



DEPARTMENT	LEGAL AND GOVERNANCE
POLICY/PROCEDURE	EQUALITY, DIVERSITY & INCLUSION ACTION PLAN
DATE OF ISSUE	DECEMBER 2023
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INTRODUCTION

This Action Plan sets out the Equality, Diversity, and Inclusion (“**EDI**”) objectives for Lincoln City Football Club (“the **Club**”) for the period 2023-24. For the avoidance of doubt, this Action Plan is intended to cover the Club as an entire organisation, therefore including the Club, Academy, Foundation, Men’s, and Women’s Teams. These objectives support the Club’s commitment that all fans, players, staff, volunteers, visitors, and others we have contact with are treated fairly, equitably, and with dignity and respect.

At the heart of the Club are our values which include a set of guiding principles that highlight that we are people-focused and that we value, respect, and recognise all aspects of EDI. This plan recognises the crucial role that our values and principles play in enabling the Club to achieve its overarching strategic aims and objectives.

EDI is intrinsic to everything we do and to every aspect of our fan, player, volunteer, and staff experience. This plan sets out our commitment to enhancing our practice within EDI and the protected characteristics within the Equality Act 2010, namely Age, Disability, Sex, Gender Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, and Sexual Orientation.

OBJECTIVES

The Club’s EDI objectives are as follows:

1. Ensure that services are accessible and welcoming to all individuals and communities.
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, staff, and volunteers; and
4. Prioritise equality, diversity, and inclusion based on evidence to help address key issues facing individuals and communities.



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1. ENSURE THAT ALL FACILITIES AND SERVICES WHICH WE PROVIDE ARE ACCESSIBLE AND WELCOMING TO ALL INDIVIDUALS AND COMMUNITIES BY EMBEDDING EQUALITY, DIVERSITY, AND INCLUSION INTO ALL ASPECTS OF THE CLUB

Objective	Action	Responsibility	Timescale	Measuring Success
1.1 Improve the accessibility of activities through appropriate facilities and staff engagement	<ol style="list-style-type: none"> Review access and facilities within the Stadium in line with Level Playing Field audit. Accommodate needs and adjust for disabled staff and fans. 	Advisory Group, Director of Operations, Head of Governance and Compliance, LC Foundation	30 June 2024	Actions taken to uptake work that has been outlined as necessary through the Access Audit conducted by Level Playing Field in April 2023. May take the form of a specific 'Access Audit Working Group'.
1.2 Develop a marketing and communications strategy to increase awareness of EDI	<ol style="list-style-type: none"> Identify key dates to include within the marketing and match theme calendar. Collate opportunities to market to a range of different groups. 	Head of Marketing & Retail, Head of Communications, Head of Governance and Compliance, LC Foundation	30 September 2024	Cross-department work to ensure that pre-agreed dates in the match theme and marketing calendars are met with sufficient engagement in terms of content, activities and community work being done on the Club side.
1.3 Ensure that our policies and procedures are based on recognised models of best practice in relation to EDI	<ol style="list-style-type: none"> Maintain existing policies in line with review dates. Review policies to ensure EDI is taken into consideration. 	Advisory Group and Head of Governance and Compliance	30 June 2024	EDI is reflected across our policies moving forward and refers to the ongoing commitment. Policies are challenged when under review or construction by fulfilment of an equality impact assessment.



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1.4 Ensure accurate collection of participant data to ensure we can record relevant statistics	7. Annual Equality Monitoring Survey of fans and Board/staff 8. Produce Annual Equality Monitoring Report	Advisory Group and Head of Governance and Compliance, LC Foundation	30 June 2024	This will reflect our work as a club to diversify and expand into wider communities, as well as allow us to identify key areas for development moving forwards.
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2. EMPLOY A MODERN AND DIVERSE WORKFORCE AND PROMOTE AN ORGANISATIONAL CULTURE THAT VALUES AND CULTIVATES EQUALITY, DIVERSITY, AND INCLUSION

Objective	Action	Responsibility	Timescale	Measuring Success
2.1 Deliver programme of EDI training to all board members and staff	1. All staff and board members are to receive EFL Playing for Inclusion training as part of their induction. To be pushed further as an ongoing strive for compliance. 2. Training to be delivered as part of a 3-year cycle. 3. Disseminate any updates through various channels. 4. Identify and deliver other forms of EDI training, e.g., modern slavery.	Advisory Group and Head of Governance and Compliance, LC Foundation	30 June 2024	Enable and support staff and board members to be more confident and competent in recognising EDI issues. Maintaining this baseline education standard within staffing culture is the minimum requirement going forward, with other specific training to be delivered ad-hoc when identified to ensure that employees are given all the tools that they may need within the workplace.
2.2 Increase diversity of workforce	5. Identify a range of platforms to advertise jobs. 6. Provide statistics on job applicants as part of	Advisory Group and Head of Governance and	30 June 2024	Fostering a culture of inclusion by promoting good practice, setting clear expectations and visibly tackling



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	<p>annual Equality Monitoring Report.</p> <p>7. Promote positive recruitment of females, the disabled, and individuals from an ethnic minority background.</p>	Compliance, LC Foundation		<p>behaviours that are unacceptable and discriminatory.</p> <p>Increased diversity of the workforce.</p> <p>Using outside specialists such as Global Sports Jobs and i-Recruit platform to ensure that the widest diversity of applicants can be achieved for vacancies within the Club.</p>
2.3 Increase diversity of the Board where appropriate.	8. Recruit directors who are female, from a non-white/ethnic minority background, and/or have a younger age profile where appropriate.	Advisory Group and Board, LC Foundation	Ongoing	Whilst the board can already be considered as diverse as it currently is, increased diversity of Board would be deemed a success in future reviews. This would be measured through the annual equality monitoring survey.
2.4 Diversity of outside partners and suppliers working with the Club.	9. Background check on all potential suppliers and partners looking to work with the Club to ensure that diversity is also at the forefront of their operation.	Advisory Group, Head of Governance and Compliance, Head of Commercial, LC Foundation	Ongoing	All partners of the Club shall be aligned operationally with EDI being a key consideration in their own business practices. This component will inform the Club's decision making when finalising new partnerships and supplier agreements.



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3. CELEBRATE AND PROMOTE THE DIVERSITY OF OUR FANS, PLAYERS, AND STAFF				
Objective	Action	Responsibility	Timescale	Measuring Success
3.1 Champion a diverse and inclusive culture and celebrate and promote EDI through relevant events, communications, and other engagement activities	1. Promote programmes and events within our external communications that support a wide range of communities, including female fans, younger fans, and fans from the LGBTQ+ and non-white/British communities.	Internal and External Advisory Group, Head of Marketing & Retail, Head of Communications, LC Foundation	30 June 2024	Increase in the number of stories, communications and promotion within EDI and connect with a wider range of groups to be supportive.
3.2 Work towards achieving and being recognised within relevant Equality Standards	2. Meet and exceed the EFL Code of Practice Equality Standards	Advisory Group and Director of Legal & Football Administration	30 June 2024	Achieve the EFL Code of Practice accreditation at the first attempt and comply with both the essential and desirable criteria.



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4. PRIORITISE EQUALITY, DIVERSITY AND INCLUSION BASED ON EVIDENCE TO HELP ADDRESS KEY ISSUES FACING INDIVIDUALS AND COMMUNITIES

Objective	Action	Responsibility	Timescale	Measuring Success
4.1 Establish opportunities for groups where a need is identified through local data or information within our key themes	1. Develop programmes specific to a group to address a need	Advisory Group	31 December 2024	Demonstrable evidence of information being used to generate engagement through clear and consistent examples in reports to the Board, Advisory Groups, and staff.
4.2 Undertake targeted engagement with community groups who can act as a sounding board, critical friend, and consultation/promotion mechanisms	2. Identify key stakeholders to support in development of strategy	Advisory Group	31 December 2024	
4.3 Continually educate and engage with staff to ensure that EDI practices are embedded throughout the Club structures, policies and procedures.	3. Utilising the training matrix to track education progress of all staff, ensure that any opportunities for further knowledge and development are disseminated throughout the Club.	Advisory Group, Governance/Compliance Officer and HR	31 December 2024	Tracking of which staff have completed certain training and the dates on which they have done so. Success in this area is reflected in the number of members of staff who complete relevant EDI training and maintain their knowledge through refresher courses – the numbers for this can be tracked against previous years.
4.4 Utilise information obtained via fan monitoring surveys to identify areas of engagement across the community to support, and in turn,	4. Identify and work with community groups across Lincolnshire via means such as the external advisory	Internal and external advisory groups	December 2023	The annual fan monitoring survey (next scheduled for Summer 2024) will continue to be the best way for the Club to obtain primary data in relation to the diversity of the matchday fan base. This



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further diversify the matchday fan base at the Club.	group to ensure that the voices of the community feed into the Club's operation.			data can be directly compared to previous seasons and success is measured by an increase in diversity.
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