by Goalball UK	September 2024 (ongoing)	Representation
2.6 Deliver EDI Training to staff annually within quarterly Team Days which is informed by staff feedback	SLT	Training completed and WeThrive feedback positive	October 2024 (ongoing)	Participation

3. Experience

- f. **Unrelenting focus on providing positive experiences for all. Tailoring what we do, putting the experiences of people who are blind and partially sighted at the forefront of our decision-making processes. Ensuring there is a protected space for our people to try, play and compete with others in the sport they love.**

Action	Responsibility	Success measures	By When	Developmental Area (Strategic, Governance, Representation, Stakeholder Participation, Data)
1.1 Continue to review and refine the suitability of venues for events and competitions and work with providers to improve their services and inclusive practise.	SLT/Executive team	Feedback from players is positive regarding utilised venues	Ongoing	Stakeholder Participation
1.2 Continue to review experiences of members and investigate how underrepresented groups respond to specific questions about their experiences	Communications Lead/ CEO	Data collected from underrepresented subsets and future planning is informed by outcome	December 2024 and ongoing	Stakeholder Participation
1.3 Continue to promote safeguarding processes within all Goalball UK events and competitions	Lead Safeguarding Officer / CEO	Demonstratable understanding of safeguarding in Annual Staff and member survey	Ongoing	Stakeholder Participation

1. Partnerships

Goalball UK cannot achieve for its community at the desired level without a commitment to work with others internally and externally. Collaboration paired with a willingness to share expertise and learn from others is key. We must work with groups and individuals from underrepresented groups, with a focus on protected characteristics, to strengthen our role within society

Action	Responsibility	Success measures	By When	Developmental Area (Strategic, Governance, Representation, Stakeholder Participation, Data)
4.1 Appoint an EDI Board Champion	Chair	Board Champion in place NB appointed: Emma Henwood (also Cymru Women's Sport Board Member)	April 2024	Strategic Governance
4.2 Establish roles and responsibilities for the EDI Board Champion	Chair	Role descriptor and terms of reference in place	August 2024	Strategic Governance
4.3 Consider establishing an EDI Working group	Chair/ EDI Board Champion	Review taken place at Board level to determine whether a working group is necessary and proportionate	March 2025	Strategic Governance
4.4 Partner with Sporting Equals through the Race Equality Charter	CEO	Goalball UK working with Sporting Equals to address diversifying	July 2024	Governance

		workforce and boards within the sport and physical activity sector		
4.3 Board EDI training delivered by Inclusive Employers	CEO	Board have completed the training and demonstrate greater understanding	Sept 2024	Governance
4.4 Continue to develop relationships with sightloss charities and other EDI organisations to improve outcomes for our members	CEO	Formal and informal partnerships in place and celebrated internally and externally	December 2024 and ongoing	Strategic
4.5 Continue to develop partnerships with EDI groups and charities to increase participation of underrepresented groups	CEO/ Board Champion for EDI	Formal and informal partnerships in place	December 2024 and ongoing	Strategic

2. Organisational Health

Maintaining our organisational health with a commitment to underpin our working with inclusive, positive, effective, safe delivery of all opportunities. We must focus on our leadership being represented by our membership

Action	Responsibility	Success measures	By When	Developmental Area (Strategic, Governance, Representation, Stakeholder Participation, Data)
5.1 Conduct a review and update our board recruitment processes and policies to ensure they are fit for purpose	CEO/Nominations Committee Chair	An inclusive, unbiased recruitment process that attracts a diverse set of skills and experience within leadership	December 2024	Strategic Governance Representation
5.2 Board and senior leadership team to promote and maintain a positive and engaged culture by participating in safeguarding training, EDI Training, promoting positive EDI messages through various channels (e.g. Newsletters, social media, website), using the CEO Communication and actively being involved in EDI	Board/SLT	Inclusion and Diversity conversations present in minutes and Team Day agendas	Ongoing	Governance

decision making				
5.3 Use Staff away days to engage and collaborate with employees on progress against the DIAP	CEO/SLT	Employee feedback used in the progression against the DIAP helping employees to feel empowered and supported	October 2024 Then ongoing (annually)	Strategic
<p>5.4 Include EDI questions in the annual employee survey to gather thoughts and feelings about working at Goalball UK and how inclusive it is.</p> <p>When complete, use findings to understand how staff are feeling in relation to inclusion and align appropriately</p>	CEO/SLT	<p>Increase in positive responses from employees in relation to how we consider and promote EDI</p> <p>Increase in positive responses from employees</p>	December 2024 (Then ongoing)	Strategic, Governance, Representation, Stakeholder Participation

3. Awareness

Be an advocate for people who are blind or visually impaired within the wider ecosystem of physical activity, sport and beyond.

Action	Responsibility	Success measures	By When	Developmental Area (Strategic, Governance, Representation, Stakeholder Participation, Data)
6.1 Have an EDI focus in members' newsletters	Communications Lead/ CEO	Newsletter articles are regular, showing stakeholders we are representing and promoting our people and celebrating inclusion and diversity	Ongoing	Stakeholder participation Representation
6.2 Socialise the DIAP both internally and externally using a variety of platforms	SLT/ Board Champion/ Communications Lead	Campaign planned and delivered to launch and continually celebrate our DIAP	October 2024 (ongoing)	Stakeholder Participation
6.3 Celebrate the diversity, alongside sightloss within our membership focusing on all nine protected characteristics	Communications Lead	Newsletter articles, Web articles and social media posts are regular, showing stakeholders we are representing and promoting our people and	Ongoing	Stakeholder participation Representation

		celebrating inclusion and diversity		
6.4 Report progress on our DIAP within the Annual Report	Communications Lead/ Emma Henwood	Progress shared within report withing an explicit section and share report with the wider ecosystem and beyond	February 2025 and ongoing	Stakeholder participation Representation

NB This plan will be reviewed annually (March), and future actions will be informed by gathered information and data. It will be formatively assessed quarterly by SLT and The Board Champion

Appendix i

Governance code requirements

- 2.1 Each organisation shall publish clear ambitions to ensure its leadership represents and reflects the diversity of the local and/or national community (as appropriate). These ambitions shall be centered on each organisation committing to achieving greater diversity in all its forms on its Board and senior leadership team, as well as where possible cascading this ambition in line with Requirement 4.1.
- 2.2 Each organisation shall create a Diversity and Inclusion Action Plan which, among other things, shall:
 - a. identify actions needed to achieve, support and then maintain the ambitions laid out in 2.1, including how these will be reviewed.
 - b. demonstrate a strong and public commitment to promoting, embedding and advancing diversity and inclusion on the Board, senior leadership team and beyond.
 - c. be published on the organisation's website, with an annual update; and
 - d. be agreed with UK Sport and/or Sport England.
- 2.3 The Board shall maintain and regularly review the Diversity and Inclusion Action Plan (DIAP) on an annual basis.

Appendix ii

