



***Club Inclusion &
Anti-Discrimination
Code of Practice***



Foreword

We are absolutely committed to ensuring that football is inclusive of all communities and free from discrimination. People must feel welcome and able to participate at whatever level they aspire to within The Football League. We recognise that great strides have been made to promote inclusion and deal with discrimination but we believe that more still needs to be done.

In partnership with all those organisations responsible for leading the game we have developed an Inclusion and Anti-Discrimination Plan. The plan is far-reaching extending to all areas of the game – playing, supporting, managing, administering, volunteering and working – and has been developed following consultation within the game. It reflects football's commitment to eliminate discrimination whether by reasons of race, nationality, ethnic origin, colour, age, gender, gender reassignment, sexual orientation, marital status, religion or belief, ability or disability. It follows the No.10 Downing Street summit meeting in February 2012, our interim response to the Government in May 2012 and the Report of the Culture, Media and Sport Select Committee in September 2012.

Our specific commitment is detailed in the appendix and in order to support the delivery of this we have developed a Football League Club Inclusion and Anti-discrimination Code of Practice in conjunction with The Football League Trust and League Football Education. This encompasses the actions in the plan and has been developed to assist clubs address inclusion and anti-discrimination issues throughout the club. Importantly it recognises that clubs vary in size and in the resources available to them. Good practice suggestions and measures clubs can take are also included.

Greg Clarke
Football League Chairman

The Football League Club Inclusion and Anti-Discrimination Code of Practice

1. Accountability and Commitment

The board sets responsibility for inclusion and anti-discrimination at the highest level in the organisation.

2. Policy

The club has a policy for inclusion and anti-discrimination that is widely publicised.

3. Legal Compliance

The club is compliant with all relevant UK legislation, statutes, regulations and codes as well those from The Football League, The FA, UEFA and FIFA.

4. Behaviour

All staff, be they players, coaches, club officials, whether they be full time, part time or volunteers, adopt agreed standards of behaviour for inclusion and anti-discrimination as well as the sanctions for any breach of these.

5. Education and Training

Inclusion and anti-discrimination is included as part of induction arrangements and people associated with the club receive on-going training.

6. Reporting and Managing Incidents

The club has clear policies and procedures for reporting, collating and managing all incidents of discrimination, harassment and abuse.

7. Awareness Raising and Communication

All people with an association to the club, be it supporters, sponsors, staff, players, suppliers, customers and other stakeholders are made aware of its commitment to inclusion and anti-discrimination.

8. Workforce

The club monitors the equality profile of its staff (paid and unpaid) through the FA's equality monitoring tool and takes action towards increasing the diversity of this as necessary. It will also work towards achieving greater diversity on the board.

9. Fans

The club is aware of the profile of its matchday fans and recognises how this compares to the local demographics.

10. Activities

The club monitors for diversity in all its activities as well as the community use of the stadium and considers how it could increase diversity in its activities.

11. Consultation and Relationship Building

The club sets up consultation processes with key partners/ stakeholders and people that represent the diversity of the local community.

12. External Verification and Endorsement

The club will obtain external verification and endorsement of the progress it makes towards inclusion and anti-discrimination.



Introduction


It is important that all people should feel welcome to support, play, coach and work in and with Football League Clubs. The Code of Practice has been written in consultation with clubs and forms part of both The League and clubs commitment to Football's Inclusion and Anti-Discrimination Action Plan that was presented to Government. Implementation of the Code of Practice is covered under Football League Regulation 96.

'The Code of Practice contains twelve individual areas that clubs should consider in order to be inclusive across all sections of their business, including match day operations, general operations, community trust, youth development and the first team. Clubs should show an understanding across all these areas and be able to demonstrate how they meet each of the twelve points in order to meet the minimum standard. There are many benefits to meeting the minimum standard. Not only, morally, is it the right thing to do but it can help prevent legal action being taken against the club. In addition, the business benefits can have an impact on any club by assisting in attracting more supporters, more businesses / sponsors and a more talented employment pool.

Clubs may be required to demonstrate how they meet each of the twelve points of the Code of Practice. Good practice suggestions and measures clubs can take are listed within this document. It is not a requirement that clubs undertake everything set out in the suggestions and measures and this list is by no means exhaustive. Clubs may have already implemented policies and procedures that assist them in meeting the requirements of the Code.

It is important to note that any club that achieves a level of the Kick It Out Equality Standard for Professional Clubs will be deemed to have met the minimum standards for the Code of Practice.

A review process will take place throughout the first season of implementation and examples of good practice will be highlighted and shared amongst clubs.



Good practice suggestions and measures clubs can take for each of the points within the Code of Practice are listed in the following pages. It is not a requirement that clubs undertake everything set out in the suggestions and measures but clubs should demonstrate that they are able to meet each of the twelve points as set out in the Code.

This list is by no means exhaustive and clubs may have already implemented policies and procedures that assist them in meeting the requirements of the Code.



1.

Accountability and Commitment

The board sets responsibility for equality at the highest level in the organisation.

Examples of how a club could meet the minimum standard are included below:

- The club nominates a board member and the CEO/senior manager to lead on inclusion and anti-discrimination.
- Inclusion and anti-discrimination targets and actions are reported to the board regularly by the board member and CEO/senior manager.
- Resources to deliver the action plan are provided.
- The board monitors compliance with the club's Inclusion and Anti-discrimination Policy.
- The club complete the equality monitoring tool provided by the FA.
- Inclusion and anti-discrimination is built into the CEO's/senior manager's job description.
- The board requires that all staff members are aware of the commitment to inclusion and anti-discrimination and are kept up-to-date with progress towards the targets.
- The board work towards achieving greater diversity on the board.

Good Practice Example

The Chief Executive at Rochdale AFC takes overall responsibility for equality and diversity with the Director of Youth Development and Community being the designated Director. The CEO sits on the Board and reports appropriate issues at the Board meetings.

2.

Policy

The club has a policy for inclusion and anti-discrimination as part of its equality policy that is widely publicised.

Examples of how a club could meet the minimum standard are included below:

- The club has an appropriate equality policy and strategy document that covers all areas of the club.
- The club details its commitment to inclusion and anti-discrimination through the production of an inclusion and anti-discrimination statement of commitment and policy that is reviewed annually.
 - This should include all the activities of the club, any subsidiary companies and the community trust.
 - These cover all the protected characteristics. (see glossary)
- The statement of commitment and the policy is promoted and distributed to board members and staff as well as posted on the club's website.
- The policy is in a range of club documents such as employee handbook, volunteer handbook or pack, apprentice guides, apprentice parent's guide, player handbook as well as on the website.
- The policy is broadened to include other disadvantaged people that the club wishes to engage with e.g. homeless, those on low income, offenders etc.
- Annual reminders about the policy and procedures are sent to all staff, players and apprentices.
- The policy is included in staff induction.
- Where there is a proven demand that outweighs any significant costs, the club produces materials relevant to the audience (e.g. those who speak a different language to the local community or use sign language, those with visual or hearing impairments using large print, audio or Braille on request).

Good Practice Example

Southend United use the staff intranet and weekly newsletter to help communication of policies, procedures, details of meetings and current issues with regards to equality. This ensures that all staff have access to the information they require.



3.

Legal Compliance

The club is compliant with all relevant UK legislation, statutes, regulations and codes as well as those from The Football League, The FA, UEFA and FIFA.

Examples of how a club could meet the minimum standard are included below:

- The club recognises its responsibilities under the Equality Act 2010 and takes steps to ensure it is compliant.
- The board identifies inclusion and anti-discrimination as a corporate risk and takes decisive action to address this.
- The club ensures the board receives any annual legal updates on inclusion issues.
- The club provides the necessary training to board members with regards to the Equality Act 2010.
- The club provides details on how it meets current safeguarding legislation.
- The club implements a process for determining the relevant legislation, statutes, regulations and codes.
- The club has access to legal expertise either in-house or through external organisations and agencies.

Good Practice Example

Preston North End has a qualified solicitor on their Board of Directors to provide advice and guidance with regards to legal compliance.

4.

Behaviour

Everyone associated with the club adopts agreed standards of behaviour for inclusion and anti-discrimination as well as the sanctions for any breach of these.

Examples of how a club could meet the minimum standard are included below:

- Codes of conduct are developed for all the different groups of people associated with the club and include sanctions for breaching a code.
- These are signed up to annually (via ticketing terms and conditions, personnel records, contracts etc.) and people take responsibility for their own behaviour.
- Establish Codes of Conduct specifically for:
 - Players
 - Staff
 - Coaches
 - Board members
 - Fans
 - Corporate Guests / Sponsors
 - Stewards
 - Apprentices
 - Parents
- Disciplinary processes to deal with any breach of a code of conduct are developed. These should include a right of appeal and a grievance procedure.
- Sanctions are developed that are appropriate to the severity of the misdemeanour and equitable for all people.
- The Ground Regulations are clearly displayed at all turnstiles and copies are available on-line and in the ticket office. Attention should be drawn to Ground Regulations 10 and 11 and efforts made to enforce these on a matchday.
- A Customer Charter is displayed on the website and is available at various places around the club. The Customer Charter clearly outlines the process for dealing with complaints and is actively adhered to.
- The club actively promotes the 'Enjoy The Match' campaign and has a zero tolerance policy to swearing and abusive language on a match day in the Family Area. All stewards are specially trained to identify and deal with incidents should they occur.

Good Practice Example

Middlesbrough FC has introduced a new Generation Red Family Zone in which they have incorporated 'Enjoy The Match' branding specifically tailored in Middlesbrough's colours. In this area as well as promoting a family friendly atmosphere they actively steward against bad and discriminatory language.

5.

Education and Training

Inclusion and anti-discrimination is included as part of induction arrangements and people associated with the club receive on going training with this regard.

Examples of how a club could meet the minimum standard are included below:

- *The club determines which groups of people require inclusion and anti-discrimination training and at what level.*
- *The club ensures that the board and staff (paid and unpaid) understand the principles of inclusion and anti-discrimination and receive annual updates and briefings.*
- *The club ensures that all staff undertake the Professional Game Workshop.*
- *The club ensures that all people associated with it know how to report an incident (both on and off-field) and what procedures will be followed when an incident is reported.*
- *The club ensures that players and playing staff receive regular training and briefings with regards to inclusion and anti-discrimination. This includes social media guidelines. Learning and development opportunities are provided in partnership with LFE, the PFA and LMA.*
- *Inclusion and anti-discrimination is built in to any club training as a core element.*
- *Specific guidance is provided to fans on a regular basis with regards to the club's commitment on inclusion and anti-discrimination.*
- *The club develops a set of inclusion and anti-discrimination behaviours that it wants people at the club to demonstrate and provides regular training, briefings or updates for this.*
- *The club develops a training matrix to identify who needs training, when it happened and when it needs updating.*

Good Practice Example

Leyton Orient has a training programme which ensures that all Senior Managers and appropriate 'front line staff' are trained in the provisions of the Equality Act and on-going training is included in staff induction programmes. This information is detailed in their Customer Charter which is displayed on their website.

Inclusion and anti-discrimination is built in to any club training as a core element.





6.

Reporting and Managing Incidents

The club has a clear policy and procedures for reporting, collating and managing all incidents of discrimination, harassment and abuse.

Examples of how a club could meet the minimum standard are included below:

- The policy and procedures cover all off-field activities that the club is involved in.
- The policy and procedures reflect that allegations involving staff will be dealt with through HR policies.
- The club implements Crowd Management Measures - FA Good Practice Guide for Football Clubs.
- The club co-operates fully with the relevant authorities when dealing with any incidents.
- There are set club procedures that should be followed for communication with the public and the media with regards to incidents.
- Reporting procedures are produced for staff and players.
- Information is provided on who to report to and how.
- Information is provided on the person reporting an allegation being protected and supported by the club unless the allegation was malicious.
- Details of how people will be supported if they make an allegation. Recognition that some people e.g. young players may be hesitant to report allegations in case it affects their career or other negative consequences as well as their lack of authority in the club.
- People are provided with information on where to go for help and advice in relation to abuse, victimisation, harassment and bullying.
- Information is provided about sources of support and is published in hand-outs, in employee handbooks, volunteer handbooks and on the website.
- Internal protocols are identified for managing the media when an incident occurs.

Good Practice Example

Rotherham United has a clear policy on eliminating discrimination, contained within their Customer Charter. They also provide details of how to report any anti-social behaviour and have a specific text service set up for reporting incidents during the match.



7.

Awareness Raising and Communication

All people with an association to the club, be it supporters, sponsors, staff, players, suppliers, customers and other stakeholders are made aware of its commitment to inclusion and anti-discrimination.

Examples of how a club could meet the minimum standard are included below:

- Inclusion and anti-discrimination information is publicised widely and regularly and is evident on the club's website and referenced in the Customer Charter.
- The club identifies what actions they may need to prioritise with regards to:
 - Communicating what the club is doing to promote inclusion and anti-discrimination.
 - Communicating with people from diverse backgrounds.
- The club develops an area on the website for inclusion and anti-discrimination.
- The club use inclusive language and images in the programme, on the website, through social media and in all club branded literature where appropriate.
- The club dedicates specific match days to raise awareness of the club's commitment to inclusion and anti-discrimination.

Good Practice Example

AFC Wimbledon dedicated their match against Accrington Stanley to the 'Football Fans Against Homophobia' campaign. They displayed a banner at the game and the players wore t-shirts in support of the campaign during the warm up. The club's management and players urged supporters to help create a positive and inclusive atmosphere at The Cherry Red Records Stadium.

8.

Workforce

The club monitors the equality profile of its staff (paid and unpaid) through The FA's Equality monitoring tool and takes action towards increasing the diversity of this as necessary. It will also work towards achieving greater diversity on the board.

Examples of how a club could meet the minimum standard are included below:

- Inclusion and anti-discrimination is promoted through HR policies for staff that meet good practice guidelines in:
 - Recruitment and selection
 - Harassment and bullying
 - Disciplinary
 - Grievance
 - Family friendly working
- The club undertakes an audit of HR policies to ensure these are legally compliant.
- The club ensures that policies for unpaid staff are separate to those for paid staff.
- Inclusion and anti-discrimination requirements, including training, are included in job descriptions of staff.

Good Practice Example

Crewe Alexandra has a single, club-wide, equality and diversity policy that ensures consistency across all departments within the club, the community trust, youth development and the first team. On average over the past 4 years, the club have recruited 14% of apprentices from ethnic minority backgrounds which is nearly double the ethnic minority participation rate in apprenticeships nationally.

9.

Fans

The club is aware of the profile of its match day fans and recognises how this compares to the local demographics.

Examples of how a club could meet the minimum standard are included below:

- Action to increase the diversity of the match-day fan base is actively considered and promoted by the club.
- The club visually monitors the diversity of its fans on specific match days and keeps a record to compare on an on-going basis.
- Equality monitoring information is added to season ticket renewals (and stored in line with the Data Protection Act 1998.)
- The club nominates a Disability Liaison Officer who is the main point of contact for disabled supporters and has responsibility for matters relating to disability at the club.
- The club nominates other Liaison Officers such as the Supporter Liaison Officer to build links with members of different communities and who can act as a main point of contact for people from those communities.

Good Practice Example

Leicester City has carried out a visual audit of the make-up of home supporters at matches through organising a head count of supporters as they enter the turnstiles. This process has provided the club with an indication that their supporter base amongst under represented communities is growing each season, suggesting that the equality work the club is involved with is beginning to show some commercial returns.

10.

Activities

The club monitors for diversity in all its activities as well as the community use of the stadium and considers how it could increase diversity in its activities.

Examples of how a club could meet the minimum standard are included below:

- The club produces monitoring reports to gauge the diversity of participants in its activities and the community use of the stadium.
- Action to increase diversity in club activities as well as community use of the stadium is actively considered and promoted by the club.
- “Activity” means any activity or series of activities arranged for a person by or in the name of a club. This includes but is not limited to community activities, schools’ coaching programmes; football development centres; retail department or media department promotion days; match days, ball boys and ball girls, mascots.

Good Practice Example

Peterborough United’s community cohesion project has assisted in generating young players into the Academy and potential apprentices for the future.



11.

Consultation and Relationship Building

The club, via the Supporter Liaison Officer, sets up consultation processes with key partners/stakeholders and people that represent the diversity of the local community across all areas of the company’s business.

Examples of how a club could meet the minimum standard are included below:

- Through consultation the club identifies any necessary action to include in the business plan.
- The club sets up an Inclusion Advisory Group as a reporting mechanism into the club’s board or to the Chair of the board.
- The club develops long-lasting relationships with people from many different communities locally e.g. faith based, lesbian and gay people, older people, younger people, women and girls etc.
- The club nominates a Disability Liaison Officer and consider if other liaison officers are needed across other areas.

Good Practice Example

Tranmere Rovers recently set up a Disabled Supporters Association in order to develop a consultation channel and build relationships with their disabled supporters. They are providing support and advice, if required, for the Club to prepare and implement a ‘Disabled Supporters Policy’. The association has held fund raising events and assists in providing solutions for Tranmere Rovers to improve their facilities for disabled supporters.

12.

External Verification and Endorsement

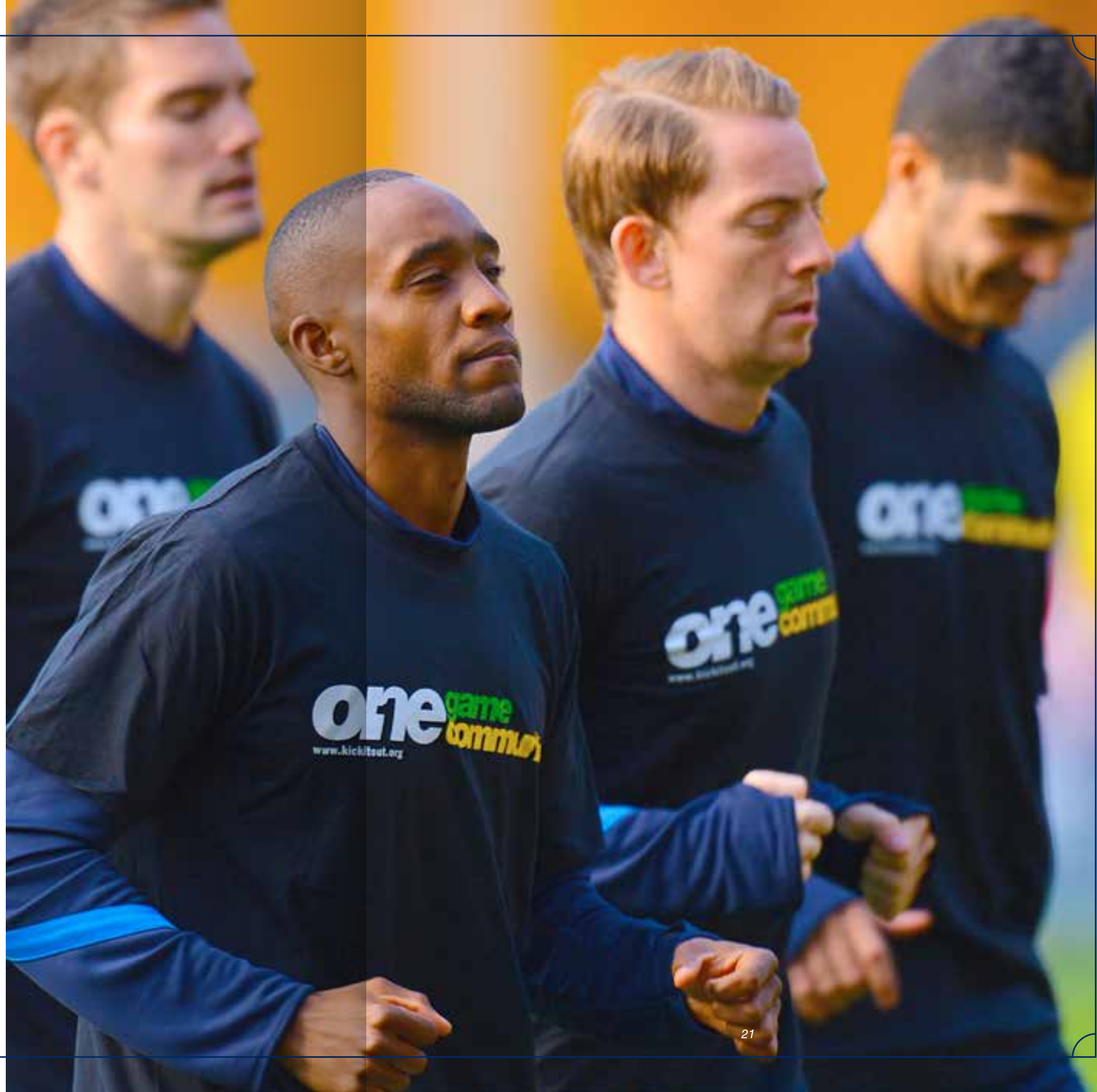
The club will obtain external verification and endorsement of the progress it makes towards inclusion and anti-discrimination.

Examples of how a club could meet the minimum standard are included below:

- The club undertakes an annual LFE Equality and Diversity Audit.
- The club commits to working towards and achieving the three levels of the Kick It Out Equality Standard for Professional Football Clubs. Any club who achieves a level of the Equality Standard will be deemed to have met the minimum standards for the Code of Practice.
- The club undertakes an access audit and develops an action plan to address any considerations.

Good Practice Example

Watford FC currently hold the intermediate level of the Equality Standard, with Wolverhampton Wanderers, Queens Park Rangers, Birmingham City, Wycombe Wanderers and Rotherham United all holding the preliminary level. The Standard helps football clubs to recognise existing partnerships, activities and projects they deliver to under-represented groups and individuals, and helps to identify new target markets and fans for the future.



Our role

The Football League's role in delivering English football's Inclusion and Anti-Discrimination Action Plan.

The Football League will commit to:

Education

1. Introducing mandatory 'minimum standard' Club codes of practice with a mechanism for sanction, should Clubs fail to implement them.
2. Introducing social media guidelines for all players and other club staff.
3. Working with the PFA and LMA to provide mandatory induction arrangements for players and managers arriving fresh to English football and the British cultural environment.
4. Ensuring mandatory learning and development provision within its clubs is provided in partnership with the PFA and LMA.

Cultural Change

5. Promoting the 'Crowd Management Measures' – Good Practice guide to its clubs.
6. Working with the other football organisations, Kick It Out and fans groups (including Football Supporters Federation, Level Playing Field, Gay Football Supporters Network and Supporters Direct) to review and improve the impact of current awareness and education campaigns amongst fans.

7. Working in conjunction with Kick It Out to set targets for its clubs to achieve the various levels of the Equality Standard.
8. Reviewing the impact of the new training module for stewards.
9. Adopting and sharing best practice in stewarding with a particular focus on co-ordinated action to deal with discrimination.
10. Delivering on relevant actions from the LGB&T, gender equality and disability equality action plans.

Regulation and Reporting

11. In conjunction with the PFA, ensuring that players understand how to report their concerns about alleged discrimination.
12. Reinforcing the instructions via PGMO to match officials of the importance of the issue and relevant reporting procedures.
13. Investigate new technologies to assist with reporting incidents in stadia.
14. Reviewing the range of sanctions employed by its clubs with a view to improving consistency.
15. Reviewing and where necessary improving the reporting and analysis of in-stadium offences, to assist an assessment both of the complaints processes and of subsequent actions.

16. Working with the Police and prosecuting authorities to ensure that offensive and insulting language and behaviour at football grounds and in other football-related environments is identified and dealt with appropriately.
17. In conjunction with the PFA and LMA, establishing and delivering confidential support structures for players and managers to use when incidents occur, to encourage the formal reporting of incidents.

Widening the Diversity of Football's Workforce

18. Continuing to promote open and transparent recruitment processes in recruiting the football workforce including support mentoring in relation to work placements in football, such as Kick It Out's Mentoring programmes.
19. Supporting and implementing the COACH bursary programme and other programmes to capacity build coaches from Black, Asian, and Minority Ethnic communities, with higher level qualifications and experience to challenge for roles in the professional game.
20. Reviewing the recruitment processes for managers and coaches and developing a voluntary code, based on a set of principles for recruitment, to be considered by its clubs.
21. Completing and ensuring that the Clubs complete the Equality monitoring tool to provide accurate statistics on their staff, Boards and membership etc.



Glossary

Access Audit - an external access audit is undertaken by an official accredited auditor and it informs clubs on the provision of reasonable adjustments to the club's stadium for disabled supporters. Detailed action plans to deal with any shortcomings are produced following an access audit.

Anti-Discrimination and discrimination - discrimination is the action that people take on the basis of their prejudices which results in unfair and unjust treatment. Discrimination occurs when a prejudiced person has the power to put their prejudices into action and it can be direct or indirect. Anti-discrimination is a shorthand term that we use to express football's commitment to tackling this.

Code of Conduct - a set of agreed and acceptable behaviours for all people associated with the club along with sanctions stated for any breach of them.

Crowd Management Measures - FA Good Practice Guide for Football Clubs - A document that is available to download from the FA website that provides guidance for football clubs on good practice in terms of the crowd management measures that could be implemented at matches

Data Protection Act 1998 - controls how personal information is used by organisations, businesses or the government. Everyone who is responsible for using data has to follow strict rules called 'data protection principles'. They must make sure the information is:

- used fairly and lawfully
- used for limited, specifically stated purposes
- used in a way that is adequate, relevant and not excessive
- accurate
- kept for no longer than is absolutely necessary
- handled according to people's data protection rights
- kept safe and secure
- not transferred outside the UK without adequate protection

There is stronger legal protection for more sensitive information, such as:

- ethnic background
- political opinions
- religious beliefs
- health
- sexual health
- criminal records

Disability Liaison Officer - as per League guidance, each club should designate a member of staff to act as disability liaison officer who shall have responsibility in the area of disabled supporters and customers. That person should have a good knowledge of disability discrimination law and practice for disabled supporters to contact if issues arise.

Diversity - acknowledging and celebrating the differences between groups of people and between individuals.

Equality - some people have less opportunity than others to participate fully in football. Equality is about identifying barriers and taking steps to address them. This may mean treating people differently in order to help them have the same chance to take part in football.

The Equality Act 2010 -

- The Act has brought together, for the first time, all the legal requirements on equality that the private, public and voluntary sectors need to follow.
- It affects equality law at work and in delivering all sorts of services and running businesses organisations and clubs.
- It replaces all the existing equality law including:
 - The Equal Pay Act 1970
 - The Sex Discrimination Act 1975
 - The Race Relations Act 1976
 - The Disability Discrimination Act 1995
- Most of the new law is based on current legislation which has been streamlined but there are some important differences.
- It protects people from discrimination on the basis of certain characteristics. These are known as 'protected characteristics' and they vary slightly according to whether a person is at work or using a service.
- Protected characteristics are - age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion and belief, sex and sexual orientation.
- All employers and service providers have a responsibility under the law to treat their employees and service users fairly.
- You are a service provider if you provide goods, facilities or services to the general public or section of it, regardless of whether these are free or paid for.

If you are an employer, the law generally still applies to you even if your workers are temporary, do not have written contracts of employment or are recruited to other positions such as trainees, apprentices or business partners.

Equality Profile - the make-up of people associated with the club. The club would undertake an equality audit asking people to indicate their background (e.g. sex, age, disability) which is then compared to national or local population statistics.

Equality Standard for Professional Football Clubs - managed by Kick it Out the Equality Standard for Professional Football Clubs sets out a series of key objectives to support the development of equality and diversity practices across all areas of the club's operation. Through undertaking this work, it also encourages clubs to identify new target markets and fans for the future, and develop partnerships, activities and projects targeted at under-represented communities and individuals.

Endorsement - an endorsement is offered by an independent third party on the club's inclusion and anti-discrimination work.

External Verification - a process of seeking an independent view on the progress of the club towards inclusion and anti-discrimination.

Harassment - this includes unwanted conduct related to a protected characteristic which has the purpose or effect of violating someone's dignity or which creates a hostile, degrading, humiliating or offensive environment for someone with a protected characteristic.

Incident - any language or behaviour that breaches a rule, code, regulation or policy and is inappropriate or illegal and occurs under the auspices of the club.

Inclusion - a shorthand term to describe our commitment to ensuring that football is accessible to any member of the community so they can be fully involved in whatever capacity they choose; and that they are supported to achieve their potential in any capacity e.g. player, employee, volunteer, coach or official. This principle applies regardless of background.

Inclusion and Anti-Discrimination Policy - this should include the Statement of Commitment, the purpose of the policy, the legal framework, definitions of discrimination, harassment, bullying and victimisation, who is responsible for the policy, how it will be implemented and communicated, what actions you are going to take, how you will monitor and evaluate the policy, grievance and disciplinary procedures and to deal with any breaches of the policy.

LGB&T - shorthand term for Lesbian, Gay, Bisexual and Transgender people.

Protected Characteristics - are the grounds on which discrimination might occur under UK equality legislation. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Sanctions - actions that a club can take against someone for a breach of a club rule - e.g. policy, regulation or code of conduct. A range of sanctions would normally be available that would escalate in severity according to the seriousness of the incident.

Social Media - includes the various online technology tools that enable people to communicate easily via the internet to share information and resources. Social media can include text, audio, video, images, podcasts, and other multimedia communications.

Statement of Commitment - this is a statement that spells out your commitment to inclusion and anti-discrimination and is made available to the general public. It is the first thing people read when they look at your policy so it must be clear and concise.

Supporter Liaison Officer - as per League Regulations, each Club shall designate a member of staff to act as a supporter liaison officer who shall have responsibility for the delivery of the Club's policy with regards to stakeholders insofar as that policy concerns supporters. They will also act as a point of contact for supporters and liaise regularly with the Club's management.

UK Equality Legislation - the Equality Act 2010 applies to all employers and service providers. All employers and service providers have a responsibility under the law to treat their employees and service users fairly.

Victimisation - this is treating someone unfavourably because they have taken (or might be taking) action under the Equality Act or supporting somebody who is doing so.

Useful contacts

Football League

www.football-league.co.uk

League Football Education

www.lfe.org.uk

The FA

www.TheFA.com

Kick it Out

www.kickitout.org

Level Playing Field

www.levelplayingfield.org.uk

Equality and Human Rights Commission

www.humanrights.com

Stonewall

www.stonewall.org.uk

Sporting Equals

www.sportingequals.org.uk

Womens Sport and Fitness Foundation

www.wsff.org.uk

English Federation of Disability Sport

www.efds.co.uk

Muslim Womens Sports Foundation

www.mwsf.org.uk

Football v Homophobia

www.footballvhomophobia.com

Gay Football Supporters Network

www.gfsn.org.uk

Pride Sports

www.pridesports.org.uk

