



## **Equality, Diversity, and Inclusion Report 2020-2021**

**Happier / Healthier / Inspired Communities**

Lincoln City Foundation, LNER Stadium, Lincoln, LN5 8LD

Registered Charity Number: 1128464

Registered Company Number: 06608600

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## FOREWORD

“At Lincoln City Foundation, our offices are situated in the LNER stadium at the heart of Sincil Bank; a vibrant and diverse community. Within this community, our work is focussed on social value, whether that be physical health, mental wellbeing, skills, or community engagement. Now more than ever, it is important that we welcome as many participants as possible, so that we benefit all people who need our support. As we grow as a charity, we are able to make even more of an impact with a broader range of participants from across Lincoln, Lincolnshire and indeed the wider Midlands region. Our aim is to engage with all individuals, with no barriers to participation for any reason.

“If we do not look at the data and ask the right questions, we may never know what we can learn from. That is why this inaugural EDI report is so vital. Of course, we seek to celebrate our differences and successes, but we also aim to learn and support even more people in the future, from all walks of life.”

Martin Hickerton, CEO

“My fellow trustees and I are committed to adopt the recommendations in this report. The work that has been done will be valuable and I thank those involved in putting this together.

“As a board we see quality in diversity, in particular inclusion, and these are key factors in the way we want to operate. To that end we will look at a specific area of focus, informed by data. In addition, we are looking to develop a training and awareness at all levels of the organisation. The biggest challenge is thinking, particularly around unconscious bias. The ultimate aim of that is that we adopt the culture of the board to be as broad minded and as inclusive as possible.”

Dr Sunil Hindocha, Chair of Trustees

## INTRODUCTION

At Lincoln City Foundation our vision is for happier, healthier, inspired communities across Lincolnshire. We strive to achieve this by utilising the brand and reputation of Lincoln City Football Club, alongside leveraging our own potential and the influence of our key partners, to inspire, empower, and help individuals and communities to improve their physical, social, and mental wellbeing.

We deliver a range of programmes under the key areas of, Mental Health and Wellbeing, Community Cohesion, Education and Employability, and Sport and Physical Activity. This includes an adult activity programme, community development support to a local neighbourhood, a range of children's and youth activities, and an extensive programme of education support from primary through to Foundation degree level.

Charities, such as the Foundation, who operate under an affiliated English Football League football club are referred to as Community Club Organisation (CCO). CCOs are based at the heart of their communities and are uniquely positioned to positively impact the specific needs of local people. Through our programmes we engage with a wide demographic of participants and continually strive to provide a platform of opportunity for all.

At Lincoln City Foundation we are committed to embedding our values, behaviours, and core qualities in everything we do.

### *Our Values*

Commitment, Trust, Inclusivity, Teamwork, Inspiration

### *Our Behaviours*

Be Respectful, Be Proud, Be Reflective, Be Passionate, Be Adaptable

### *Our EDI Pillars*

1. Ensure that services are accessible and welcoming to all individuals and communities by continuing to develop our approaches to embed EDI into our programmes
2. Employ a modern and diverse workforce and promote an organisational culture that values and cultivates diversity
3. Celebrate and promote the diversity of our participants and staff
4. Prioritise equality, diversity and inclusion based on evidence to help address key issues facing individuals and communities

## MONITORING AND REPORTING

Lincoln City Foundation collects anonymised Equality, Diversity and Inclusion (EDI) monitoring data for participants, our workforce and our volunteers. This helps us understand:

- The diversity of the participants accessing our services, compared against the demographics of the communities within which we operate
- Suitability and effectiveness of our services against our strategy commitment
- Our performance against our commitment to be an inclusive organisation
- Where our services should be open to all and where they should be located
- Identifying barriers in participation
- Where specific programmes might be developed to increase engagement among underrepresented and/or specific groups in our communities

EDI data is gained from our workforce (paid staff and volunteers) via an anonymous EDI survey distributed annually for completion. This survey is also used during recruitment to collect data on prospective candidates. EDI data from our participant network is collected via programme specific registration forms, which give individuals the choice to provide information on their protected characteristics.

To drive our response rates across the Foundation and ensure we are collecting valid and accurate data, this year we have appointed an Impact and Evaluation Lead from within the organisation to champion data collection and analysis. Part of the remit of this role is to review the quality of our data collection, coordinate a project plan for meaningful data collection, and ensure data is used in programme/department decisions making processes.

### Integrity and Respect

Those asked to provide their personal data have the right to decline. We only collect and store data that supports decision making and continuous improvements to our programmes and for our participants. There are some instances where the collection or request for information could cause offence, be unnecessarily intrusive, or such knowledge would not bring value to the programme.

Lincoln City Foundation respects the wishes of our participants and team members and will report only on the information they hold, provided in good faith by those that have been invited to give it.

### Governance and Good Practice

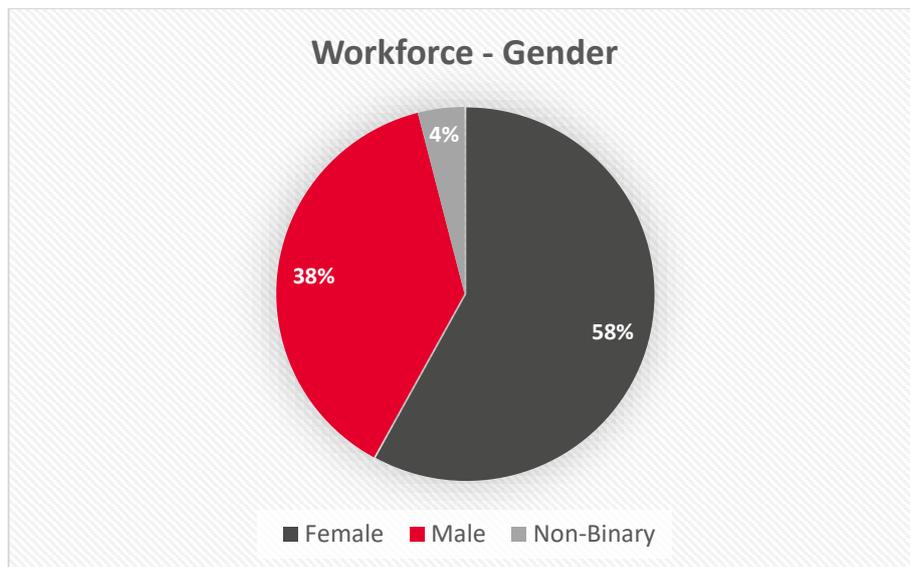
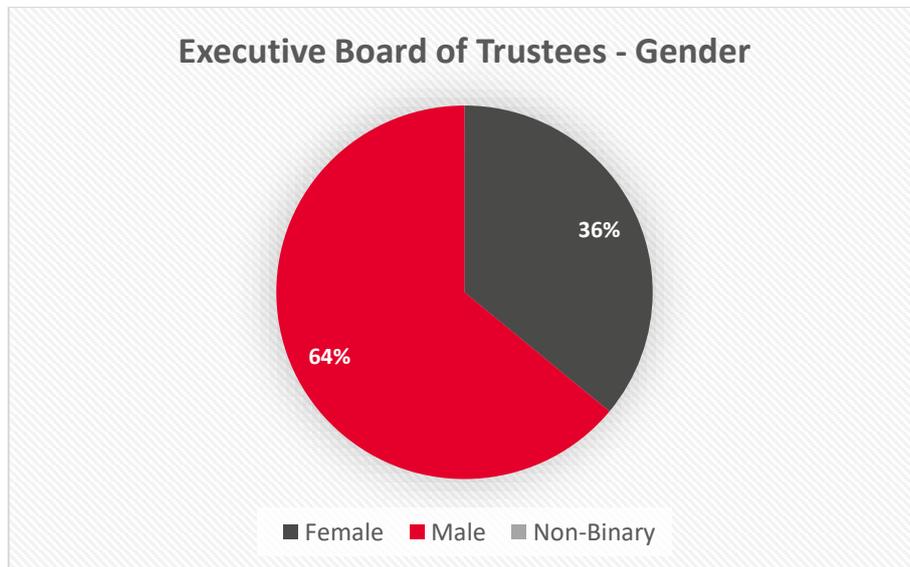
As a Community Club Organisation (CCO) in the English Football League (EFL), Lincoln City Foundation is governed by the EFL Trust Capability Code of Practice framework. The contents of the code are developed working with the British Standards Institute (BSI) in consultation with a number of stakeholders and may form the basis of a Publicly Available Specification which would be owned by BSI and sponsored by Premier League Charitable Fund (PLCF) and the EFLT. Within the code, Section 8, the Equality Code of Practice, specifies 12 areas where club operations are required to demonstrate compliance with equality, inclusion and anti-discrimination objectives.

Additionally, Lincoln City Foundation's strategy development process includes consideration of equality, diversity and inclusion, and an equality action plan forms part of our business plan. Lincoln City hold a monthly EDI Advisory Group meeting with representation from the Foundation, the football club, and members of our boards and associated partners championing diversity.

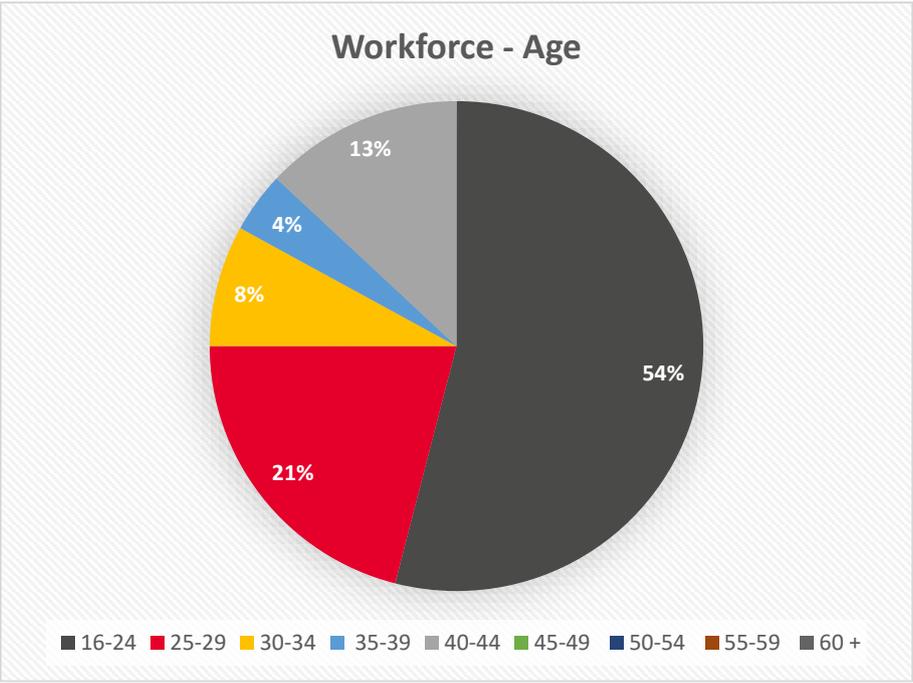
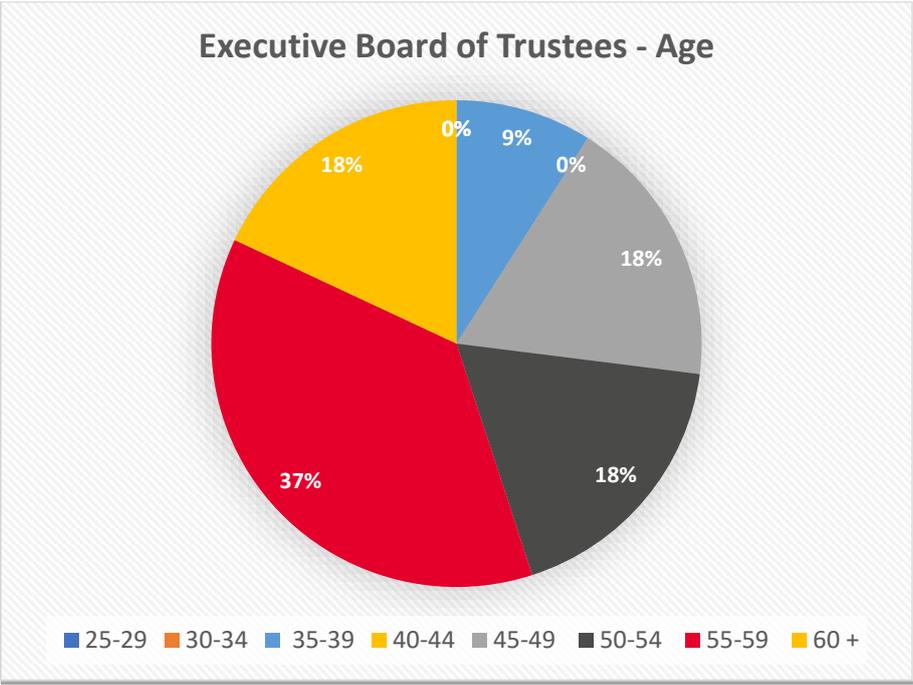
Lincoln City Foundation's Equality, Diversity and Inclusion policy is reviewed annually, approved by the board and is available on our website. In November each year, following the review of policy, incident reporting, and data audit, an action plan is developed. Reported incidents of discrimination are investigated by a member of the Foundation's senior leadership team, and where appropriate, the senior EDI lead.

## 1. LEADERSHIP AND WORKFORCE

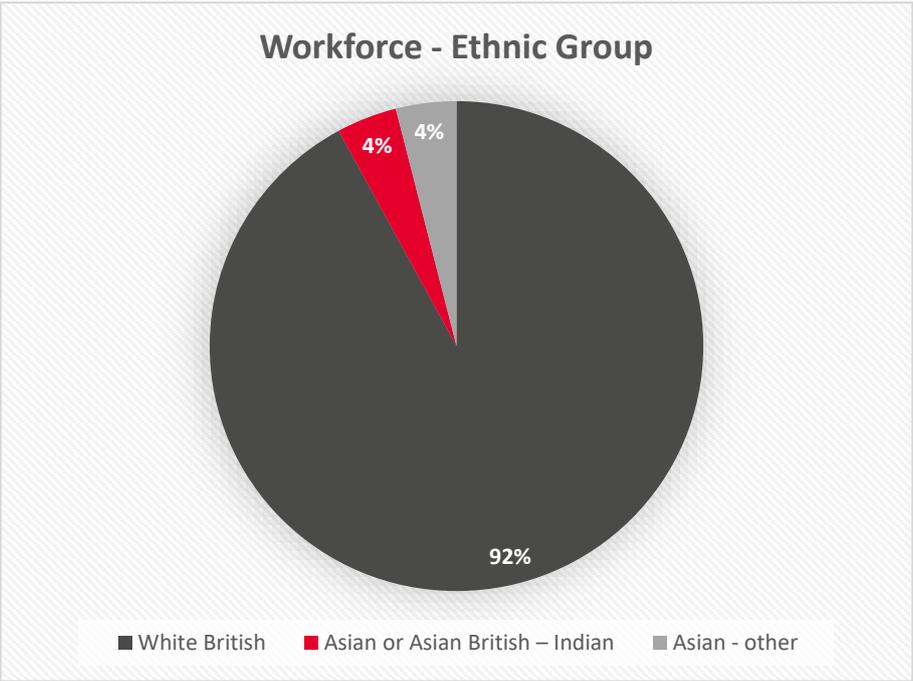
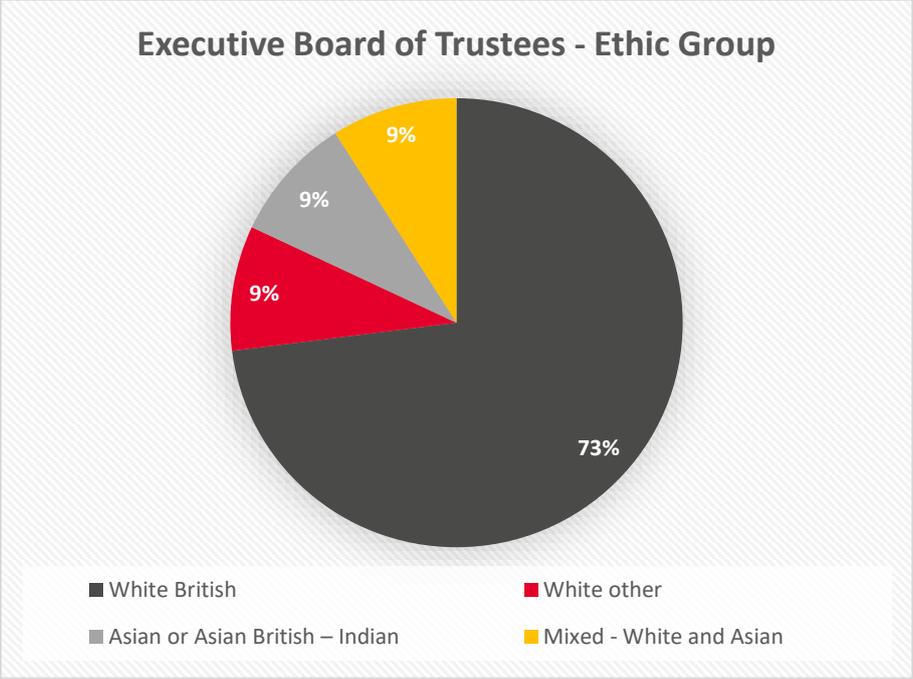
This year the Team Foundation workforce has been formed of over 40 staff and numerous volunteers, and 10 Trustees, whose knowledge, skills, and experience enables us to be able to deliver our breadth of programmes throughout Lincolnshire and inspire positive change. Within our staff structure we have a nominated EDI Lead, Charlotte Hornsby (Director of Business Operations), and an EDI Trustee, Pauline Tait.



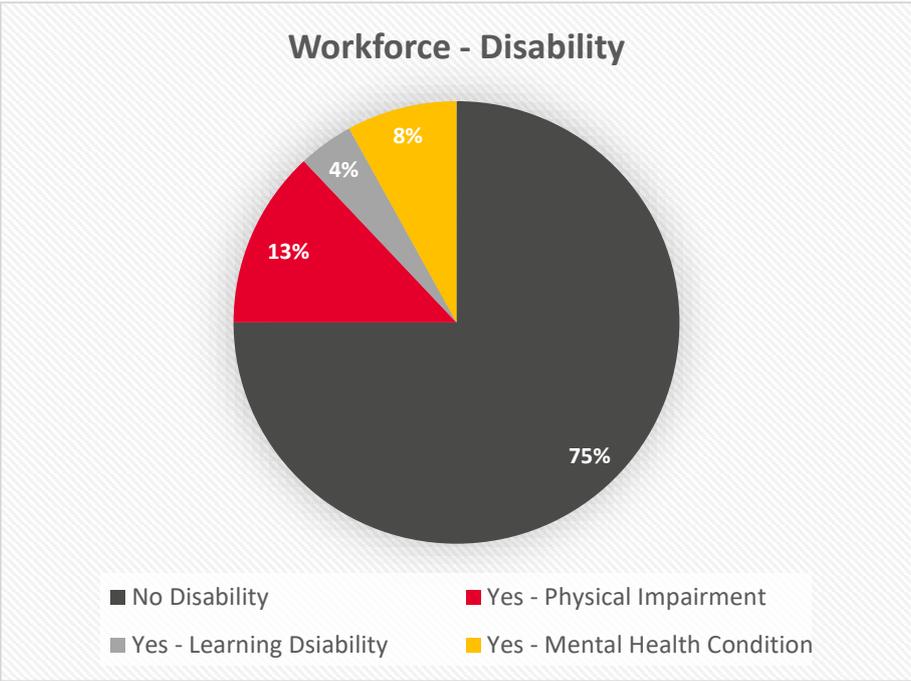
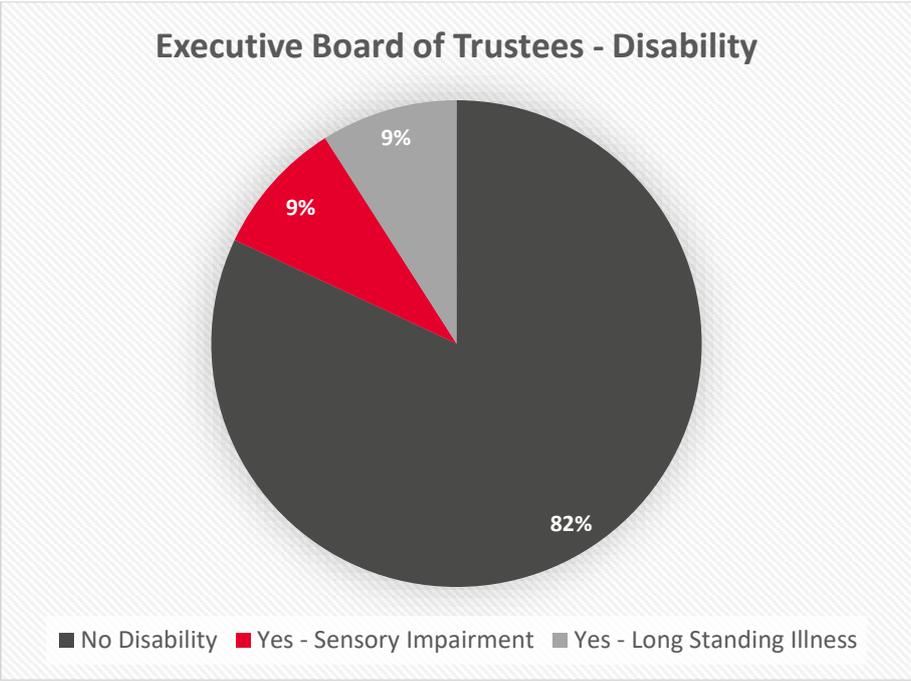
1.1 The charts above show the gender split in our board and workforce, with 64% of our board (the majority) male and 58% of our paid workforce (the majority) as female. Throughout 2020-21 due to Covid restrictions there were limited opportunities to engage with volunteers, existing and new, so this data was not collected.



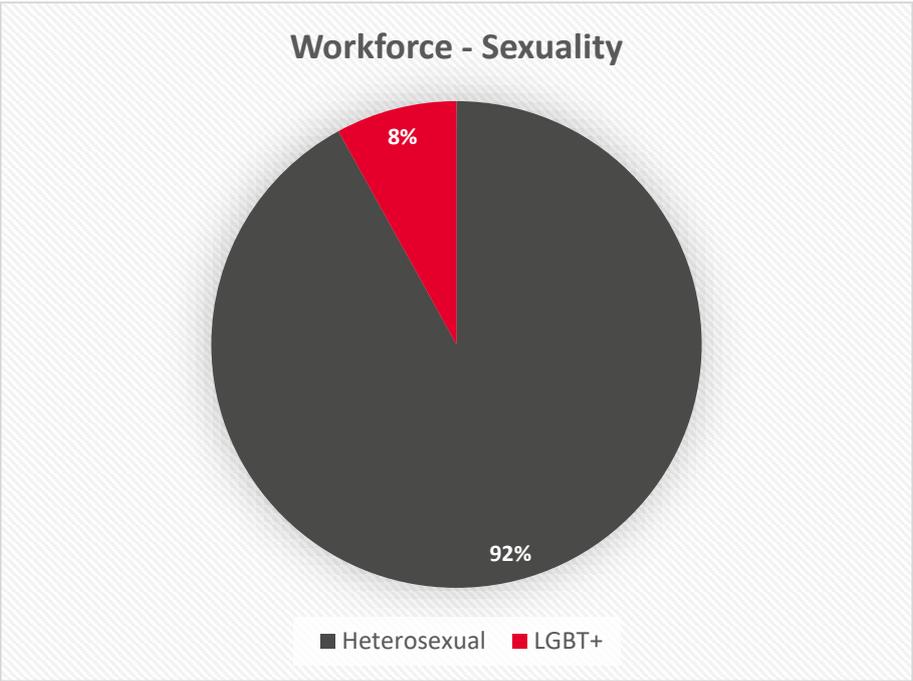
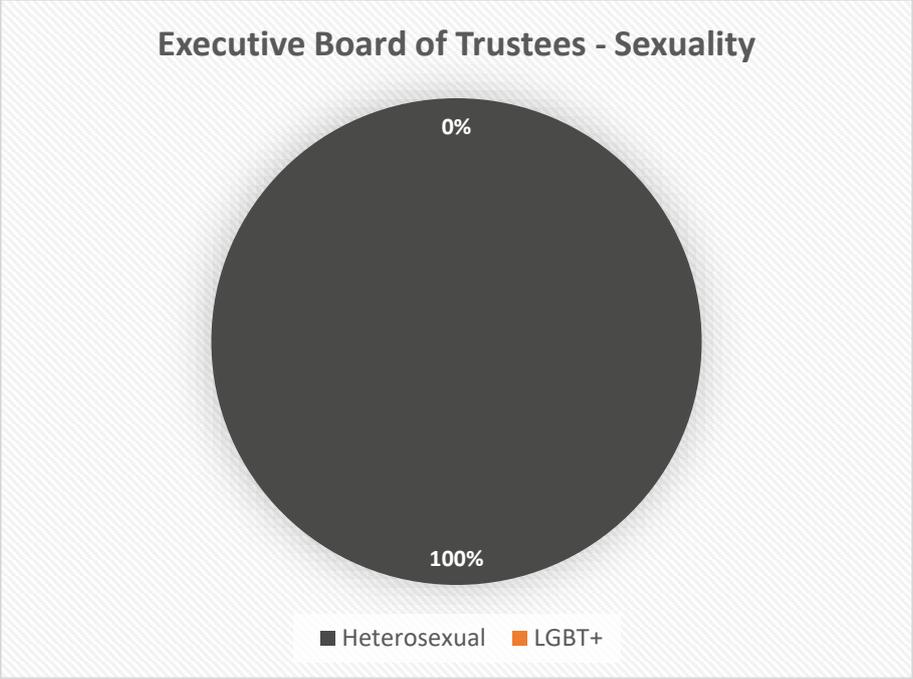
1.2 The charts above show the age diversity of our board and workforce. On our board more than half (55%) of our trustees are over the age of 55, no representation in the age groups below 34 and between 40-44 years. Within our workforce more than half (54%) are 16-24 years and collectively 75% are under the age of 29. Of the data collected, there is no representation of those aged over 45 years.



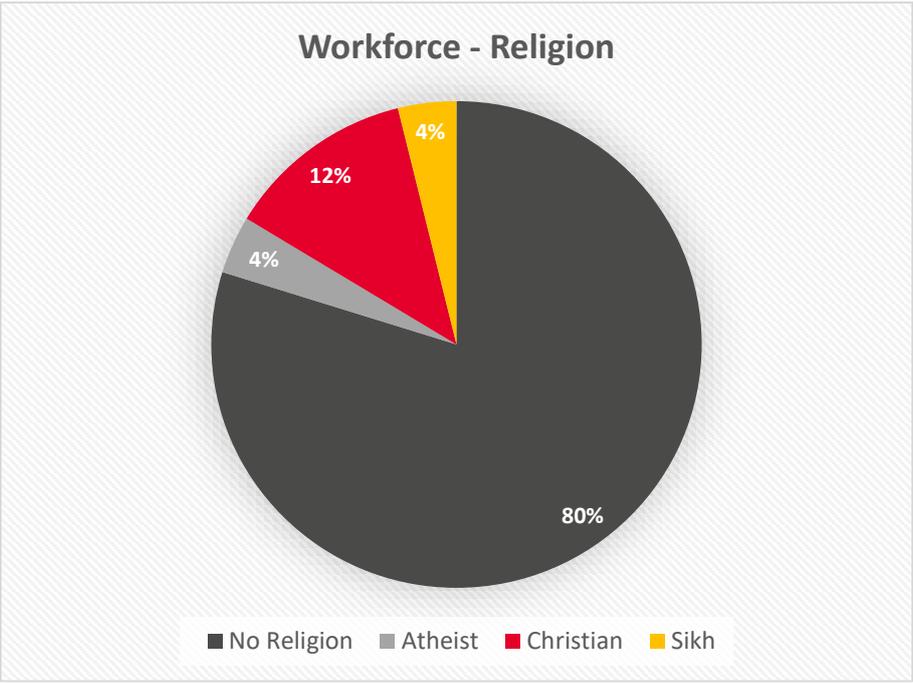
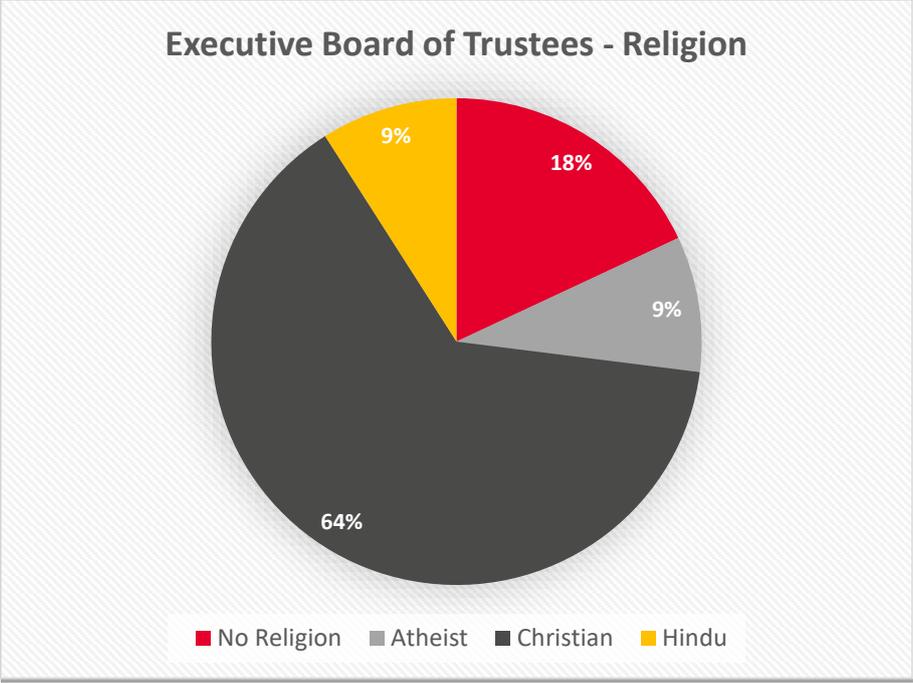
1.3 The charts above show the ethnic diversity on our board and in our workforce, with no representation reported in groups outside those shown above. Across both cohorts of individuals that gave responses, White British is shown as the majority.



1.4 The above charts show the responses received around those with a disability on our board and within our workforce. Across both cohorts of individuals, the majority of individuals have stated they have No Disability (82% board, 75% workforce).

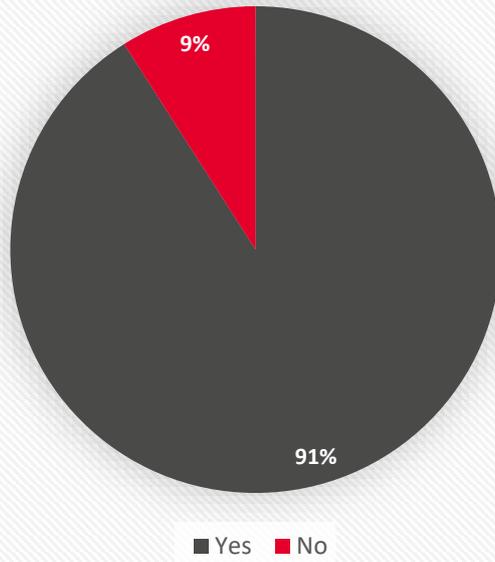


1.5 The charts above show the sexual orientation of the responses received from our board and our workforce. Across both cohorts of individuals, the majority of individuals stated they were heterosexual, with no diversity expressed in our board.

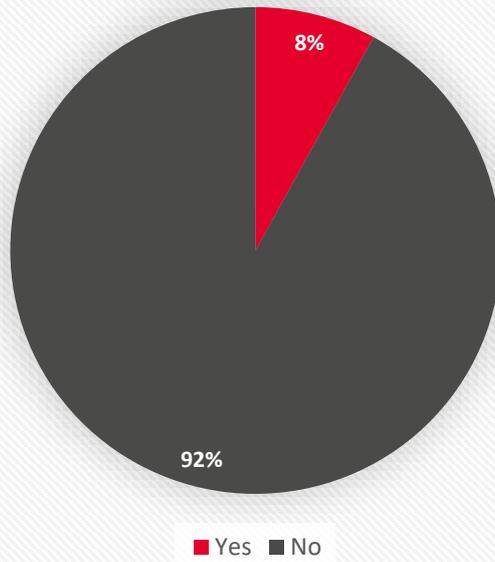


1.6 The charts above show the religion expressed by the responses received from our board and our workforce. The board shows that Christianity is represented in the majority (64%) compared to our workforce showing that no chosen religion is the dominant choice.

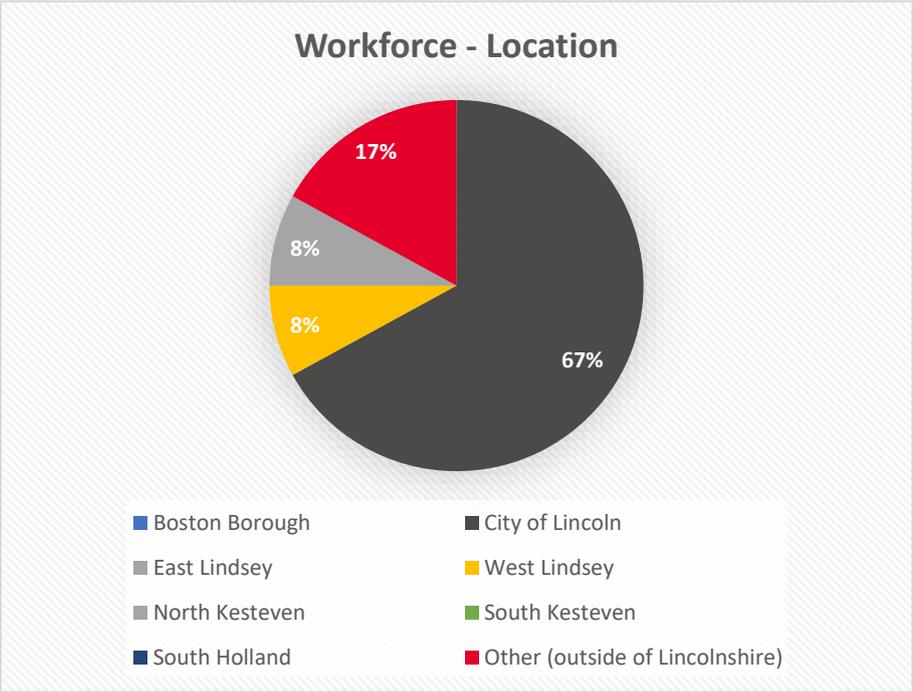
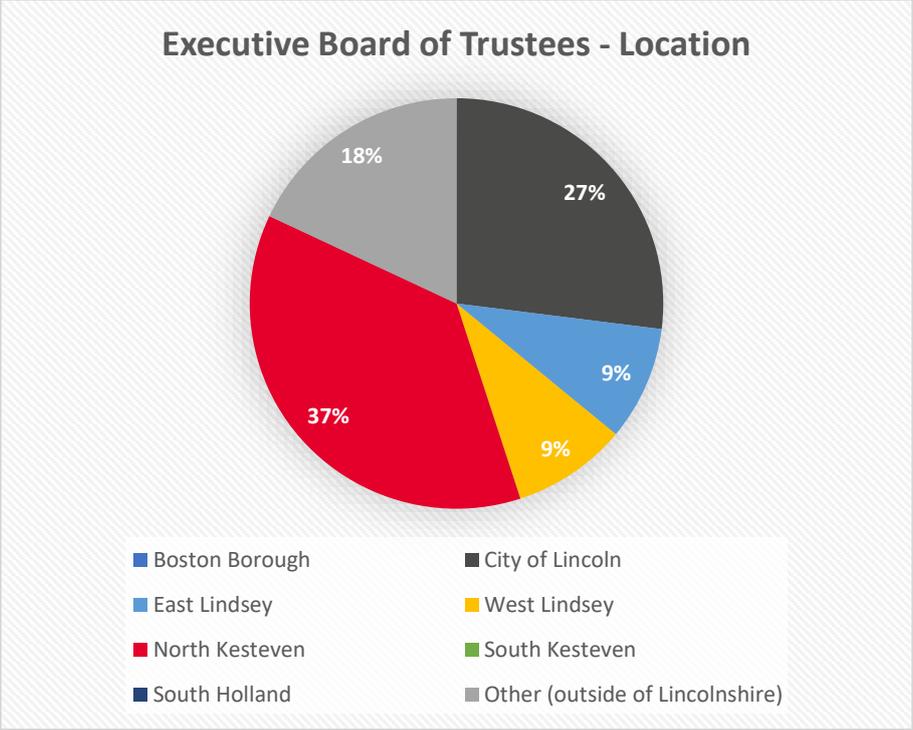
### Executive Board of Trustees - Marital Status



### Workforce - Marital Status



1.7 The charts above show the marital status of those on our board and our workforce, with a noticeable difference in the majority between groups for married and non-married individuals (including civic partnerships).



1.8 The charts above show the diversity of home/resident location of our board and our workforce, with both cohorts of attracting individuals from outside of Lincolnshire (18% board, 17% workforce). Within the board, the majority of responses state they reside in North Kesteven (37%) compared to our workforce being heavily represented by those living in the City of Lincoln (67%). Boston, South Kesteven and South Holland are all underrepresented noting 0% of responses.

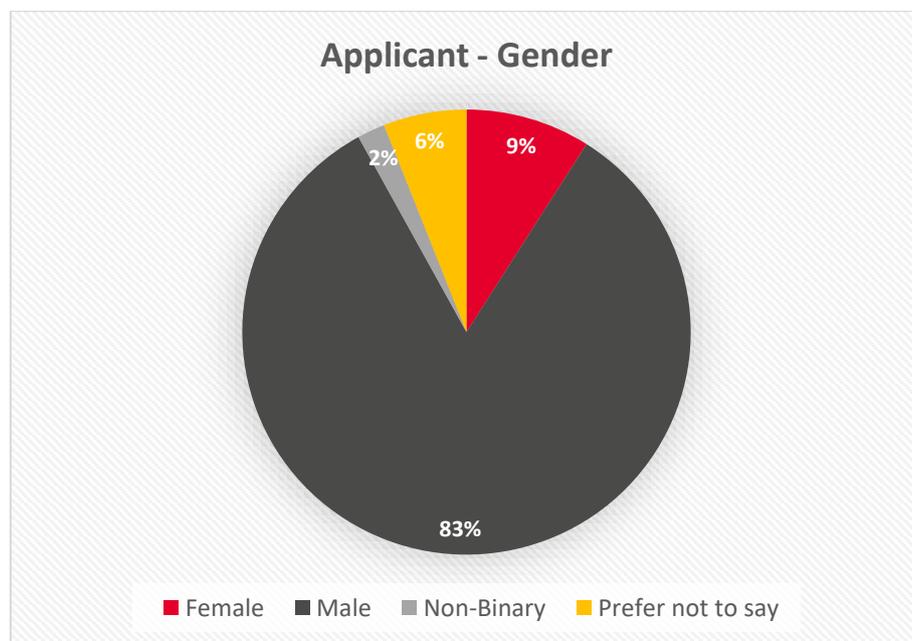
## 2. RECRUITMENT AND SELECTION

Lincoln City Foundation adhere to safer recruitment practices to help make sure staff and volunteers are suitable to work with children and young people. This is a vital part of creating a safe and positive environment and making a commitment to keep children safe from harm.

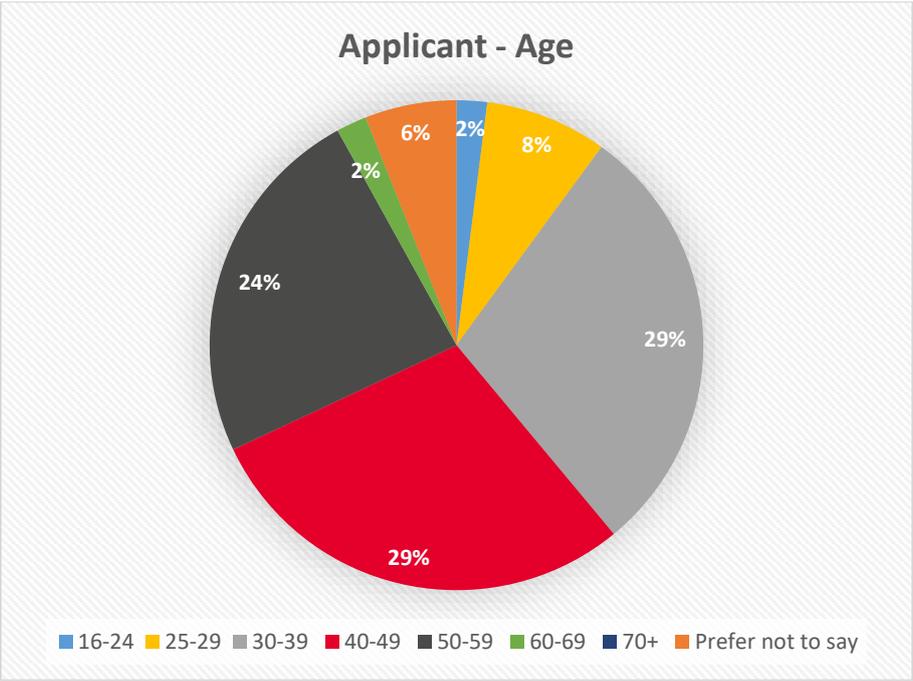
The HR team at the Foundation work with programme leads and the marketing team to attract applications from a diverse range of candidates. Text on our website platform can be easily changed into a different language, and where targeted online and social media advertising is implemented, it is based only on qualification or in relation to a requirement set out by a funder and/or relevant to a project participant group need assessment. Utilising technology means we can also remove barriers to attending interviews, where appropriate to the role. This is not always possible when asked to complete a practical assessment, however online interview tasks have also been designed to challenge the candidate as we evolve as an organisation that can accommodate the needs of our participants post Covid.

The Foundation have a structure around interview panels for level of seniority and type of role being recruited for. Each panel is chosen to enable a range of perspectives and opinions to be presented, this may include an invite to an external stakeholder where specific expertise or knowledge is required to make a sound decision.

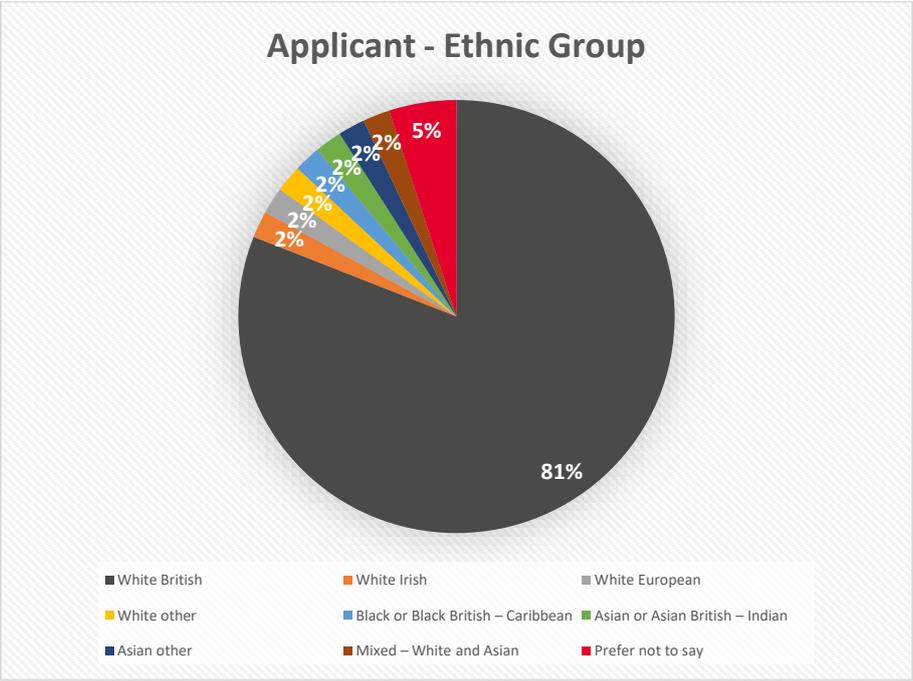
EDI data is collected at time of application submission and upon successful appointment. Personal data, that identifies a person or any of the characteristics, is removed by an independent HR team member as part of the selection process. In most cases, applications are read in the shortlisting stage by two team members. Where a large number of applications are received this may be a two-stage process, with the second stage being with a refined, smaller number of applicants.



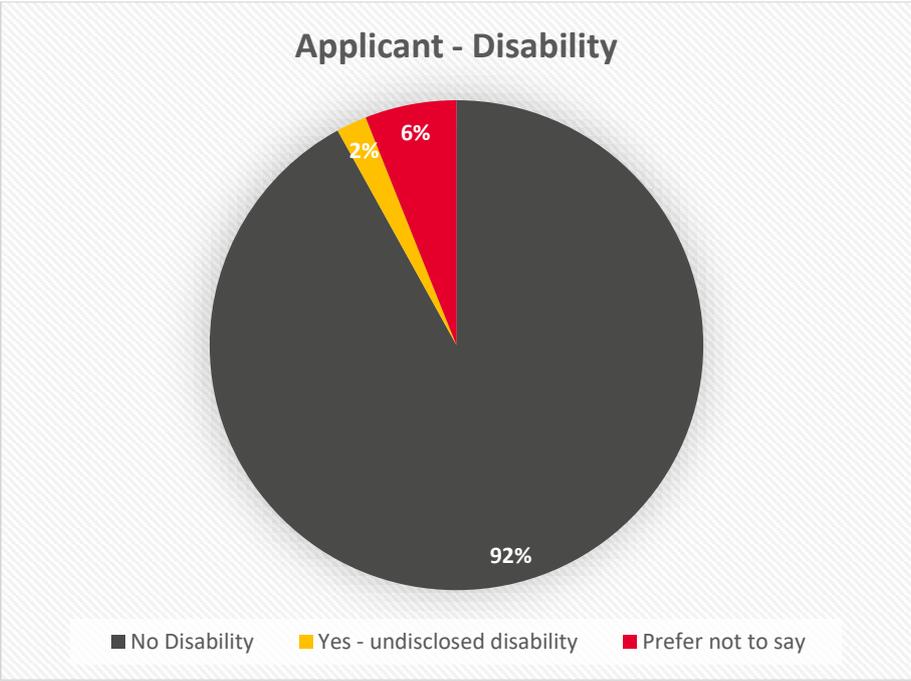
2.1 The chart above shows the gender data from the responses received from applicants in our recruitment processes. It demonstrates that males were more prominent in applying to the organisation (83%).



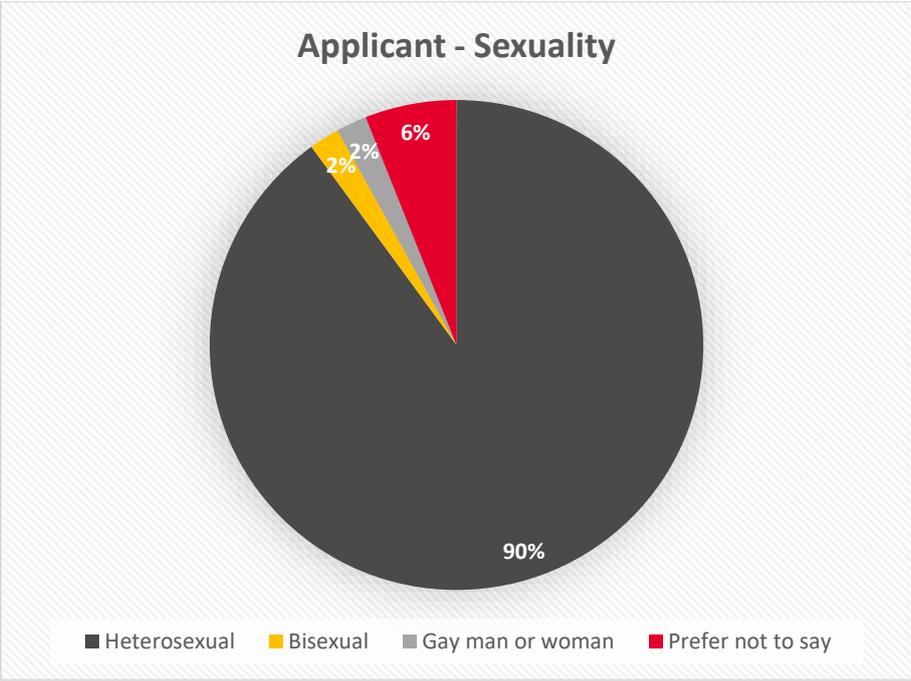
2.2 The chart above shows the age diversity of the candidates that applied for roles in 2020-2021, demonstrating that most applications received are from individuals under the age of 49 (90%) and those aged between 30 to 50 years equate for more than half.



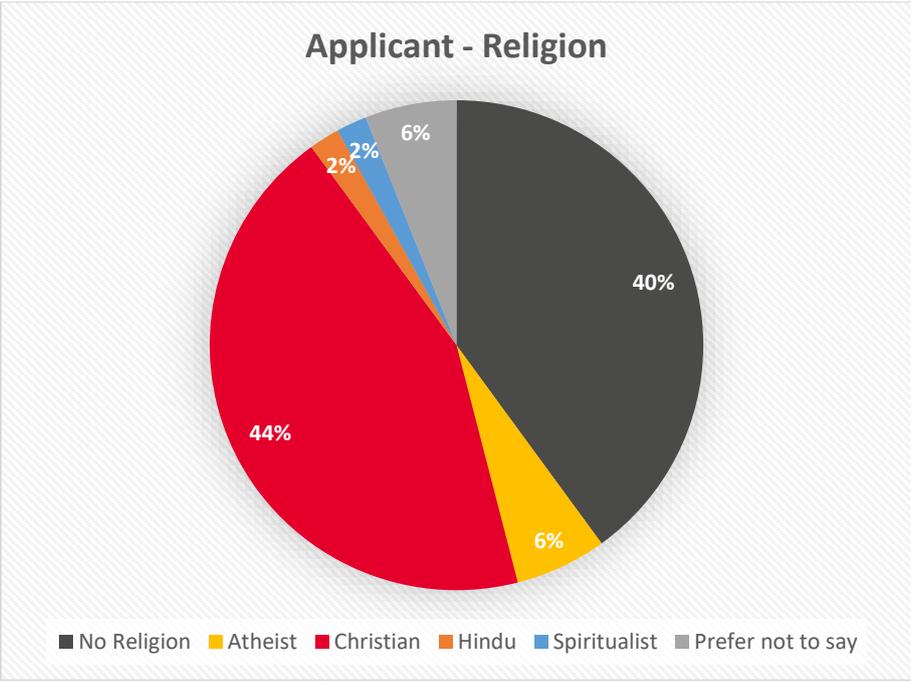
2.3 The chart above shows the diversity of ethnicity of the applications we have received for roles within our organisation. The majority stated White British (81%).



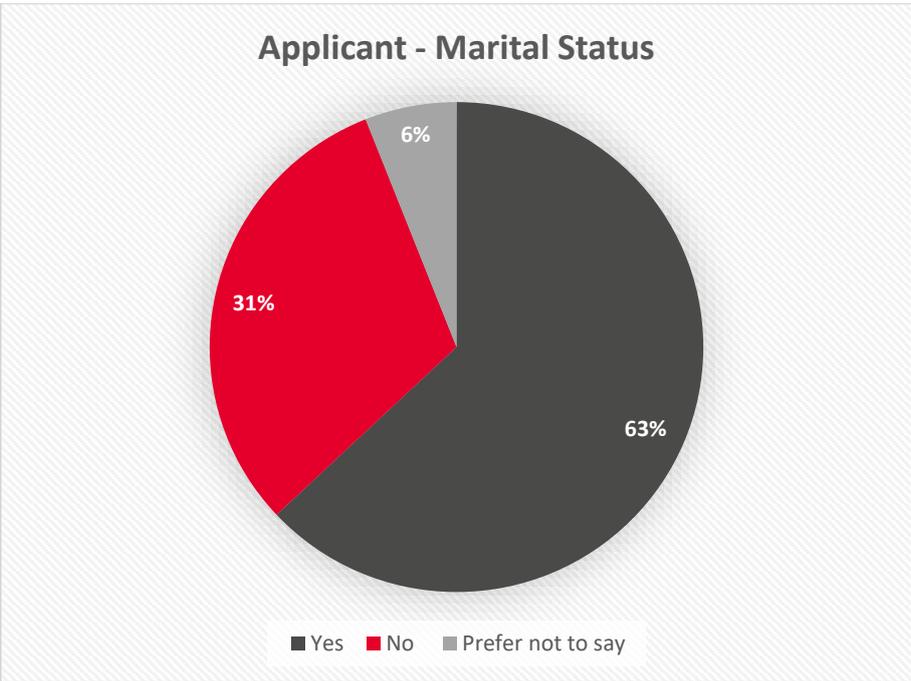
2.4 The chart above shows the diversity of those applicants that responded in terms of a disability, with the majority of applicants stating they do not consider themselves to have a disability (92%).



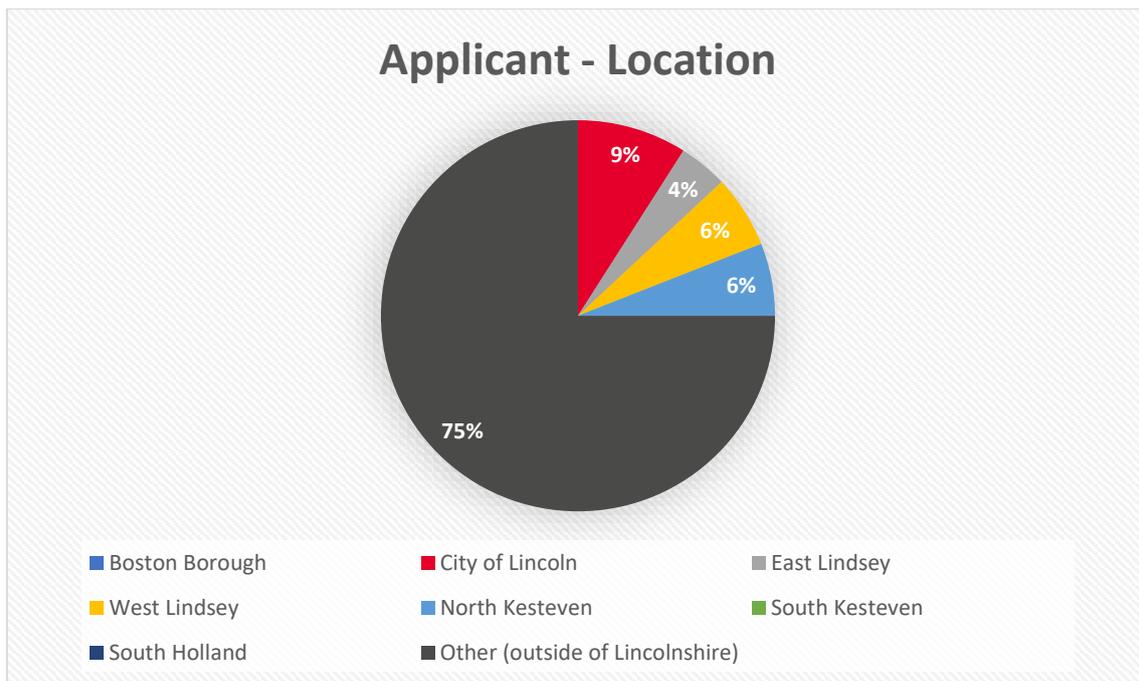
2.5 The chart above shows the data collected from responses of candidates and their sexual orientation, with the majority of applicants stating they are heterosexual (90%).



2.6 The chart above shows the religion of the responses received from applicants for roles within our organisation with Christianity (44%) and No Religion (40%) being the most selected options.



2.7 The chart above shows the data collected from candidates around their marital status with those married (including civil partnerships) represented by the majority (63%).



2.8 The chart above shows the selected location/residence of the individuals applying for roles within our organisation. Boston, South Kesteven and South Holland are underrepresented (0%) in our applicant data, which is replicated in our board and workforce statistics. The majority of applicants in 2020-21 were from outside of Lincolnshire. \*

*\*This data is reported with a known skewed result after the recruitment process of a CEO took place between March to May 2021. This position saw a very high number of applications compared to others in the organisation and attracted applications from Nottinghamshire, Derbyshire, Sheffield, Leicestershire, Yorkshire, London, Scotland, Canada and United Arab Emirates.*

### 3. TRAINING AND AWARENESS

Across the Foundation, this year training has been delivered to upskill staff and enhance knowledge within the following key areas. This is in addition to mandatory EDI training which all staff complete as part of the induction process when joining the Foundation.

With the first three months of any role at Lincoln City Foundation employees must complete the mandatory safeguarding training, provided by Lincolnshire FA, or equivalent, and the EFL Playing for Inclusion training, completed online.

- **Mental Health**  
As a direct result of the Covid-19 pandemic, we recognised a need to upskill our workforce in mental health to understand the triggers and behaviours associated to several mental health conditions. Thanks to funding from Lloyds Bank Foundation, 70% of our workforce are now Mental Health First Aid qualified. The knowledge gained from undertaking the Mental Health First Aid Training will support the Foundation workforce to have increased empathy and understanding when supporting and talking to colleagues, as well as helping to break down any stigma associated to mental health. The skills gained from the training will also enable staff to sign post those in need to appropriate support. This approach to mental health will be embodied internally as well as during engagement with the wider participants and beneficiaries the Foundation engage with across communities.
- **Safeguarding, Prevent and Modern Slavery**  
As part of our annual staff training programme all Foundation staff have completed a refresher in safeguarding, prevent, and modern slavery – the latter CPD was delivered by our external partners at Lincolnshire County Council. Following this training the details for reporting concerns relating to safeguarding, prevent and modern slavery have been added more prominently to our website, as well as to all Foundation staff ID badges. Our organisational safeguarding resilience has also been reviewed with a Designated Safeguarding Lead assigned, and four Designated Safeguarding Officers appointed, in addition to a Safeguarding Champion on the Executive Board of Trustees.
- **Picture Exchange Communication System (PECS)**  
In the summer of 2021, three of our staff team completed a Level 1 qualification in PECS, which allows people with little or no communication abilities to communicate using pictures. People using PECS are taught to approach another person and give them a picture of a desired item in exchange for that item. By doing so, the person can initiate communication. A child or adult with autism, for example, can use PECS to communicate a request, a thought, emotion, or anything that can reasonably be displayed with a picture card.

#### 4. PARTICIPANTS AND COMMUNITIES - OVERVIEW

At the Foundation we focus on developing, managing, and delivering high quality activities across four key areas of work; Education and Employability, Sport and Physical Activity, Health and Mental Wellbeing, and Inclusion and Community Cohesion.

##### Organisational Data

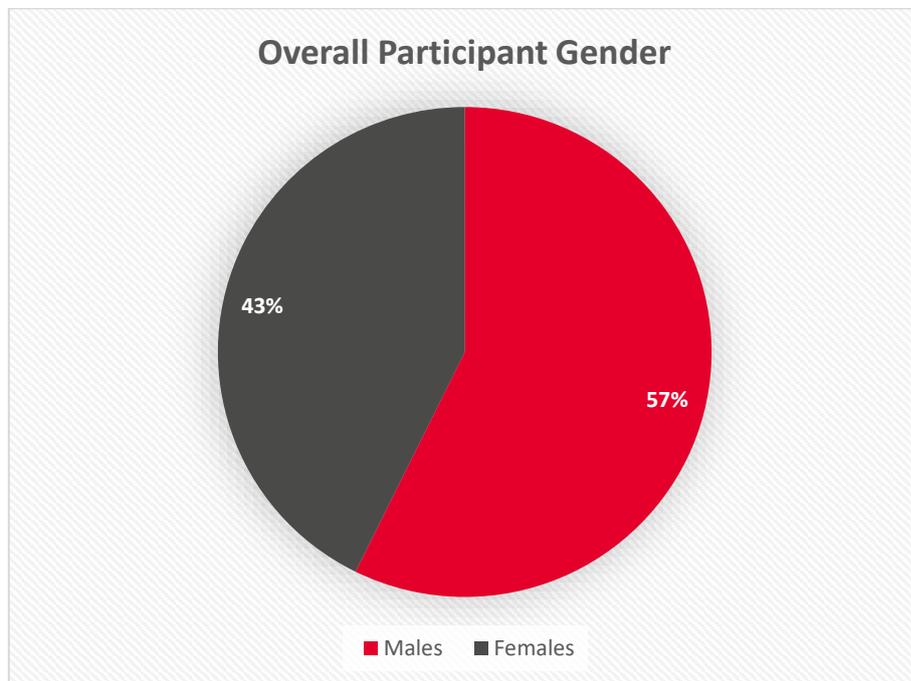
The organisational data reported in sections 4 to 8 is from 4,284 responses for EDI information from 7,454 requests (response rate 57%).

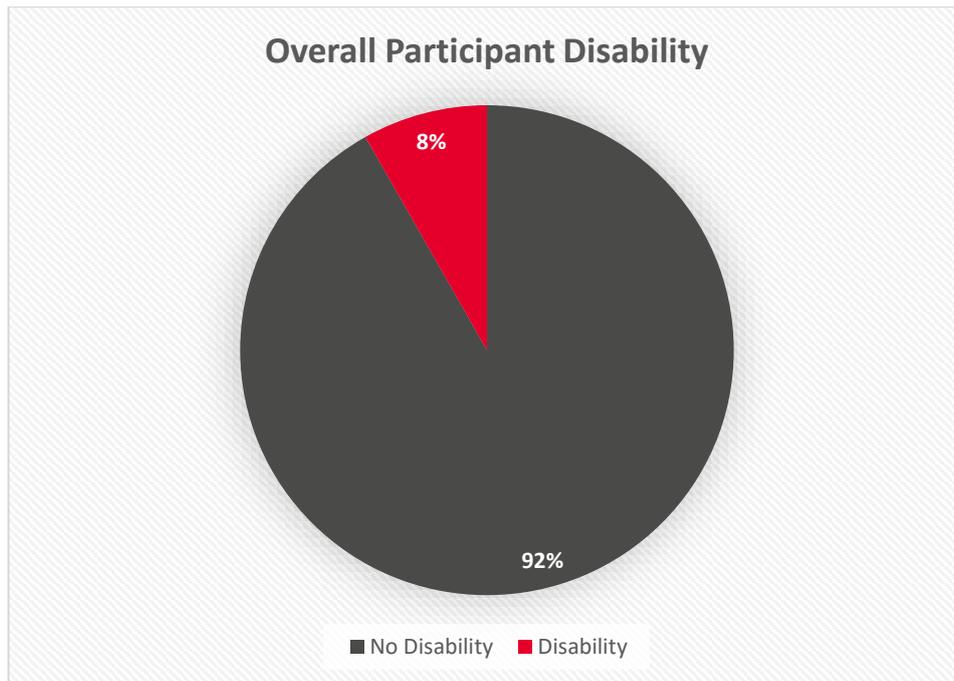


3 Years



94 Years

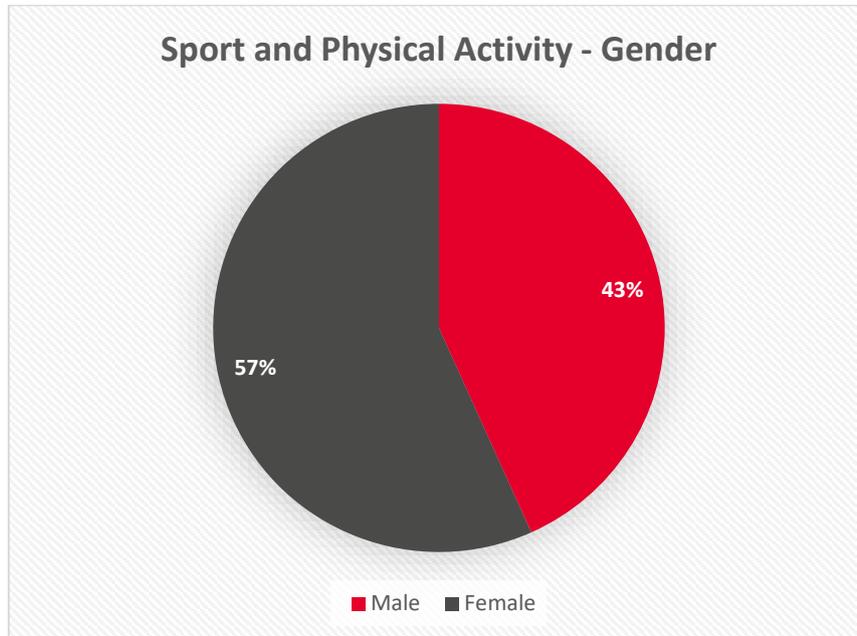




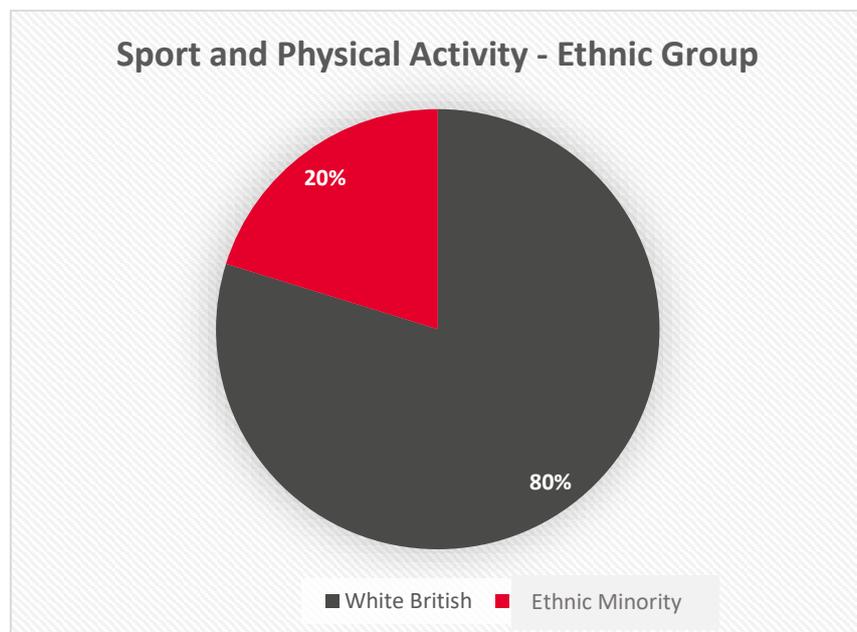
4.1 Lincoln City Foundation, as a charity, through its diverse range of programmes engages with individuals aged between 3 years to 94 years (2020-21). Participant gender breakdown was recorded as 2458 (male participants) to 1826 (female participants) from the responses received. From the responses received, 350 individuals stated they had a disability (8.2%).

## 6. SPORT AND PHYSICAL ACTIVITY

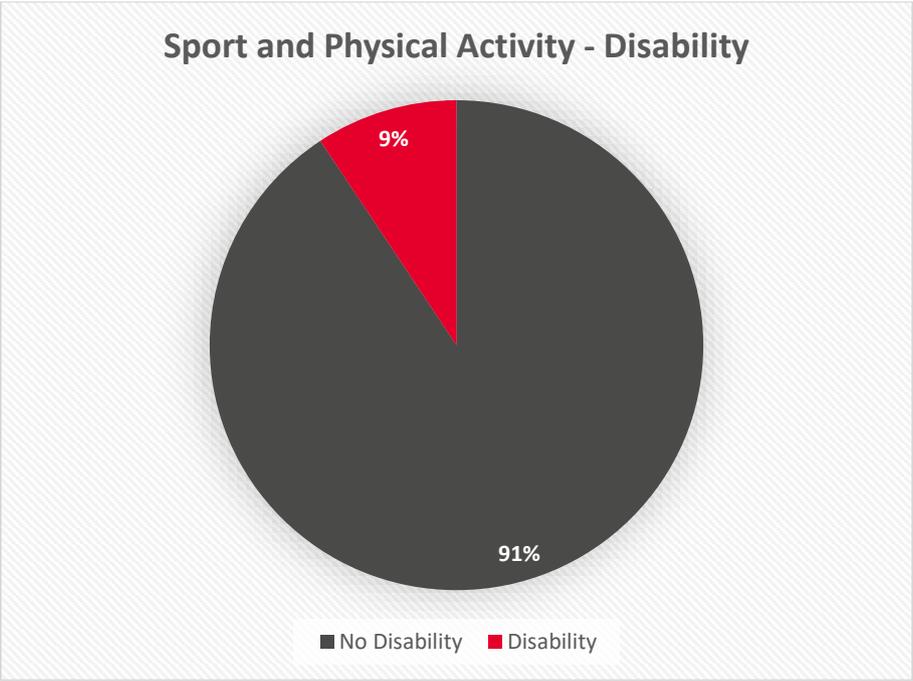
We want to use the power of sport and football to inspire people of all ages to become more active and to increase levels of physical activity and participation in sport across all the communities with which we engage. This currently includes delivery of an extensive school sport programme, a football development pathway for both male and female footballers, and holiday club provision for children.



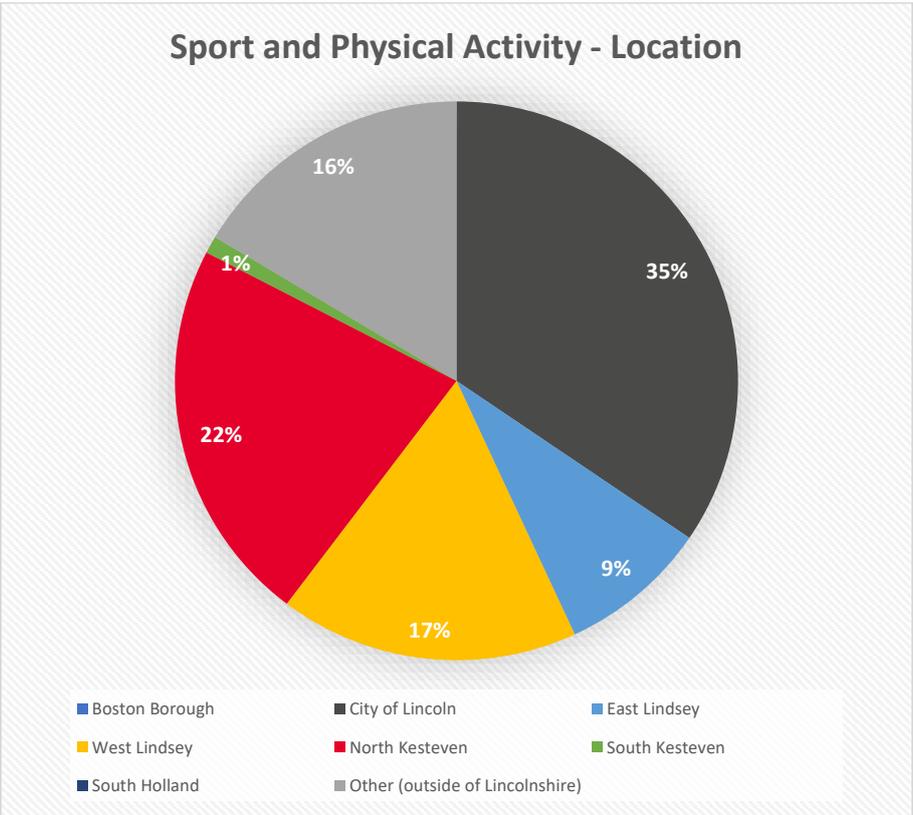
5.1 The chart above shows the gender diversity of those that participated in our sport and physical activity programmes.



5.2 The chart above shows the information collected on an individual's ethnicity who participated in our sport and physical activity programmes.



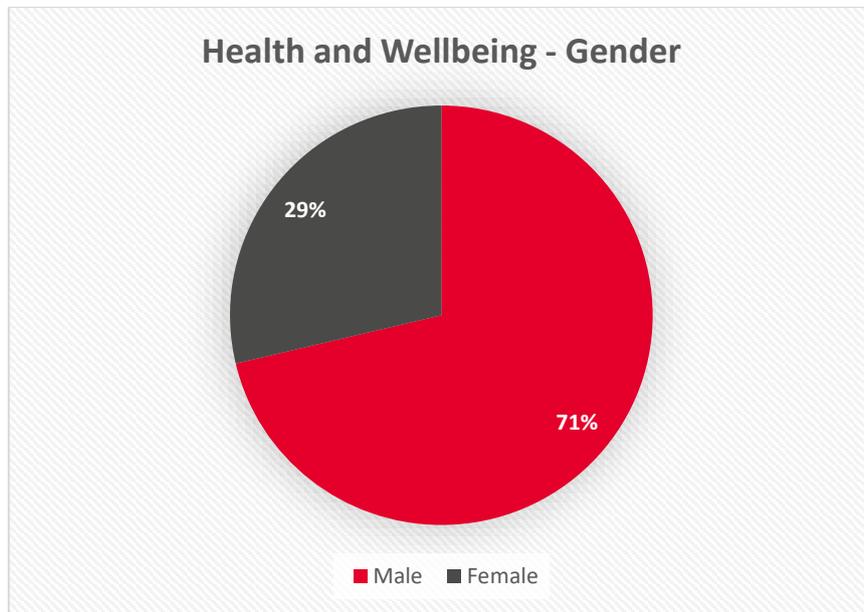
5.3 The chart above shows the results from information shared on those with a disability participating in our sport and physical activity programmes.



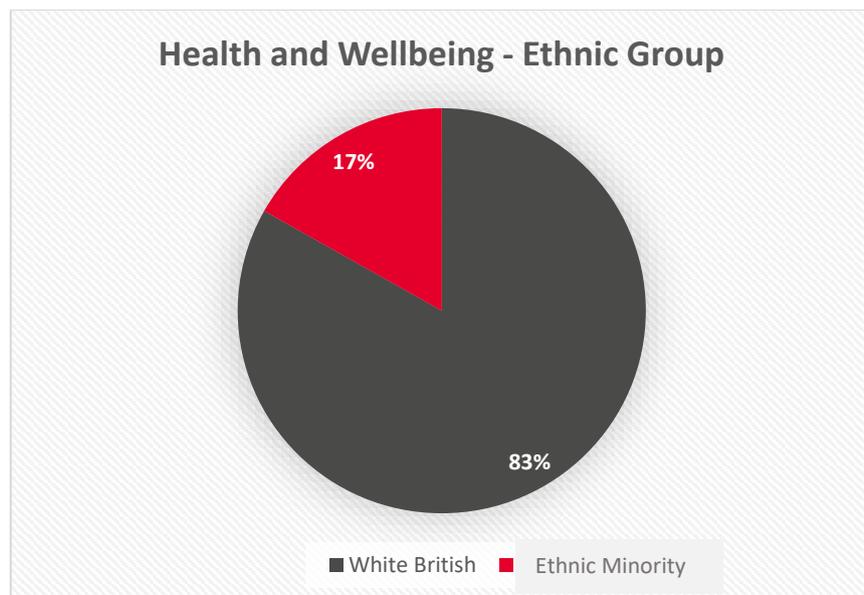
5.4 The chart above shows the diversity of individuals in terms of the home location taking part in our sport and physical activity programmes. There were no participants registered from the Boston and South Holland districts, however, 16% of participants live outside of Lincolnshire.

## 7. HEALTH AND WELLBEING

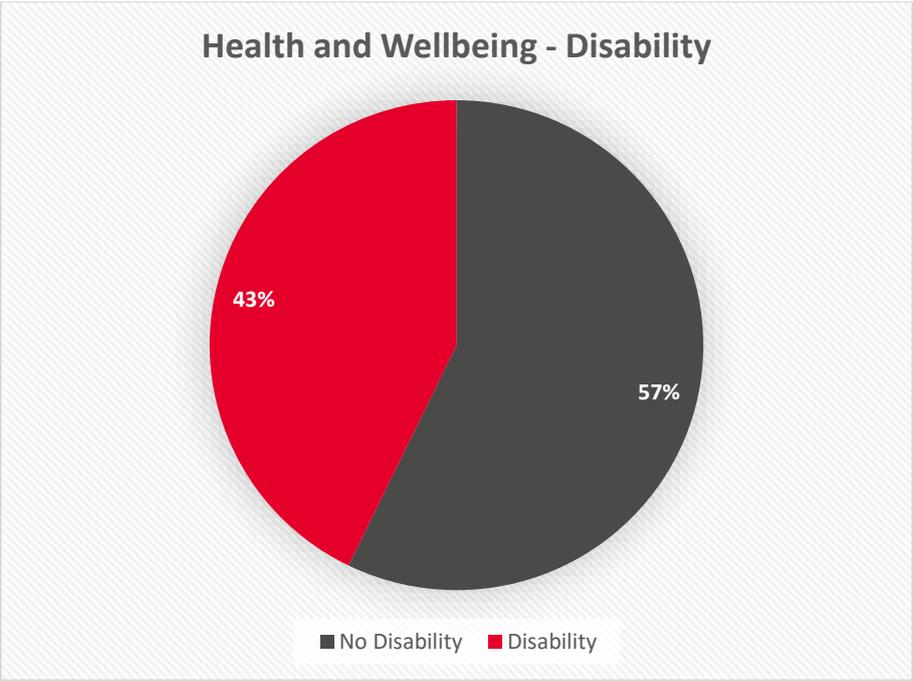
We aim to promote a better understanding of physical and mental health issues, and support and tackle health inequality. We seek to contribute to a healthier community by providing and delivering programmes which are designed to promote and facilitate healthy living. This included delivery of a male mental health programme, provision of a cancer rehabilitation programme, and a programme of activity for over 55s.



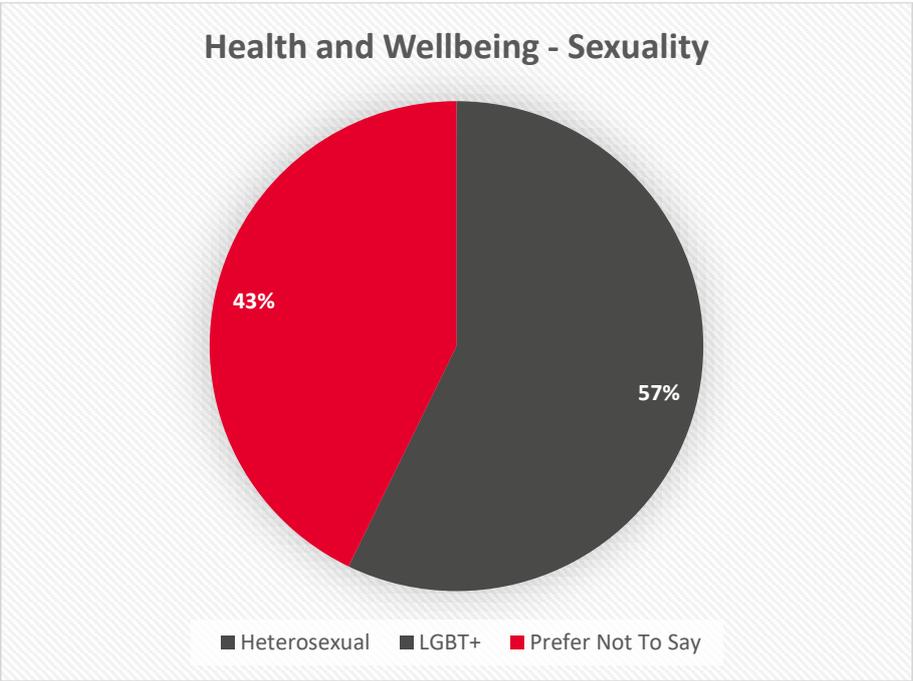
6.1 The chart above shows the gender diversity of those that participated in our physical health and mental wellbeing programmes. NB - During 2020-21 Lincoln City Foundation launched its Team Talk project, which is for males only who are at risk of suicide or require mental health support.



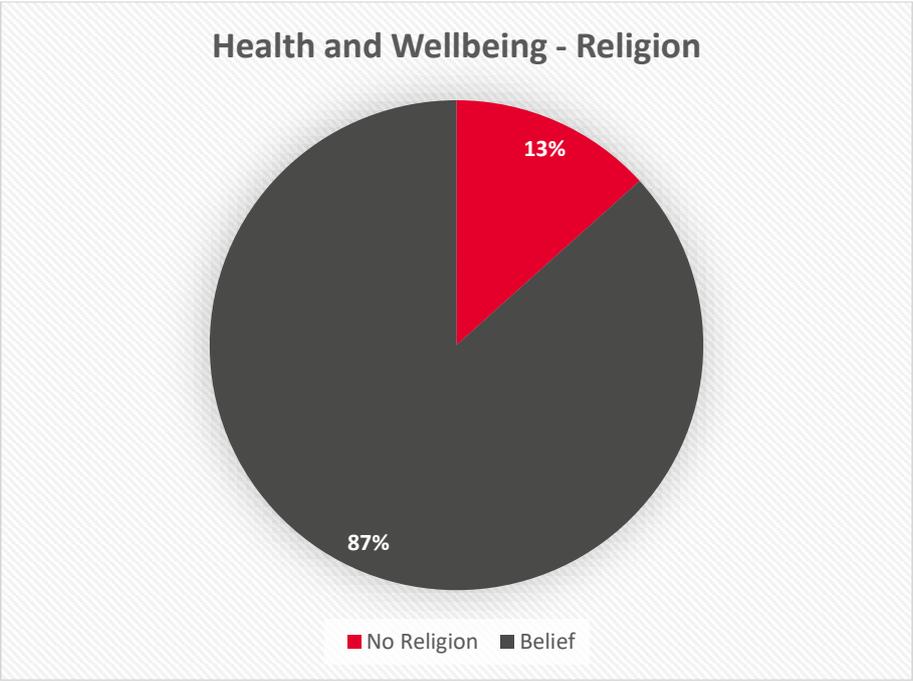
6.2 The chart above shows the information collected on an individual's ethnicity who participated in our physical health and mental wellbeing programmes.



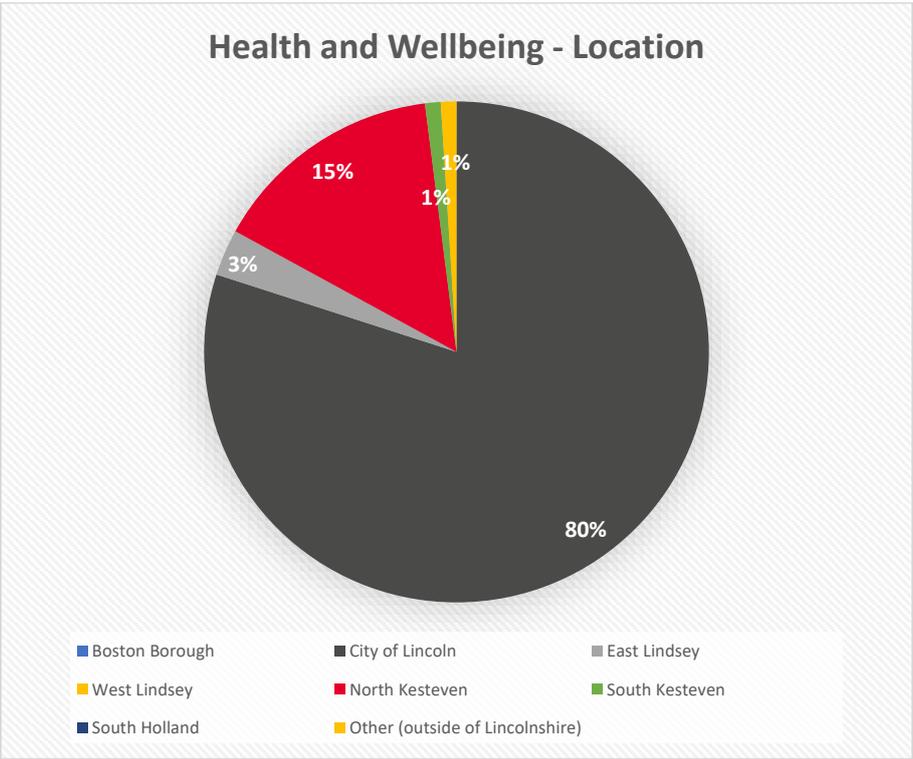
6.3 The chart above shows the results from information shared on those with a disability participating in our physical health and mental wellbeing programmes.



6.4 The chart above shows the sexual orientation of those who shared data with the organisation participating in our physical health and mental wellbeing programmes, with 43% of participants choosing not to disclose.



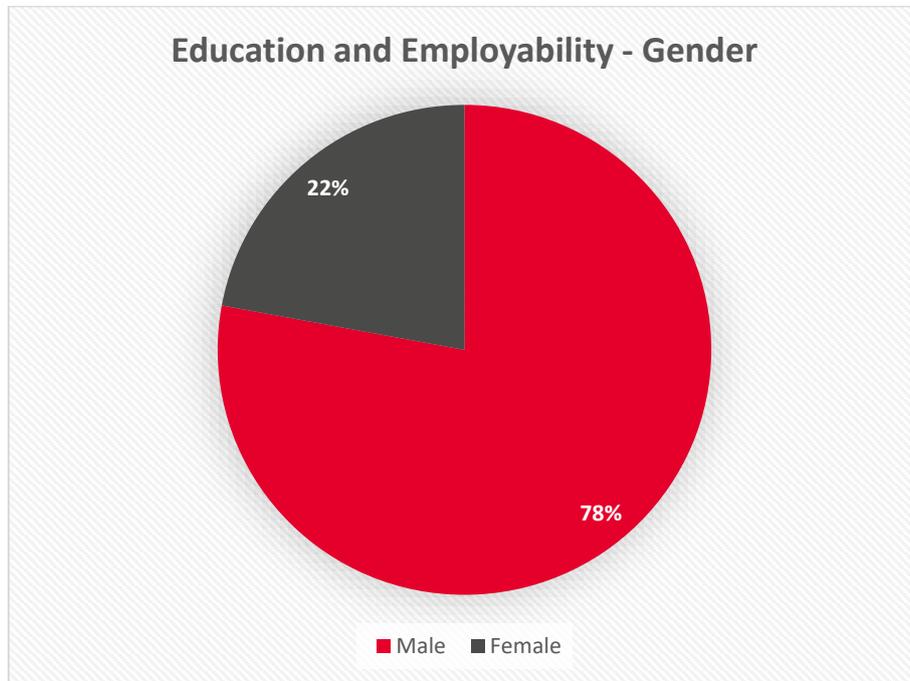
6.5 The chart above demonstrates the results of the participant's religion across the physical health and mental wellbeing programmes.



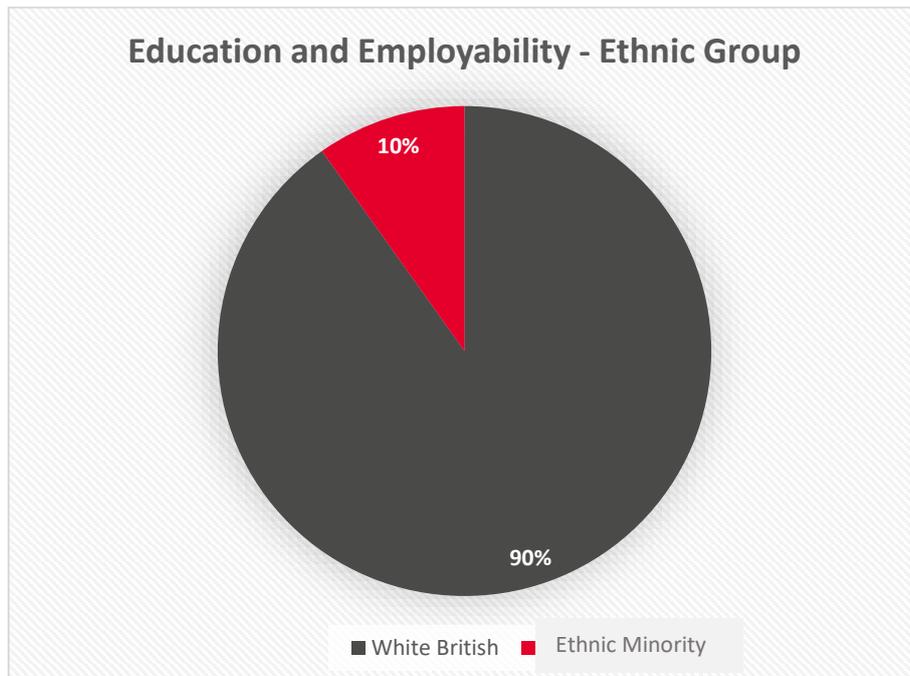
6.6 The chart above shows the diversity of individuals in terms of the home location taking part in our physical health and mental wellbeing programmes. There were no participants registered from Boston, West Lindsey, or South Holland districts.

## 8. EDUCATION AND EMPLOYABILITY

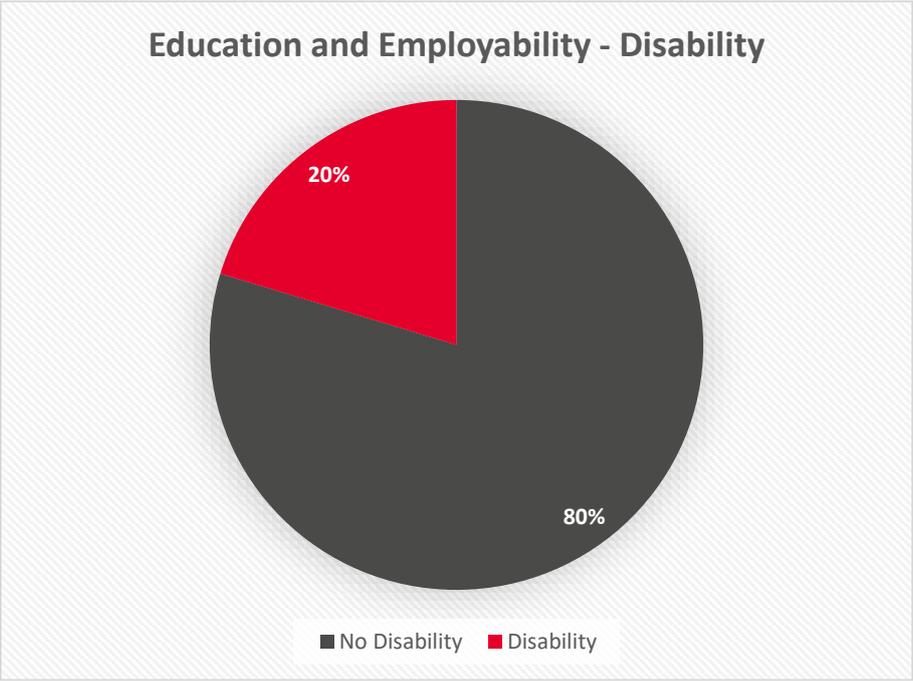
We aim to provide positive learning environments to inspire people and develop skills for life. This currently includes an extensive post-16 education provision, delivery of traineeships and mentoring programmes, and several youth engagement projects such as National Citizen Service.



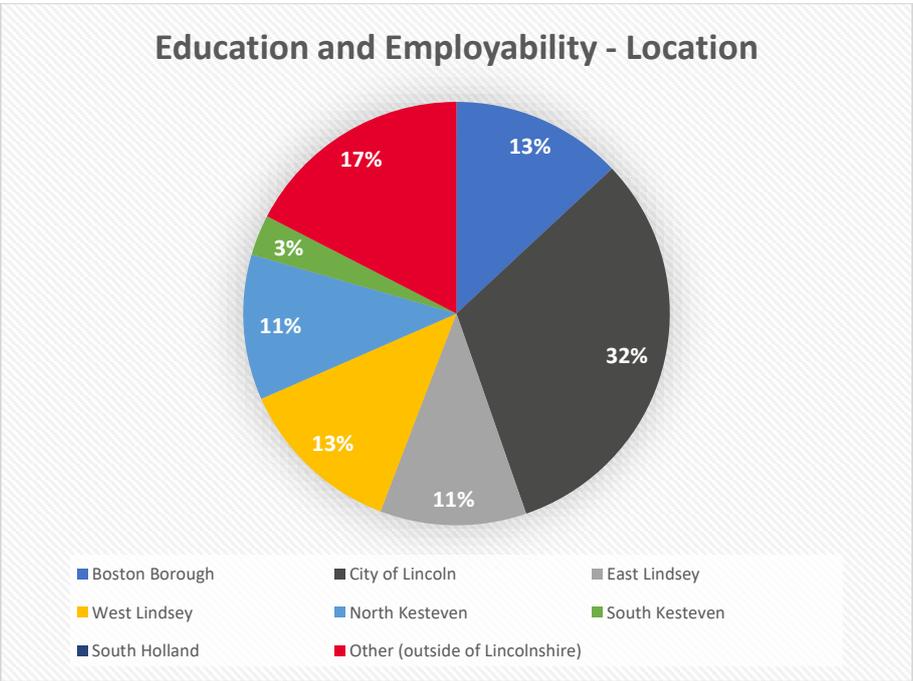
7.1 The chart above shows the gender diversity of those enrolled in our education and employability programmes.



7.2 The chart above shows the information collected on an individual's ethnicity who participated in our education and employability programmes.



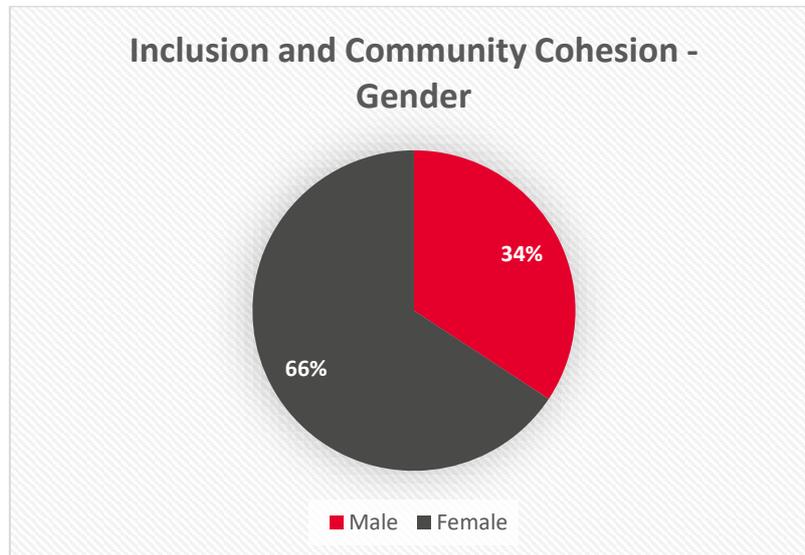
7.3 The chart above shows the results from information shared on those with a disability participating in our education and employability programmes.



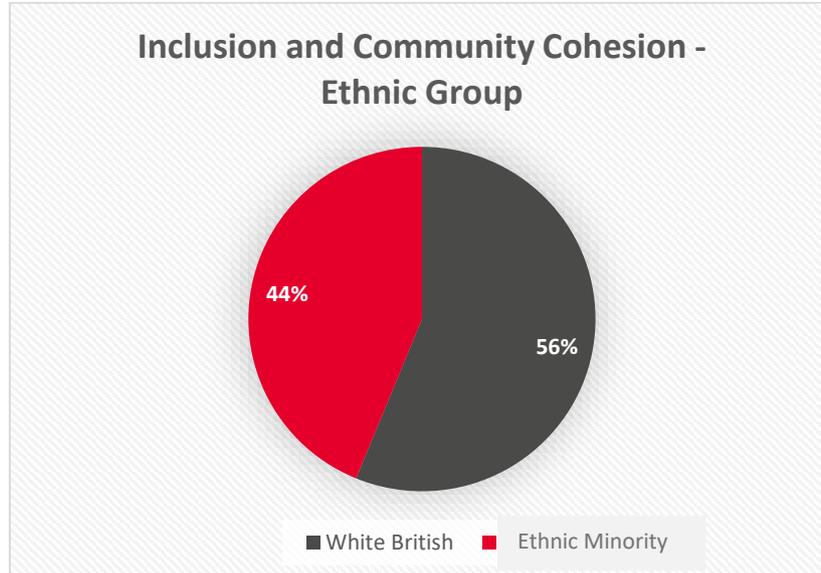
7.4 The chart above shows the diversity of individual's home residence enrolled in our education and employability provision. There were no enrolments or early engagement recorded from the South Holland district. 17% of participation was from outside of Lincolnshire.

## 9. INCLUSION AND COMMUNITY COHESION

Using the power of our brand and reputation we seek to lead, support, and respond to the needs of our communities, especially those in the most deprived areas, inspiring and changing lives. Our commitment to enhancing communities currently includes supporting the Sincil Bank neighbourhood in Lincoln, in which our LNER Stadium is located.



8.1 The chart above shows the gender diversity of those that participated in our community projects.



8.2 The chart above shows the information collected on an individual's ethnicity who engaged in our community projects.

8.3 In terms of location of those engaged, 100% of the individuals asked to participate were from the City of Lincoln local authority area, in which Sincil Bank is within.

## 10. COMMUNICATIONS

At the Foundation we seek to ensure our communication platforms are inclusive and accessible for all individuals who engage, access, or want to learn more about our programmes. This year with an update to our website, we now have a translation option, to remove the language barrier for anyone trying to access our services. We have added subtitles to our videos, image descriptions to our Facebook posts, and work hard to ensure our font size and colour contrasts are clear, to allow those with hearing or visual impairments to access our information. Finally, we are committed to inclusive marketing and strive to feature a balance of gender, race, and abilities in our imagery to ensure that our opportunities are truly marketed for all.

At the Foundation we also want to use our communication channels to advocate for equality, whilst adopting our agreed stance of avoiding any campaigns that divide communities and remaining impartial in the way we project our views.

This year we have supported several campaigns:

- World Down Syndrome Day – we use this annual day to celebrate the success of our DS Active Football Team. This year players created videos sharing why they love playing football and the positive impact participation has on their lives.
- Amnesty International Football Welcomes Month – we joined forces with football clubs across the country during April to welcome refugees and people seeking asylum into the footballing community. A designated matchday saw first team players raise awareness of the campaign by wearing t-shirts during warmups, and our English language class provision was promoted over Club and Foundation communication channels.
- Social Media Boycott – together with Lincoln City Football Club, Lincoln City Women and Lincolnshire FA we joined a social media boycott from 15.00 on Friday 30 April to 23.59 on Monday 3 May, in response to ongoing and sustained discriminatory abuse received online by players and many others connected to football.
- Matchday Welcomes – this ongoing campaign, launched in August, sees the Foundation work collaboratively with several Lincoln City partners to enable underrepresented, minority or disadvantaged groups to experience a match day at Lincoln City FC and Lincoln City Women FC.

## **11. RACISM IN SPORT AND FOOTBALL**

### Lincoln City Equality, Diversity and Inclusion Statement

Whilst we are best known as a long-established professional football club, Lincoln City Football Club and Lincoln City Foundation work together to provide a wide range of employment, education, training and volunteering opportunities and activities to enable people of all ages in the community to participate.

We are fully committed to the principles of equality, diversity and inclusion and eliminating discrimination in all its forms. We do not tolerate intimidation, bullying or harassment. We are committed to creating an inclusive environment that promotes dignity and respect and enables all sections of the community to feel welcome. We focus on providing opportunities for all which are accessible and appropriate for the individual. We recognise the importance of inclusion and diversity and we strive to celebrate and reward individual and community achievements.

“We want Lincoln City to truly reflect its community, and we're committed to working with our Foundation and all relevant stakeholders to ensure we do so.

“This is an ongoing process for us, which we reflect upon regularly and consider how we can improve our processes as well as how we can use our unique position in the centre of our community to help advance the cause of equality.

“We are fully committed to the principles of equality, diversity and inclusion and eliminating discrimination in all its forms. We do not tolerate intimidation, bullying or harassment and are committed to creating an inclusive environment that promotes dignity and respect and enables all sections of the community to feel welcome.

“We focus on providing opportunities for all which are accessible and appropriate for the individual, recognise the importance of inclusion and diversity and we strive to celebrate and reward individual and community achievements.”

Liam Scully, CEO, Lincoln City Football Club

## **12. SUMMARY OF FINDINGS**

“On behalf of the Board of Trustees, I welcome this inaugural Equality, Diversity and Inclusion (EDI) Report. We now have data to enable us to analyse how effectively Lincoln City Foundation is performing against the objectives set out in our EDI Action Plan. That data is an essential tool in assisting us to identify the questions we need to ask in order to improve our performance around EDI. Working towards meeting the EDI recommendations in the EFL Capability Code of Practice has been a useful process enabling us to achieve compliance with basic EDI standards. We are now in a position to move beyond mere compliance and to work towards best practice.

“There are some notable highlights in the report. The incredible age range of our participants from 3 – 94 is something to celebrate. It is also very pleasing to note the high percentage of women working for the Foundation, several in leadership positions. Women are very often under-represented in sport-related organisations, particularly in football. It is clear that Covid 19 has had the most negative impact on those individuals and communities who are socially excluded, marginalised and disadvantaged. Lincoln City Foundation has a vital role to play in reaching out and enabling these people to participate and inspiring them to live happier, healthier lives.”

Pauline Tait, EDI Lead Trustee

## **13. RECOMMENDATIONS**

This inaugural EDI Report provides us for the first time with data about the characteristics of our workforce, board of trustees and participants. There has been a very steep learning curve for many CCOs to begin the collection of such data which, in many cases, has not been collected in the past. Having produced this first report we cannot be complacent and although it gives us a starting point this is just the beginning of our journey.

### **Priorities 2021-2022**

#### **1. Improved Data Collection – data management and analysis**

Through working closely with local researchers and academics, partners and our participants we will improve on the data we collect, and how we use this intelligently to influence our decision making and strategic direction. Internally, working with the English Football League Trust (EFLT) and the Premier League Charitable Fund (PLCF) we will embed an improved reporting system and software that enables us to monitor our interactions, impact and diversity throughout the year. This means we can see the direct impact our campaigns, programmes and messages are having on those we aim to engage and support our communications and project delivery.

#### **2. Improved Data Collection – quality and consistency**

Continuous improvement in the collection of robust data so that we can feel totally confident that the picture of diversity within our organisation is accurately reflected, respectful of individuals and their choices. This also includes consistency of reporting across departments and activities.

#### **3. Increase Response Rate**

This data is based on an overall response rate of 57%. This means that we have far from a full picture. We need to communicate much more effectively with our workforce, board of trustees and participants so that they understand the vital role of this data and how it will be used to develop our organisation and its activities to become more inclusive. Those we are asking to provide data need to feel totally confident that we will maintain confidentiality and only use their data for the purpose for which it is collected. We need to understand the anxiety which can be felt about disclosing sensitive information and the fear of possible discrimination as a result of such disclosure.

### **Focus 2021-2022**

The initial analysis in this report highlights many areas of under-representation whether that is in relation to the protected characteristics set out in the Equality Act 2010 or based on issues such as geographical location.

- Female participation – specifically in 14-24 age group and our Holiday Club provision for primary school aged children
- Disability participation and recruitment interest
- Health and Wellbeing programme location and participant location
- Workforce awareness and knowledge of discrimination impact on people and communities.

The recommendations will be fed into the organisations EDI action plan aligned with our four pillars, as referred to on page 4 of this report, and fed back to the workforce. Each head of department will lead on the innovation and operations to address the recommendations appropriate to the participants they engage.

Recommendations and actions will be reviewed annually by the EDI Lead Trustee and the Director for Quality and Development.

*Report Amendment: 1 February 2022*

*From January 2022 the British government are discouraging use of "BAME" and encouraging use of "ethnic minorities" as a more inclusive language.*

*Those in the CCO network are supportive of this change in guidance. The terms 'BAME' (black, Asian and minority ethnic) and BME (black and minority ethnic) are not helpful descriptors because they emphasise certain ethnic minority groups (Asian and black) and exclude others (mixed, other and white ethnic minority groups).*

*This report as has been updated to reflect this change.*

*More information on this change of guidance can be found here: <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/writing-about-ethnicity>*