Queen's Park Football Club

Equality, Diversion and inclusion plan 2026

Equality Policy / Plan Details

Name of Policy / Plan	DISABLED POLICY IN CONJUNCTION WITH EQUALITY Act 2010
Policy / Plan Owner	Tony Waters
Policy / Plan Reviewer	Alan Marshall
Date Policy / Plan Created	November 2021
Date Last Updated	August 2026
Date for Review	August 2027 Annual (¼ review through out the year)
Signatories	Policy Owner: Date:30/08/2026 Tony Waters Counter Sign Date David Stevenson

Revision History

Date Revised	Reason	Author
30/05/2025	Annual Review Update signatories	Grame Shields
01/08/2026	Review of the plan and scope for Club Licensing	Alan Marshall
30/09/2026	New CWPO Officer	Alan Marshall

Quality, Diversity and Inclusion Plan

A practical plan to improve service quality, advance equality, value diversity and build an inclusive culture.

1. Purpose

This Quality, Diversity and Inclusion Plan sets out how the organisation will deliver high-quality, consistent and accessible services while creating a fair, respectful and inclusive environment for staff, partners, service users and communities. It brings together quality improvement, equality, diversity and inclusion into one practical framework so that improvement activity is planned, measured and embedded in everyday decision-making.

2. Scope

This plan applies to all employees, workers, volunteers, contractors, managers, leaders and partner organisations involved in designing, delivering or supporting organisational services. It covers service delivery, workforce practices, procurement, communications, stakeholder engagement, complaints handling, training, performance monitoring and improvement activity.

3. Strategic Objectives

- Deliver services that are safe, reliable, accessible, responsive and continuously improving.
- Ensure fair treatment, equal opportunity and protection from discrimination, harassment and victimisation.
- Build a culture where diverse perspectives are respected, heard and used to improve decisions and outcomes.
- Use evidence, feedback and performance data to identify gaps, reduce barriers and improve quality.
- Strengthen accountability by assigning clear ownership, timescales and measurable success indicators.

4. Guiding Principles

- **Customer and service-user focus:** understand needs, remove barriers and improve the experience of people who use or depend on services.
- **Leadership and accountability:** leaders set expectations, allocate resources and model inclusive behaviours.

- **Engagement of people:** staff and stakeholders are involved in shaping improvements and identifying risks.
- **Process approach:** key activities are documented, understood and reviewed so that standards are consistent.
- **Improvement:** quality, diversity and inclusion activity is reviewed regularly and improved through learning.
- **Evidence-based decision-making:** decisions are supported by data, feedback, risk assessment and equality impact consideration.
- **Relationship management:** partners and suppliers are expected to support quality, fairness, accessibility and inclusion.

5. Legal and Policy Context

The plan is designed to support compliance with relevant UK equality and employment requirements, including the Equality Act 2010 and, where applicable, the Public Sector Equality Duty. It also aligns with recognised quality management principles, including customer focus, leadership, engagement, process management, improvement, evidence-based decision-making and relationship management.

6. Action Plan

Priority	Action	Owner	Timescale	Measure of Success
Quality governance	Establish a quarterly Quality, Diversity and Inclusion review meeting with agreed reporting, escalation and learning arrangements.	Senior Leadership Team	Quarter 1	Meeting schedule agreed; actions tracked; findings reported to leadership.
Service standards	Review key service processes to confirm standards, responsibilities, risk controls and customer/service-user requirements.	Service Managers	Quarter 1–2	Core processes documented and reviewed; improvement actions logged.
Inclusive access	Assess services, communications and facilities for accessibility barriers	Operations Lead	Quarter 2	Accessibility review completed; priority

	and agree practical improvements.			improvements implemented.
Workforce inclusion	Provide training for staff and managers on equality, diversity, inclusion, respectful behaviour and unconscious bias.	HR / People Lead	Quarter 2–3	Training completion monitored; feedback shows improved confidence and understanding.
Recruitment and progression	Review recruitment, selection, promotion and development practices to improve fairness, transparency and access.	HR / Hiring Managers	Quarter 3	Recruitment guidance updated; monitoring data reviewed; barriers identified and addressed.
Feedback and complaints	Strengthen routes for staff, service users and partners to raise feedback, concerns or complaints safely and constructively.	Quality Lead	Quarter 3	Feedback trends reviewed; response times monitored; learning shared.
Data and evidence	Develop a dashboard covering quality indicators, equality monitoring, complaints, training, engagement and improvement actions.	Performance Lead	Quarter 4	Dashboard reviewed quarterly; actions informed by evidence.
Continuous improvement	Embed a plan-do-check-act approach for improvement projects and ensure learning is captured after events, audits and reviews.	All Managers	Ongoing	Improvement log maintained; completed actions demonstrate measurable benefit.

7. Governance and Responsibilities

- **Board or senior leadership:** approves the plan, monitors progress and ensures sufficient resources are available.
- **Quality, Diversity and Inclusion Lead:** coordinates delivery, maintains the action tracker and prepares progress reports.
- **Managers:** apply the plan in their teams, identify barriers, support staff and act on feedback.
- **Staff and volunteers:** uphold expected behaviours, complete relevant training and contribute to improvement activity.
- **Partners and suppliers:** support agreed quality, equality, accessibility and inclusion requirements when delivering services on behalf of the organisation.

8. Monitoring, Reporting and Review

Progress will be reviewed quarterly against agreed indicators, including service performance, complaints and compliments, training completion, engagement feedback, equality monitoring data, accessibility improvements and completion of action-plan milestones. A formal annual review will assess impact, identify lessons learned and confirm priorities for the next planning cycle.

9. Key Risks and Controls

Risk	Potential Impact	Control
Plan is not embedded in daily practice	Limited improvement and inconsistent standards	Assign owners, monitor actions and include progress in management reporting.
Insufficient or poor-quality data	Barriers or inequalities may be missed	Use proportionate data collection, feedback routes and regular analysis.
Low staff engagement	Change may be seen as compliance-only	Involve staff early, communicate benefits and share visible progress.
Accessibility gaps remain unresolved	People may be excluded from services or information	Prioritise reasonable adjustments, accessible communications and service-user feedback.
Inconsistent leadership behaviours	Culture and trust may be weakened	Include inclusive leadership expectations in management objectives and reviews.

10. Communication and Engagement

The plan will be communicated through team briefings, induction materials, manager discussions and stakeholder engagement. Staff and service users will be invited to provide feedback on barriers, improvements and the effectiveness of actions. Communications will use clear language and accessible formats wherever possible.

11. Success Indicators

- Improved service consistency and reduced repeat issues or avoidable complaints.
- Increased staff confidence in applying equality, diversity and inclusion principles.
- Clearer evidence of accessibility improvements and reasonable adjustments.
- Improved engagement from staff, stakeholders and under-represented groups.
- Regular reporting that links quality performance, equality outcomes and improvement action.
- Visible leadership ownership and timely completion of agreed actions.