

The Football Association Ethics and Sports Equity Strategy



**FOOTBALL
FOR ALL**

TheFA.com/FootballforAll

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Ethics and Sports Equity Strategy - Introduction

So, in practice, ethics and sports equity needs to be part of everything we do at The FA. It's about Football for All

Ethics and sports equity is about fairness. It's about football for all.

It's about doing things properly.

It's about making sure everyone has a chance to be involved in football, regardless of ability, race or religion.

It's about encouraging and increasing the involvement of groups at all levels of football by recognising that inequalities exist and taking steps to address them.

It's about making opportunities available where currently there are none.

It's about using the power of football to build a better future.

So, in practice, ethics and sports equity needs to be a part of everything we do at The FA. It's about Football for All.

Currently there are some buzz words that every corporate organisation seems to be using. Transparency. Responsibility. Equity.

The FA acknowledges that its committees are not representative of the wider community it serves. We're not trying to hide that fact. But we are doing something about it.

As the governing body of the game, The FA is responsible for a huge range of activities – from organising the England

international team to training the next generation of coaches.

This report gives us the opportunity to explain to a broader audience the wide scope of these activities, and the work that The FA is doing to combat discrimination, and promote diversity and opportunity at all levels of the game.

The FA is proud of its record. It is a work in progress and that should not be forgotten - but progress is being made.

For more information on The FA's work in Football For All, please go to The FA's website www.TheFA.com/FootballforAll.

Race Equality

The FA is unequivocal about its commitment to tackling racism and its support for racial equality.

Background

The fight against racism in football in England has had many successes. Football stadiums are no longer seen as places where expressions of racism are as frequently heard. The practice of political parties of the far-right using football as a propaganda tool has been broken. And a great deal of work is underway to encourage community groups and clubs to work with minority ethnic communities to use the power of football to overcome social and racial exclusion.

The FA is one of a number of partners who support Kick it Out financially. This organisation has taken the campaign to kick racism out of football forward by working with partners at national, regional and local levels, from the biggest professional clubs through to community-based amateur clubs, along with local schools and education authorities.

However, football in England still faces a number of challenges. For example, some ethnic groups are under-represented as professional players, such as those from an Asian background - descendants of migrants from

India, Pakistan, Bangladesh or Sri Lanka. The councils and committees at The FA and the County Football Associations are under-represented by ethnic minorities (as well as women and people with a disability).

A great deal of progress has been made, but there is no room for complacency. The FA is committed to continuing our work in this area and reaching out to achieve the ideals of a game free of racial prejudice and intolerance that reflects our changing society.

Leadership and commitment

The FA is unequivocal about its commitment to tackling racism and its support for racial equality. Equality underpins all FA policy and thinking and is also a key factor in all FA strategic planning.

The FA signed the Sporting Equals Racial Equality Charter in 2002 and achieved the Preliminary Level in January 2003. The FA has committed to achieving the Intermediate Level and plans are underway for this. Here is a summary of some of our projects.

- **Intermediate Level – Sporting Equals**

The FA's presentation for the Preliminary Level drew extensive praise and we are now working towards the Intermediate level for completion at the end of 2004. Sporting Equals works with the Commission for Racial Equality (CRE) and monitors race equality issues in governing bodies of sport.

- **Equalities Standards - Sport England**

We will be working to achieve the new equalities standards from March 2005 which will embrace all forms of discrimination, harassment and the achievement of equality.

- **Report Racism project**

The FA ran a pilot project based around Millwall FC and launched before their FA Cup semi-final. The focus of this is for the reporting of racial abuse at all levels of the game, but particularly at grassroots level. This has been taken nationwide. The Report Racism line is 0800 085 0508 or FootballforAll@TheFA.com

Race Equality

The FA has begun a programme of co-options on committees to increase representation from under-represented sectors.

- **Beacon clubs**
The FA is working to help all clubs achieve their ambitions. We are supporting development plans, providing guidance and back-up and helping with issues such as child protection, funding, sponsorship and coach development.
- **Co-options of expert advisors/Advisory Groups**
There is a lack of representation from minority ethnic communities on boards and committees. As well as encouraging individuals from the whole community to stand for election, The FA has begun a programme of co-options of expert advisors to committees to increase representation from under-represented sectors, filling gaps in skills and knowledge. In addition we are appointing advisory groups to key committees. A Race Equality Advisory Group has already been established by the Football Development Committee.
- **Ambassadors**
The FA is appointing high-profile Ambassadors to support our work. Robbie Earle and Aman Dosanj were among the first to accept the invitation.
- **Web site**
A specific area of The FA's website concentrates on Football for All issues with regular updates.
- **CRE**
The Commission for Racial Equality is aware of The FA's work and was invited to the Report Racism launch and communications meetings. We are working closely with the CRE on an action plan to increase representation following their survey in 2004.
- **Inclusion Audit Level 1**
The FA has completed a broad audit against ethnicity, disability and social inclusion to provide a best practice framework for use in football.
- **Sanctions of club and league constitutions**
The FA is currently reviewing all the competitions we sanction which have any form of restrictive practice in their rules.
- **Communications Groups – elite & grassroots**
The FA has established communications groups with minority ethnic community representatives to hear a more diverse set of views.
- **Coaching, Management & ethnic minorities**
The FA has developed an action plan to encourage more ethnic minorities to become coaches at all levels of the game.
- **Human Resources Liaison Meetings**
The FA, FAPL and FL meet regularly to share examples of best practice.
- **Football For All Conference**
The FA's next Football for All Conference aimed at minority ethnic community groups is in Bradford in December 2004.

All county development plans include targets for race equality.

- **Sports Equity Monitoring**
Undertaken annually for FACA, FAMOA and England fans with plans to extend to all participants in football. A full survey was undertaken in 2002.
- **Communications Strategy**
To engage minority ethnic communities, including media and community groups, this includes the distribution of job opportunities and news. An ethnic media consultation group is meeting quarterly.
- **The Voice**
The FA writes a monthly "Football for All" column for this leading black newspaper.
- **Eastern Eye**
The FA writes a monthly "Football for All" column for this leading Asian newspaper.
- **Resources**
The FA produces information cards, leaflets and reports.
- **Research**
In a joint project with University of Leicester we are looking at how cultural change has been promoted nationally by The FA and its implementation at grassroots level.
- **Week of Action involvement**
The FA again supported Kick it Out's week of action in October 2004.
- **Guidance on religious issues**
The FA is providing guidance on areas where there is religious or cultural sensitivity, such as the wearing of shorts.
- **Whole Sport Plan**
Football is a priority sport for Sport England and in order to receive grant aid The FA is producing a Whole Sport Plan that includes targets for ethnicity.
- **New Deal for Communities – UEFA Hat Trick project**
The FA has developed a project with support from New Deal for Communities (NDC) and UEFA to place Community Football Co-ordinators in the most deprived wards in England.
- **Coach Education**
Bursaries are available to support black and minority ethnic community groups with the cost of obtaining coaching qualifications.
- **County Football Associations**
West Riding is implementing a race equality development plan and has been involved in piloting many of the initiatives. In Leicestershire and Rutland a basic referees' pilot has been undertaken making clearer the language that should be considered offensive, insulting or abusive. A joint action plan has been agreed with Foxes against Racism to tackle some key priorities. All county development plans include targets for race equality.
- **All Agency review meetings**
Quarterly meetings, led by The FA, including PFA, LMA, FL and FAPL look at implementation of Ethics and Sports Equity with a focus on equal opportunities and race equality.
- **England matches**
England matches feature banners in support of tackling racism, match programmes have information on our stance on racism and there was a special photo of the Euro 2004 squad featuring an 'England Against Racism' banner.

Race Equality

The success of London FA's All Nations and Street Football projects has been repeated across the country.

- **Kick it Out**

As one of the four funding partners of Kick it Out, we have played a key role in supporting the huge range of activities undertaken in past years.

- **Football Development Division**

Racial equality action plans are being developed at all levels of the game with objectives and strategies that set clear and appropriate racial equality targets and looking at creative ways of addressing the problems of racism in grassroots football.

Many County FAs have been involved in supporting the development of football within ethnic minority communities. Examples are shown below.

- Leicestershire and Rutland County FA has pioneered a Level One McDonald's Coaching Course specifically for minority ethnic communities.
- In Cambridgeshire the County FA has helped the local Chinese community establish a team that is now playing affiliated football in the Cambridge University League.

- Manchester County FA has been working in Oldham to ease tensions and produce a more cohesive society following well-publicised troubles.

- The success of London FA's All Nations and Street Football projects has been repeated across the country. Working with refugee groups and minority ethnic communities the All Nations festival became a league and the success has led to the formation of affiliated teams and greater racial inclusion. The Kent FA is also working with asylum seekers using football as a key tool to produce a more cohesive society.

- The success of London FA's Asians in Football mini soccer at West Ham, has now seen the idea reproduced and developed. Partnership between the County FAs and Football in the Community has seen projects blossom at West Bromwich Albion, Bradford City and Leicester City. In Bedford, the County FA has taken the concept into schools leading to greater awareness and respect of different communities.

- In Birmingham, the County FA has pioneered a Girls' Schools League in the inner-city area with high representation from minority ethnic communities. With teams competing at under 13 and under 15, the league is now in its second full year with 32 teams and nearly 500 girls involved.
- In the West Midlands, the Walsall Asian Sports Association has been supported by the Birmingham County FA to stage successful summer tournaments that have also seen the introduction of girls' festivals.
- A pilot project in West Riding County FA has been praised by IFC Commissioner Garth Crooks. The project has involved setting up a race equality development group as part of the development committee and now has cooptions direct to Council and a detailed action plan to deliver.

Race Equality

The FA has made the clearest possible statement on its opposition to racism at international level.

- County FAs are starting to work with a range of new partners to provide football programmes within inner cities, e.g. Manchester FA have worked with Oldham and Salford New Deal for Communities to fund Community Football Development Officers.
- And in Coventry, the success of integrating asylum seekers and refugees into affiliated football continues with the County FA helping to source funding for many teams.

The FA helps fund the Football Foundation and is consulted on grant applications. The Football Foundation has awarded grants totalling £1,181,804 towards projects focussing on ethnic minorities.

International action

The FA has made the clearest possible statement on its opposition to racism at international level. Football is the world game, played in every nation by every race, colour and creed. But in England, as in many other European countries, it has also played host to some of the worst racial abuse and harassment in society.

Anti-racism and anti-violence activities at England games

The FA believes fans' behaviour is improving, with considerable praise forthcoming for successful integration of supporters at Euro 2004. There are more families, more women and girls at matches.

The FA has met with Kick it Out staff and with supporter groups to discuss the issue of anti-social behaviour at our matches. We will continue to work with Kick it Out and other groups - as we have done in the past - as they have important roles to play in this campaign. The FA cannot solve the problems we face on our own and are grateful for the help we receive.

Likewise, we intend to step up our co-operation and collaboration with the Government, Police and the National Criminal Intelligence Service to ensure that they have access to key information, photographic images and, where appropriate, CCTV.

The FA has also made a clear commitment to working with minority ethnic community media outlets. For example interviews have been undertaken with the BBC Asian Network, Sunrise Radio and Sabras Sound as well as newspapers and magazines.

Europe

The FA has in recent years sought to play a strong role in Europe by encouraging a greater awareness of the need to deal with racism in the game at the European level. As a member of the FARE network the governing body was represented at both the inaugural conference in Vienna in 1999 and at the launch at the European parliament in 2000. We were also invited to lead a conference in Israel.

Rules and Regulations

The FA has a direct role to play in tackling racism through the application of rules and regulations. We have introduced a number of amendments to these to ensure that effective measures can be taken against racist behaviour in the game, both on and off the pitch. FA Rules specifically cover discrimination in all its forms as a key element concerning conduct.

Race Equality

What is clear from the research is that The FA's work is being noticed and has an effect. The long-term strategy of tackling racism at all levels underpins The FA's position.

- **Review of rules and regulations**

This is being undertaken to ensure Ethics and Sports Equity principles are integral to all rules and regulations. The FA, for example, already adds sanctions where racial abuse is involved. Sanctions are doubled for a first offence and trebled for a second offence if there was a racist element to the offence.

Laws of the game

- Guidance has been issued to referees that racist remarks constitute a dismissal offence in accord with Law 12 - the use of offensive, insulting or abusive language and/or gestures - and must be punished accordingly.

Rules of The Association

- Rule E2: A Participant shall not use any one or combination of the following: violent, threatening, abusive, indecent or insulting words or behaviour.
- Rule E3: A Participant shall not carry out any act which is discriminatory by reason of ethnic origin, colour, race, nationality, religion, sex, sexual orientation or disability. Guidance for Punishments for Disciplinary Commissions
- Guidance for offences under

Rule E2 are listed in The FA's Handbook and circulated directly to every player in The FA Premier League and the Football League. Where a racist factor has been accepted or proved, for the **first** offence the suspension and fine will be doubled, and for a **second** offence, trebled. Any subsequent offence proved should result in a substantial period of suspension from all football-related activities together with a fine.

- The Guidance for Punishments for Disciplinary Commissions outlines measures for dealing with cases where discrimination is proved, stating: "the discrimination offence should be seen as serious, with double the penalty being the minimum for the discrimination charge being proved."

Research

The FA has commissioned research in a number of areas to ensure that we are as informed as possible and have valid evidence on which to base our plans. These include:

- Research that explores the England experience from a fans perspective
- Child protection research which includes information on racist attitudes and the experience of children with a disability
- Football Trends
- Junior Football Surveys

What is clear from the research is that The FA's work is being noticed and has an effect. The long-term strategy of tackling racism at all levels underpins The FA's position.

Women's and Girls' Football

The playing figures have risen consistently over every season since The FA has been involved in women's football.

More girls and women are playing football in affiliated league and cup competitions than any other team sport in England. With the sport growing by an impressive 20 per cent year on year, the total number of registered girls and women playing football has now leapt above the 100,000 mark to 101,173 - with almost 7,500 clubs in total. This compares with figures of 84,566 for 2002-03; 61,667 in 2001-02; and 55,336 in 2000-01.

The Football Association's long-term objective for women's football since taking over the governance of the sport in 1993 has been to increase the number of players in structured football competition. It has been necessary to develop the game at all levels to ensure there are opportunities for young girls to play in a safe, fun environment and a structure in place so that we don't lose them as they get older. In 1993 there were just 80 girls' teams. Last season there were over 6,800.

The FA's £8 million Active Sports scheme, which receives funding from Sport England and the Football Foundation, is the main focus of girls' football development. This scheme aims to create sustainable opportunities by

generating interest in schools, linking them to Charter Standard clubs and identifying players to take part in the centre of excellence system. The scheme has enabled The FA to fund 40 full-time girls' and women's Football Development Officers working in 46 County associations around England whose job is to develop grassroots football.

There is a pyramid structure for England covering both girls' and women's football, from mini soccer through to competitive school and league football for girls. The work being done by the girls' Football Development Officers helps ensure that this pyramid system works at every level in every region. There are women's local, county and regional leagues leading to The FA Nationwide Premier League Northern, Southern and National Divisions. There is also an excellence system to help the most talented players achieve their full potential, with 42 girls' centres of excellence for 16-19 year-olds, 20 academies for 16-19 year-olds and a National Player Development Centre. There is also the England squads – Under-15 development squad, U17s, U19s, the U21s and senior side. This ensures that the most talented girls in the country

can access the best possible coaching, medical support, facilities and competition to reach their full potential.

The playing figures have risen consistently over every season since The FA has been involved in women's football. This figure is set to grow even more with England hosting the European Women's Championship in June 2005. The eight-team tournament, for which England qualify automatically, will have a TV platform across England and Europe, so football fans will be able to watch the best players in the world competing over the two-week tournament for the coveted title of European champions. The FA will use the event as a launch-pad for a participation drive to attract new players, coaches and officials, as well as media interest, spectators and potential sponsors.

Disability

The FA invests £250,000 per annum into Disability Football

Over the past three years the development of football opportunities for disabled people has gathered momentum, as we have begun to formulate policies that actively remove barriers to participation and create a player, coach, referee or administrator pathway.

- The FA invests £250,000 per annum into Disability Football and through our Disability Strategy.
- We have appointed a Disability Equality Advisory group to The FA's Football Development Committee to oversee the implementation of this strategy.
- We have regular meetings with the Head of Policy Development at the Disability Rights Commission to gain their expert advice and guidance on many issues.
- The FA's Child Protection Policy has been reviewed and rewritten to take account of the need to safeguard all vulnerable people, not just children under the age of 18.

- We have established a web review panel of disabled people to provide feedback on access to TheFA.com
- We have established a Report Abuse and Discrimination line and email reporting system to ensure discrimination can be recorded, investigated and acted upon.

The Football Development Programme

- The Development Department has a National Disability Working Party bringing together key organisations and expertise to devise and implement the strategy for disability football.
- We have a range of programmes supporting The FA Disability Football Strategy providing opportunities from participation to excellence. Soccability provides free training, resource cards and equipment for all special schools over a 3-year period as part of the TOPS programme, and training in mainstream schools to support teachers to deliver inclusive football activities. The players are then

provided with regular club-based opportunities through the Ability Counts Scheme and talented athletes are fed into Coaching Centres.

- County FA Development plans include sections on Disability Football including Performance Indicators in the areas of Ability Counts Clubs, Soccability Training Courses, Soccability Clubs, the number of male and female coaches on the Coaching Disabled Footballers Course, numbers of players attending festivals and competitions and Coaching Centres.
- We support six England Disability Teams. This support includes grant aid, kit, equipment, technical, sports science and sports medicine support. Since the launch of the strategy in 2001, all six squads have improved on World and European rankings. The England Learning Disability Team won the World Cup in 2002 in Japan as well as the 2004 Global Games in Sweden, while the England Blind team were runners-up in the European Blind Football Championships.

Disability

The FA hosted the European Blind Championships to help raise awareness of blind football.

- The FA hosted the European Blind Championships to help raise awareness of blind football. The event was a great success. Crowds of up to 500 watched the games at the Velodrome in Manchester. Manchester FA used the event to promote a range of opportunities for disabled boys and girls within the area.
- County FAs have a Disability Working Party to bring together local expertise and coordinate delivery of opportunities.
- We provide grants of £1,000 per annum to enable Football in the Community schemes to run the Ability Counts programme providing regular local playing opportunities for disabled people. There are 30 Ability Counts Clubs involving 5,000 participants across the country.
- The FA has established a Level 1 Coaching Disabled Footballers course to support coaches working in this field and is developing a Level 2 award.

- The FA has established 15 Coaching Centres for talented disabled players. The programme will expand next year.
- The FA has commissioned research into pan-disability football to establish the feasibility of pan-disability leagues and competitions.
- The FA's work in this area has been recognised by UEFA who have appointed Jeff Davis, FA Lead Officer on Disability Football, onto its Disability Working Group.

We will be investing £600,000 over the next three years into Disability Football in England, which will not only continue to support the elite national squads, but develop a grassroots infrastructure that will create pan-disability coaching centres around the country. The creation of county disability centres across the country and the future organisation of regional football tournaments will also begin to provide a structured player pathway for the managers of the five national England squads.

The first regional Centre of Excellence for disabled footballers is in Preston, and County FAs are working in partnership with other local football stakeholders to access funding from the Football Foundation to support the development of new facilities for disability footballers.

The following examples are just a selection of the work that goes on across the country in the County FA development plans:

- The Birmingham County FA has teamed up with the Rotary Club and Aston Villa FC for what is thought to be the country's biggest special needs tournament. The annual Rotary Club Special Schools Festival attracts over 20 special schools from across the Midlands. With referees, physios and coaching support from The FA, the event is now a fixture on the football calendar.
- Birmingham also hosts the Visually Impaired Society Tournament which is one of the largest events of its kind. The County FA provides support in many areas, including referees, with teams attending from all over the country.

Disability

The creation of county disability centres and the future organisation of regional football tournaments will also begin to provide a structured player pathway.

- Dorset and Hampshire County FAs joined together to create a Disability Centre of Excellence, building on coaching in special schools and weekly opportunities for children with special needs, in Weymouth. The growing interest in disability football has been supported by the McDonald's Coaching Disabled Footballers' Course.
- Leicestershire and Rutland County FA has also harnessed the potential of talented disabled players with the establishment of a County Coaching Disability Centre on Friday evenings. Based at the County FA this will develop players with potential for representative sides.
- A Jubilee tournament in Leicester for players from 8 to 18 years of age involved those with learning disabilities and behavioural problems and led to the formation of a league and regular competitions for special schools.
- Liverpool County FA has worked with Everton FC and Liverpool City Council to develop a Disability Centre of Excellence in partnership with

Merseyside Sports that won The FA Football Development Award for best practice in Disability Football. Now they are focusing on developing a section for talented disabled girls with trials beginning in the new year.

- Norfolk County FA has worked with Norwich City's Football in the Community to develop a comprehensive portfolio of disability football projects for adults and children bringing together special schools and adult learning disability day centres enabling all to benefit from FA coaching programmes.
- The importance of partnership is clear with the Leicestershire Consortium for Inclusive Football being awarded £150,000 to help develop a five-year plan to deliver disability football in Leicestershire and Rutland. The strategy involves working with FA Charter Standard and FA Community Clubs to enable disabled players to join existing teams, where possible, or create disability groups within existing clubs.

The project will also provide coaching and development in clubs and matches for footballers keen to continue playing outside of school hours. Further opportunities will also be offered to clubs, teachers and coaches who will be given the chance to train as specialist coaches.

Disability grassroots football coaching in England is to receive a further major boost with the creation of hundreds more specially trained Disability Football Coaches. The grassroots initiative funded by FA community partner McDonald's will see the number of Disability football coaches increase by 100% over the next four years.

Supporter Consultation

The FA now meets bi-monthly with the National Association of Disabled Supporters. These meetings are attended by the FA Premier League, the Football League, the Football Licensing Authority, the Football Foundation and the Department for Culture, Media and Sport.

Disability

Disability grassroots football coaching in England is to receive a further major boost with the creation of hundreds more specially trained Disability Football Coaches.

This consultation process has resulted in changes to the raised-platform areas and an increase in the number and quality of hearing sets at the Millennium Stadium, the Accessible Stadia guide and the DDA Part III Guidance.

In addition we have implemented the following:

- Ticketing for England and FA Cup games has been brought in-house at The FA with a ticketing line operated by staff trained in disability awareness.
- England programmes are produced for the visually impaired
- 'Access England' is sent out to a database of disabled supporters highlighting ticket sales details, stadium facilities and other news stories
- A dedicated e-mail address for disabled fans along with dedicated match day staff and a match day phone number
- Feedback opportunities are provided through questionnaires and regular fans forums.

Stadia

The FA was a key contributor to the Football Foundation's Accessible Stadia guide produced in 2003.

The FA also led the way in providing guidance to all clubs ahead of legislation on access to grounds for supporters with disabilities. A nationwide series of FA conferences helped clarify the new rules. A report written by Richard Wood OBE, one of the UK's leading disability consultants, highlights the responsibility of football clubs to meet new requirements linked to the Disability Discrimination Act 1995 (DDA).

The report recommends eight key areas for clubs to improve their service to fans with disabilities.

Stadia: An audit of existing and new facilities to comply with the DDA legislation.

Ticketing: A full review of ticketing policies to ensure they do not discriminate against disabled people, including third-party providers of tickets.

Health and safety: Clubs should not deny access on Health and Safety grounds, before ensuring that reasonable adjustments would not remove the Health and Safety concerns.

Information: Clubs should ensure that disabled people can obtain accessible information on services and available facilities.

Commercial packages:

Merchandising and the selling of match day packages will come under the new DDA legislation and clubs will have to ensure compliance.

Football in the Community:

The activities of Academies and Football in the Community will be subject to the new legislation and schemes such as free tickets and stadium visits must comply.

Consultation: On issues affecting supporters with disabilities, clubs should consult with their official disabled supporters club, where they exist, or by direct contact with individual supporters.

Disability

The FA was a key contributor to the Football Foundation's Accessible Stadium guide produced in 2003.

Training: Clubs should identify a senior person responsible for development and implementation of an action plan involving managers, customer contact staff and stewards.

Development of Wembley: The new Wembley stadium has involved extensive consultation with disability groups to ensure we provide facilities that match our ambitions.

Sir Bert Massie from the Disability Rights Commission praised The FA's guidance saying, "The Disability Rights Commission welcomes the work that The FA have put into the production of this guide. It will be useful at every level in the game - from Chelsea through to Colyton Town. Going to a football match is something that most non-disabled people take for granted; disabled supporters need to be able to have the same ease of choice as all other supporters. By following the guidance produced, football clubs

will be able to make sure that disabled supporters' needs are addressed and keep the fans happy. I am sure that the extra revenue generated - disabled people have a total spending power in excess of £50 billion per annum - will be welcomed by all clubs."

The Football Development Programme

The work cannot - and should not - be seen as anything other than building a cohesive framework for football.

The FA has developed a five-year strategy to support the development of grassroots football. One of the four key pillars is 'Equity and Inclusion'. Within the strategy, The FA sets out clear actions and targets to ensure football is accessible to all communities across England.

To support the delivery of the strategy at a local level The FA has invested in a network of County Football Development Managers and Football Development Officers to support the development of football within schools, clubs and community groups.

A Football Development Training Programme has been established to equip officers with the tools necessary to work effectively. Training has included courses in Race Equality, Equity, Disability and Social Inclusion.

Each County Football Association has set up a Local Football Partnership involving organisations and volunteers who can support the development and delivery of

County Football Development and Facility Development Strategies within the county. Each county plan includes sections on equity and inclusion, disability football and women's and girls' football.

The Community and Education fund target is to ensure a minimum of £500,000 per year is targeted at projects supporting provision in ethnic minority groups and £500,000 per year is targeted at supporting the development of disability football. The FA National Facility Strategy target is to ensure that 40% of funding is targeted at the top 20% areas of deprivation.

The work of the County FAs is significant in terms of the progress made to increase opportunities for all the community. Whilst subsequent examples have been broken down into Disability and Racial Equality, it should be noted that there are many areas where the work cannot - and should not - be seen as anything other than building a cohesive and inclusive framework for football. In particular The FA is targeting areas of

deprivation against which there is a strong correlation with Asian communities and it is this type of combination of excluding factors that The FA is keen to consider in all its plans.

All County FA plans for football development include funding for social inclusion work, funding to help with disability programmes and funding for minority ethnic community festivals and coaching bursaries. Where possible The FA will support start-up costs and subsidise courses for coaching qualifications. The FA has agreed the following grants to County FAs for 2004:

- £28,600 for ethnic minority projects
- £162,845 for disability projects
- £46,200 for generic sports equity projects.

The Football Development Programme

Playing late in the evening, often with matches kicking off at midnight, the twilight leagues have been praised by police and are now being introduced in many other areas.

The following are just a few examples of the sort of social inclusion work taking place in England:

- Prime Minister Tony Blair paid a surprise visit to Corby in October 2003 where a Northamptonshire County FA project on social inclusion has created widespread respect. An estate programme driven by The FA and community workers, this project used a variety of FA initiatives to engage children and reduce crime and drug taking. The Blackthorn Street Football Project is a clear example of best practice where football makes a difference and is being recognised as doing so at the highest level.
- Manchester FA has appointed a Community Sports Development Officer to help develop projects in some of the most deprived wards in the country. Working with established clubs and supporting the creation of new ones, the project has helped children on the fringes of society. The establishment of late night football leagues and development of other initiatives working alongside the police and community safety officers has enabled the County FA to engage children in football, cut crime and help develop social responsibility.
- In Wiltshire the County FA has worked with Swindon Town's Football in the Community on twilight projects with young people that have been successful in reducing crime. Played late in the evening, often with matches kicking off at midnight, the twilight leagues have been praised by the police and are now being introduced in many other areas.

Diversity in The FA

When recruiting, we devise a job description prior to commencing the process which defines our selection criteria.

Diversity is an area in which we have made huge strides in the last three years and is something we continue to monitor and work on. Currently 10% of FA staff are from the ethnic minorities. There is an equal opportunities policy in operation at The FA. This is contained in the handbook and is also on our intranet system. The staff handbook is sent to all staff prior to their start date with the company.

We have had no claims for discrimination against The FA in relation to the recruitment of staff since 1997 (possibly even before this but records are not held any further back) and during this time there have been no grievances brought with regard to discrimination or claims lodged of unfair dismissal for the same reasons.

We have also specifically added to our preferred supplier list the recruitment consultancy Spring because of the diversity of the workforce they attract as candidates and the regional coverage they have throughout Britain to complement our existing

relationship with Angela Mortimer. In the last year 30% of the candidates Spring has put forward are from the ethnic minorities. As part of the Service Level Agreement we have in place they are required to keep Equal Opportunities records on all the candidates they put forward.

We have also rolled out Recruitment and Selection training to all line managers throughout The FA in conjunction with The Industrial Society (now Capita) and part of the syllabus was specifically Equal Opportunities. This training has also been relayed to the County FAs and the County Secretary from 80% of our CFAs attended.

We advertise in the national press as well as sector specific press to encourage a wide selection of candidates to apply, and following advice given during our last Graduate Recruitment campaign, no longer show imagery in our adverts. It was felt that sections of society might feel that they cannot identify with us if excluded from the advert. We also use our website and generic job websites

such as totaljobs.com to further our reach. We use the contacts formed by the Ethics and Sports Equity Department to advertise through networks and websites of our partners in the field of diversity. When recruiting we devise a job description prior to commencing the process which defines our selection criteria. This will include skills, experience and personal attributes required to perform the role and are split into essential and desirable categories. The selection criteria are used for short-listing and candidates invited for interview are probed further by an interview panel in these areas as well as being asked competency-based questions derived from our competency model. Interview notes are kept for one year after the interviews take place.

Diversity in The FA

In London basic refereeing courses have been run for Russian and Turkish speaking people.

42% of the staff are women, however, we know that we have work to do in terms of improving the number of female senior managers in the organisation. Currently 36% of those attending our Henley Management Programme, which we hope will produce our senior managers of the future, are women, demonstrating not only our commitment to diversity at the recruitment stage but also in the development of current staff.

Other areas of work

Addressing diversity goes across other areas of The FA's work, in refereeing for example:

- Extra help is being provided so that those with literacy or associated problems can progress.
- People can be accompanied by a non-refereeing person to assist with the writing of answers in exam situations, and helping those with such as dyslexia or learning difficulties.
- Referees' departments and County Referee Associations encourage links with Adult Basic Education Services to support people with reading difficulties.

- In London basic refereeing courses have been run for Russian and Turkish speaking people.
- All new referees are mentored. Help is particularly provided if someone is identified as having a literacy problem and they are encouraged to talk their written reports through with their mentor.

As part of the analysis of England fans, one comment stuck out – "There are close-up shots of fans all the time. That's great if you are a kid or a white male. Where are the ethnics? Where are the disabled? Where are the women? This is not representative of people that I go to football with." The FA is looking at how it can ensure diversity in all publications and has commissioned images to increase the quality and quantity of photos available to use in all publications.

Education and Training

The new training module provides guidance for stewards on recognising racism in football grounds and how to deal with it.

The FA is currently implementing a 3-hour Football for All workshop dealing with generic sports equity issues. The workshop deals with the meanings of sport equity, equal opportunities and positive action; the benefits and barriers to sports equity; appropriate and acceptable language; unfair and inappropriate behaviour and ways to challenge and report this; actions to take to make football more open and accessible. The FA Child protection and best practice workshop addresses issues of racism and disability discrimination and provides examples of best practice as well as identifying poor practice.

Training

The FA, in conjunction with other football authorities, has developed a specific training module for stewards at professional matches to ensure that racist abuse is dealt with effectively, and is working with clubs and the police, through an ACPO working group, to ensure that co-ordinated action is taken.

A new training module, Dealing with Racism and Disability Discrimination, has been included in a revised Stewards' Training Package issued to all Premier

League and Football League clubs. Its revision has enabled the new module on racism and disability discrimination to be added. The new training module provides guidance for stewards on recognising racism in football grounds and how to deal with it. Racist chanting at a football match is already a criminal offence and stewards will work closely with police to identify and arrest offenders.

Training is also provided for stewards on the impact of the Disability Discrimination Act, to ensure that stewards respond appropriately to the needs of disabled people attending football matches.

Piara Powar, Director of Kick It Out, helped to develop the new anti-racism training for stewards and he welcomes the new training module, "The whole idea is that we want to help clubs with practical measures on what they try to do to combat racism. It is a fantastic opportunity for many clubs to understand what they have been doing wrong and how they can go about trying to combat racism."

Diversity Competence Strategy Training

Looking across the whole of the football industry to raise awareness and education in diversity, the strategy will also include specific training in certain areas, such as race and disability awareness.

Homophobia

We are supporting a play, Gaffer, which raises issues around homophobia and has been widely praised by critics and audiences.

Through our Ethics and Sports Equity Strategy, The FA's opposition to homophobia has been clearly set out, and – along with race and disability discrimination – it is punishable with sanctions which include abusive players being banned from the game.

However, The FA stress that running alongside the threat of any sanctions, is a belief in encouraging inclusion.

Organisations such as UEFA, the Dutch Sport Federation (NCS) and the Spanish Football Association have asked for guidance from The FA on our approach, which goes under the Football for All banner. The Council of Europe is also calling for all 42 member countries to sign up to a clear policy opposing homophobia. There has been praise for The FA from the European and British Gay and Lesbian Sport Federations for making clear our policies on tackling homophobia.

Our overall Ethics and Sports Equity Strategy has a section on Sexual Identity and the need to ensure compliance with the new sexual identity legislation. This points out the belief that a holistic approach is best for football in England with the aim of making the game inclusive for all members of the community.

Included in The FA's Football for All education and training programme is a three-hour workshop looking at generic equality and diversity issues for grassroots football and those making decisions, along with a diversity competence training strategy across the whole of football.

It clearly spells out the message that abuse and discrimination have no place in football.

We are supporting a play, Gaffer, which raises issues around homophobia and has been widely praised by critics and audiences.

Going Forward

We will set targets in respect of age, gender, disability and ethnicity to ensure there is open access to football opportunities for all.

The FA will continue its commitment to ethics and sports equity. The policy and this strategy will be widely circulated and, in line with our commitment to accessibility, will be available in alternative formats as well as on the website.

- We are determined to act as a role model and ensure ethics and sports equity principles are adopted across all areas of football, aspiring to adopt the highest standards of integrity and conduct.
- We will implement this strategy across all areas of The FA through the development of positive action plans against agreed targets and reflecting individual organisations and local needs.
- We will set targets in respect of age, gender, disability and ethnicity to ensure there is open access to football opportunities for all.
- We will work with partners to implement the ethics and sports equity strategy and establish a consultative network of specific groups to address key areas.
- We will continue to recognise our legal obligations under existing, and proposed, legislation and achieve the Sporting Equals Advanced Standard by 2006.
- The FA will review boards, committees, councils, advisers and staff to ensure that the representation reflects the wider football community.
- We will ensure that there are opportunities to access football and the different roles within the game in every community, and that ethics and sport equity is integral to all activities from grassroots to elite football.
- We will identify barriers to full involvement within The FA and take progressive steps to address them.
- The FA will address its role in social inclusion and continue to commit to using the power of football to build a better future.
- We will develop partnerships with key agencies responsible for the delivery of the broader social inclusion agenda.
- We will provide staff, resources, training and investment to ensure the long-term continuity of community-led social inclusion projects.
- We will promote the broader role of professional football clubs within their communities.
- The FA will provide an education and training framework to develop and reinforce best practice and change attitudes and behaviour within ethics and sports equity where appropriate.
- The FA will develop a strategy for internal and external communications for ethics and sports equity.
- The FA will promote and celebrate best practice in respect of sports equity through role models, ambassadors, publications, media and on our website TheFA.com. Multi-language resources and different media formats will be produced.
- The FA will put procedures in place to ensure that everyone can participate in a safe environment.

Going Forward

We are backing our words with actions. With funding. With people.

- We will ensure that The FA and its constituent bodies take the appropriate sanctions against any person involved in affiliated football who commits discrimination, harassment or bullying offences.

We will continue to work with County FAs to support them with their disciplinary procedures.

- We will take a lead in ensuring all forms of abuse are unacceptable.
- The FA will demonstrate best practice in ethics and sports equity by implementing a review of policies, procedures and articles of association and make key changes within the governance of the game.

Football can be a power for good and at The FA we are determined to use that power to benefit everyone.

The FA is already leading the way for this area of work in sport in England. We've done a lot already. But now we're pulling it together

under one ethics and sports equity banner. A coordinated plan that ensures the vision and direction are clear and that everyone involved knows, and is committed to, the direction.

We are backing our words with actions. With funding. With people.

From community coaches to better facilities. From targeting minority ethnic communities to encouraging racial integration. We will also support funding and budget applications at all levels of the sport and provide partners, such as the Government and Sport England, with a clear understanding of what The FA is working towards.

We aim to ensure that, as an organisation, we are the leader amongst sports governing bodies.

We are setting ourselves targets and action plans to ensure that we are going beyond the requirements of legislation and identifying where we could take positive action.

Not everyone can play for England. But everyone can dream about it.

And everyone can, in some way, be a part of football. And be proud of it. Ensuring that a football environment is appropriate for all people at whatever level they choose to play or participate is crucial and supports the notion of lifelong involvement. This is self evident in the mass of people prepared to give back something to the game in order to support its future. We aim to make sure that everyone involved in football has a positive experience and that they want to come back for more. We also aim to make sure that football is inclusive and welcoming. The FA, in its policies, systems and activities, is providing clear and consistent messages about what we believe is fair and equitable.

That's what ethics and sports equity is about.

Being fair to everyone.

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**FOOTBALL
FOR ALL**

The Football Association Ethics and Sports Equity Strategy