

2025

Equity and Inclusion Action Plan: Template and Guide

*Equity and Inclusion in Sport
Program*



Mildura Rural City Council

Equity and Inclusion in Sport

Sporting Club's Equity and Inclusion Action Group Information:

Name of Club: _____

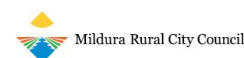
Date of Completion: _____

Action Group Members:

	Name:	Role:
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____

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The team at Mildura Rural City Council and Women's Health Loddon Mallee would like to acknowledge the advisory support the Community Leadership Group have contributed to the development of this project and associated resources.



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Introduction

Congratulations on completing the Equity and Inclusion Club Checklist, you have taken the first important step to making your club a safer, equal and inclusive place! The next step is to develop an Equity and Inclusion Action Plan for your club, based on the findings of the Club Checklist and the Member Experience Survey.

This manual has been developed to guide your club through the action planning process, it includes:

- a set of instructions on how to complete the Action Plan;
- an explanation of each component of the template;
- Action Plan template;
- a timeline template;
- a set of potential actions and useful resources.

If you have any questions regarding the use of this guide, please get in contact with Elissa from the Mildura Rural City Council on elissa.johnson@mildura.vic.gov.au

Instructions

Step 1: Collect Information

- Talk to all members of your club to gather their experiences. Make sure to include everyone: women, men, girls, boys and people from different cultural backgrounds

Step 2: Review Club Data

- Each member of the Action Group should read the Club Summary Report
- Reflect on the challenges identified in the audit and survey data

Step 3: Schedule an Action Plan Meeting

- Arrange a meeting with your Action Group to develop the action plan
- You can invite Mildura Rural City Council Project Delivery Officer Elissa Johnson to assist with this process
- Expect the planning session to take one to two hours
- Set SMART goals during this meeting:

SMART Goal Setting Strategy

- **Specific:** Clearly define what you want to achieve
- **Measurable:** Determine how you will measure success
- **Attainable:** Ensure the goal is realistic and attainable
- **Relevant:** Make sure the goal aligns with your club's needs and priorities
- **Timely:** Set a deadline for achieving the goal

Step 4: Get Club Approval

- Present the 12-month action plan to your club committee for endorsement
- Inform all club members about the goals for the next 12 months

Step 5: Implement Your Plan

- Start executing your plan
- Regularly check in with women, girls, and other key club members to ensure your efforts are making a positive impact
- Send stories of success to the Recreation and Development team at Council we would love to share them!

Good luck!

Equity and Inclusion Action Plan Template

During your action planning session, your Action Group will choose between two and four goals based on the findings from the Equity and Inclusion Club Checklist and the Member Experience Survey. Use the template to clearly outline each goal by answering these five questions:

Action Area (S):	Identify which area this goal relates to from your Club Audit. <ul style="list-style-type: none"> • Leadership and Decision Making • Policies and Procedures • Club Culture • Facilities
What is your goal?	Write down a clear, specific goal in one sentence. Make sure the goal is realistic (can be achieved within your club's capacity and timeframe) and measurable (you can track progress and success).
Why is this your goal?	Explain why this goal is important. Does it address a challenge identified in the Sporting Club Checklist or Member Experience Survey? Ensure your goal is relevant and meaningful to your club's needs.
How will you achieve this goal?	List two to five key actions you need to take to reach the goal. These should be the main steps, not a detailed plan.
When will you achieve this goal?	Set a deadline for achieving the goal. If it's an ongoing goal, decide when and how often you will review your progress.
Who needs to be involved?	Identify who will be involved in achieving this goal. List the people or groups you need to engage with and who within the club will lead this effort. Assigning responsibility is crucial to avoid tasks slipping through the cracks.

The following page includes an example of an Equity and Inclusion Action Plan Template completed for one goal. This should help you to understand the level of detail needed in the plan.

Example Action

Action Area(s): Leadership & Decision-Making	
What is our goal?	Increase female participation in club leadership roles.
Why is this our goal?	Using the Club Checklist, our club identified that currently only 10% of leadership positions are held by women.
How will we achieve our goal?	<p>Offer leadership training for interested female members</p> <p>Create a mentorship program pairing current leaders with potential female leaders</p> <p>Review and adjust recruitment processes to encourage more female applicants</p>
When will we achieve our goal?	Training and mentorship program to be established within six months, with progress reviewed quarterly
Who needs to be involved?	<p>Vice-President (leading action)</p> <p>Club Committee (planning and supporting)</p> <p>Women players, mothers, and volunteers (potential coaches)</p> <p>Existing coaches (mentor system)</p>

Set SMART goals!

Specific	Measureable	Achievable	Relevant	Timely
<ul style="list-style-type: none"> • Make sure everyone knows exactly what you want to do. 	<ul style="list-style-type: none"> • How will you know you have achieved the goal? Can it be measured? 	<ul style="list-style-type: none"> • Make sure it is something you can really do with the resources you have available. 	<ul style="list-style-type: none"> • It needs to matter to you. Make sure it is a goal that will be taken seriously. 	<ul style="list-style-type: none"> • Give yourself a deadline, or set a timeline of individual milestones.

Goal Setting Template

Goal 1	
Action Area(s):	
What is our goal?	Write down a clear, specific goal in one sentence.
Why is this our goal?	Explain why this goal is important.
How will we achieve our goal?	List two to five key actions you need to take to reach the goal.
When will we achieve our goal?	Set a deadline for achieving the goal. If it's an ongoing goal, decide when and how often you will review your progress.
Who needs to be involved?	Identify who will be involved in achieving this goal. List the people or groups you need to engage with and who within the club will lead this effort.

Goal 2	
Action Area(s):	
What is our goal?	Write down a clear, specific goal in one sentence.
Why is this our goal?	Explain why this goal is important.
How will we achieve our goal?	List two to five key actions you need to take to reach the goal.
When will we achieve our goal?	Set a deadline for achieving the goal. If it's an ongoing goal, decide when and how often you will review your progress.
Who needs to be involved?	Identify who will be involved in achieving this goal. List the people or groups you need to engage with and who within the club will lead this effort.

Goal 3	
Action Area(s):	
What is our goal?	Write down a clear, specific goal in one sentence.
Why is this our goal?	Explain why this goal is important.
How will we achieve our goal?	List two to five key actions you need to take to reach the goal.
When will we achieve our goal?	Set a deadline for achieving the goal. If it's an ongoing goal, decide when and how often you will review your progress.
Who needs to be involved?	Identify who will be involved in achieving this goal. List the people or groups you need to engage with and who within the club will lead this effort.

Goal 4	
Action Area(s):	
What is our goal?	Write down a clear, specific goal in one sentence.
Why is this our goal?	Explain why this goal is important.
How will we achieve our goal?	List two to five key actions you need to take to reach the goal.
When will we achieve our goal?	Set a deadline for achieving the goal. If it's an ongoing goal, decide when and how often you will review your progress.
Who needs to be involved?	Identify who will be involved in achieving this goal. List the people or groups you need to engage with and who within the club will lead this effort.

Timeline Template

Complete this Timeline Template outlining all the goals your group has identified. Set up a timeline of individual milestones and assign a specific person to be responsible for that action. Refer back to this template at all committee/action group meetings to check how you are progressing.

Action	Responsibility	Start Date	Due Date	Status	Completed
Goal 1:					
1					
2					
3					
4					
Goal 2:					
1					
2					
3					
4					
Goal 3:					
1					
2					
3					
4					
Goal 4:					
1					
2					
3					
4					

Potential Actions & Useful Resources

Action Area: Leadership & Decision-Making		
If your goal is to....	Your actions could be...	Useful Resources
Increase number of women and girls in coaching positions	<ul style="list-style-type: none"> Establish a mentor program for women and girls to develop coaching and leadership skills Introduce coaching teams where each coach contributes a different set of skills and is not required at all training sessions (e.g. fitness coach, strategy coach) 	AFL Victoria – Recruiting and Retaining Women Coaches guide Change the Game – Guidelines for Recruitment and Retention in Sport and Recreation
Increase the number of women and girls involved in club decision-making	<ul style="list-style-type: none"> Ensure committee meetings are at hours and locations suitable to women with work and parenting responsibilities (eg. host meetings in child-friendly locations or online) Provide clear descriptions of roles and responsibilities of committee members and encourage women to take on roles that suit their interests Allow, and encourage, flexible participation by women in club committee meetings (eg. open meetings up to non-committee members) 	Play by the Rules Harassment and Discrimination Training Play by the Rules – Inclusive Coaching Course Sunraysia Mallee Ethnic Communities Council – Cross-Cultural Training Programs Proud 2 Play Education & Capacity Building
Increase club leaders' knowledge and skills in taking positive action for gender equality and inclusivity	<ul style="list-style-type: none"> Provide opportunities for coaches and committee members to undertake training in: <ul style="list-style-type: none"> Gender Equality Bystander Action Cultural Safety Inclusive Coaching 	

Action Area: Policies & Processes

If your goal is to....	Your actions could be...	Useful Resources
Increase the number of members aware of, and adhering to, the club code of conduct	<ul style="list-style-type: none"> • Develop/review club code of conduct • Develop process to respond to violations of the code of conduct • Provide a code of conduct briefing to all members at the start of each season • Require all members/parents and guardians to sign onto the club code of conduct each season 	
Increase opportunities for women, girls and other members to provide feedback on their experiences with the club	<ul style="list-style-type: none"> • Develop and disseminate annual member feedback survey • Install suggestion boxes throughout club and/or create an online feedback form • Promote an 'open door policy' and encourage members to reach out to club leadership with any issues they may have • Include 'member feedback' as a standing item on the committee meeting agenda 	Sport and Recreation Victoria – Fair Play Code Play by the Rules – Member Protection Information Officer training course Play by the Rules – Complaints Handling training course
Establish a formal set of policies and processes that aim to improve the safety and well-being of all members	<ul style="list-style-type: none"> • Establish safety procedures that outline the clubs and coaches responsibilities during games/trainings (eg. coach required to stay until all players have been collected/left, car park lights to stay on until all people have departed) • Induct coaches and leadership team on safety procedures • Recruit and train member protection officers • Develop a child-friendly complaints/reporting process • Inform all members of complaints process and how to use it each season 	

Action Area: Club Culture & Participation

If your goal is to....	Your actions could be...	Useful Resources
Increase participation and retention of women and girls	<ul style="list-style-type: none"> • Offer alternative, flexible pathways for women and girls to participate in sport – eg. pay-as-you-go, social or skill-building sessions • Review training schedule and venue to ensure they are parent-friendly, eg. change table and play space/child-minding available • Host regular 'bring a friend' training sessions • Establish new member buddy/support system 	Women's Sport & Fitness Foundation – Ideal Sports Clubs for Women.
Increase diversity of people engaging with the club	<ul style="list-style-type: none"> • Host regular 'come and try' sessions at diverse locations within the community (eg. go where the people are) • Update club promotional material to represent a diverse range of people • Offer opportunities for open (not gender specific) participation for all ages • Provide clear information on club website about how people can participate and how the club will support people with different abilities and identities to participate • Recruit and train safety and inclusion officers to support members 	Sport England – Go Where Women Are: Insights on Engaging Women & Girls in Sport VicHealth – Tips for clubs and community programs trying to increase migrant and refugee community participation in sport VicHealth – Female Participation in Physical Activity & Sport Across the Life Course
Decrease the use of sexist language, gender discrimination and gender stereotyping at all levels of club	<ul style="list-style-type: none"> • Develop/review club wide code of conduct which takes a zero-tolerance approach to sexism, discrimination, and harassment • Brief all members on club code of conduct each season and require them to sign the code • Provide club leadership with Gender Equality & Bystander Action training • Develop and brief all coaches, officials and committee members on their roles and responsibilities to role model positive behaviour and call out any act of sexism, discrimination, and harassment • Create a rotating roster for volunteer shifts, ensuring that men, women and gender diverse people are all contributing equally within the club 	Australian Sports Commission – Guidelines for the Inclusion of Transgender and Gender-Diverse people in Sport and Resources for Clubs Get Active Victoria Vouchers Program

Action Area: Facilities

If your goal is to....	Your actions could be...	Useful Resources
<p>Ensure there are amenities suitable for people of all genders, ages, and abilities</p>	<ul style="list-style-type: none"> • If building/renovating facilities, follow Sport & Rec Victoria's 'Female Friendly Sports Infrastructure Guidelines' • If enhancing/re-allocating current facilities: <ul style="list-style-type: none"> ○ Consult with club members, especially women and girls, about their challenges, needs and desires for facilities ○ Ensure that there are women/girls, men/boys, all-gender and accessible amenities available ○ Ensure that all amenities, including showers and toilets, are private and lockable ○ Ensure that there are change tables available to all members (eg. not just in women's bathroom) ○ In women's/girls and all gender bathrooms, ensure that there are sanitary bins in each cubicle ○ Develop roster for regular cleaning and stocking of amenities, and a reporting system for broken amenities 	<p>Sport and Recreation Victoria – Female Friendly Sports Infrastructure, Planning and Design.</p> <p>Sport and Recreation Victoria Grant Opportunities</p>
<p>Ensure that club facilities and equipment are distributed/used equally amongst men/boys, women/girls and open teams</p>	<ul style="list-style-type: none"> • Review current club spending with a gendered lens (calculate percentage of funding directed to women/girls, men/boys and open teams) • Review current allocation of facilities/equipment with a gendered lens (consider the quality of facilities/equipment and frequency/time allocated to women/girls, men/boys and open teams) • Adjust budget and facility/equipment allocation so that distribution is equitable amongst all teams/players • Develop an equal scheduling system which shares preferable timing of sessions amongst all teams (eg. not just men training/games at prime time) 	<p>Mildura Rural City Council – Community Grants</p>

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