



# Leading for Renewal prospectus

March 2021

# Contents

<b>Introduction from Tim Hollingsworth</b>	<b>03</b>	<b>Inclusive Employers</b>	<b>19</b>
<b>Summary</b>	<b>04</b>	Introduction	20
<b>Who's this for?</b>	<b>05</b>	● Inclusive leaders	21
For chief executives and managing directors	06	● Inclusion enablers	22
For senior leaders and senior leadership teams	06	● Inclusion influencers online learning series	23
For all professionals	07	<b>Moving Ahead</b>	<b>25</b>
Key	07	● Mission INCLUDE	26
<b>The Activation Project</b>	<b>08</b>	<b>Meet the Leading for Renewal partners</b>	<b>29</b>
● Leader line	09	Inclusive Employers	30
<b>Sport and Beyond</b>	<b>10</b>	Moving Ahead	31
● CEO executive coaching with Catherine Baker	11	Management Futures	32
<b>Management Futures</b>	<b>12</b>	Sport and Beyond	33
● CEO executive coaching	13	The Activation Project	34
● CEO collaborative learning spaces	15	<b>Sport England privacy notice</b>	<b>35</b>
● Senior leaders executive coaching with Management Futures	16	<b>Business role:</b>	
● Leadership skills online workshops	17	● Chief executive officers (CEOs) /managing directors (MDs)	
		● Senior leaders	
		● All professionals	

# Introduction from Tim Hollingsworth



**I am delighted to introduce the Leading for Renewal support offer, for**

**leaders at all levels within strategic funded partner organisations.**

Leaders and decision-makers across the sector are facing unprecedented challenges brought about by the coronavirus (Covid-19) pandemic. Navigating without a map through uncertain times requires brave, collaborative and well-supported leaders, and this package aims to offer this.

We also know that amongst leaders there is unparalleled commitment to ensuring that, in rebuilding the sector post-pandemic, we do so in a far more inclusive way than ever before. At the same time, we must all acknowledge that significant work is required to really make an impact on the inclusiveness of the sector and the diversity of people who work and participate within it. This work begins with the people who constitute the system already.

We're committed to playing an active part in the change we want to see within the sector and recognise that we too are learning and growing. We hope that Leading for Renewal demonstrates a step towards the collective future to which we aspire and an opportunity for key professionals to equip themselves to play a part in long-term change for the better.

**Tim Hollingsworth**

Chief executive

# Summary

**We know that realising the power of people and leadership will be key to achieving the ambitions of Uniting the Movement, our new 10-year strategy. Leading for Renewal is an innovative, non-monetary, support package aimed at key professionals in funded partner organisations.**

Specifically, Leading for Renewal represents a small step towards broadening the diversity of leaders within the sector, whilst supporting existing and aspiring leaders to develop the skills, relationships and knowledge they need to lead effectively, both now and in the future. The package takes the form of a suite of opportunities including learning and development, executive coaching, a Leader line service and a cross-sector mentoring programme for people from under-represented groups. These packages are a unique and exciting opportunity for professionals but spaces are limited.

With the principal aim of supporting a stronger and more inclusive renewal of sport and physical activity, Leading for Renewal sees a consortium of specialist organisations coming together to collaborate under one banner and aims to complement other leadership and development opportunities currently in progress at a local and national level. By building a support package that goes beyond our investment, we're aiming not only to support and enhance leadership but also to create sustainable connections within the sport and physical activity sector for greater long-term collaboration.

There's never been such an explicit demand from members of the professional workforce in relation to the key topics that are important to our future, such as inclusion. Therefore, we're excited to support a more open, developmental conversation - equipping people to problem solve within their own contexts so that together we can lead and deliver the kind of sector renewal we all want to see. We have the opportunity to use the disruption coronavirus has brought to accelerate progress - to reinvent as more agile, inclusive and resilient and to change the way we do things so we better meet the needs of everyone, in every community. Leading for Renewal will help us to do this.





**SPORT  
ENGLAND**

**Who's  
this for?**



# Who's this for?

## For chief executives and managing directors

This is obviously a particularly challenging time to be an organisational figurehead, and your effectiveness as a leader has never been more important. The decisions you're making today may well have long term ramifications, and you've a lot of people looking to you for support and leadership. Through this targeted support we'll help you to flourish as leaders to play a part in long-term change for the better. This support package includes a portfolio of executive coaching offers, access to the Leader line service, a series of collaborative learning spaces and a deep dive inclusion package for a select number of people.

## For senior leaders and senior leadership teams

We know that senior leaders and leadership teams play a vital role in facilitating inclusive organisational cultures and in shaping and delivering the strategic direction of the sector. Within Leading for Renewal, the support package for senior leaders and senior leadership teams includes executive coaching, access to the Leader line service, a series of collaborative learning spaces and a deep dive inclusion package for a select number of people.



## For all professionals

We want to support the next generation of sector leaders. These will be people who are already in officer, manager or senior management roles and are looking to grow and develop themselves as leaders and influencers, both in their current role and for the future. We know that leadership is not just about seniority but is distributed throughout organisations and that each of us has a role to play in demonstrating leadership every day.

Next generation leaders will also be able to access the Leader line service, an extensive suite of online learning opportunities relating to leadership skills and inclusion as well as a targeted mentoring programme for individuals from under-represented groups.



The offer has been labelled to help you navigate this document.

### Key



**Coaching**



**Inclusion**



**Collaboration**



**Leadership skills**

Every element will have a blend of all four of these priorities, but for ease of understanding one symbol is given to identify the main focus.

**Please note**, you are welcome to pick and mix your own support offer from this prospectus, but will only be able to access one executive coaching item. You're welcome to express an interest in more than one but please indicate in your application that you've done so. We anticipate a high demand.

If you would like to discuss your options please contact Lucy Moore, head of professional workforce,

[Lucy.Moore@SportEngland.org](mailto:Lucy.Moore@SportEngland.org)



# The Activation Project



**For everybody working in sport and physical activity, there's a significant opportunity to enrich lives, build stronger communities and create a healthier and happier nation.**

We recognise that, for leaders, this opportunity presents many challenges; from improving the customer experience and addressing inequalities, encouraging your workforce to think differently and be different, to engaging stakeholders both inside and outside your organisation. Furthermore, coronavirus has increased the burden on leaders, with many working harder to get their organisation back on its feet.

Leaders often don't have an outlet where they can discuss their challenge in a safe space and receive 1:1 coaching and mentoring to support and guide them to create the right solutions and approach. It can be difficult to find time to explore what they need to do - now, and for the longer term.

We know that, in these situations, the quality of decision making is directly impacted by the depth of thinking and expertise they can draw on.

Leader line has been set up to provide 1:1 coaching for leaders facing these key challenges.

Leaders will have five 90-minute coaching sessions with our experts to work on the challenges each leader feels are the most important for them at this time.

Through this form of development and coaching, we'll create more leaders with the right capability to lead their organisation and workforce forward, further and faster. This'll enable the sector to do more, enrich more lives, build stronger communities and ultimately create a healthier and happier nation.

### Who's this for?

Leader line will be fully customisable to suit the specific needs and challenges of every individual leader and is open not just to CEOs but everyone in a leadership or management role.

This coaching offer will be ideally targeted towards professionals striving for innovation, leading change, improving customer experience and widening participation.

### How can I apply?

Leader line opportunities will be offered in waves throughout the year - the first opening in April and the second wave in July.

 **Wave 1 applications open on 6 April 2021**

[Application Link](#)



# Sport and Beyond



# CEO executive coaching with Catherine Baker

## Sport and Beyond will be providing a premier coaching offer to 10 CEOs.

The Sport and Beyond offer within Leading for Renewal will be delivered by their founder, Catherine Baker. She'll be your dedicated coach to guide, support and challenge you, and facilitate the building of a skillset which will enable you to continue to flourish. Developing your ability to think strategically, make good decisions and provide the best leadership you can to your organisations, now and in the future.

Coronavirus has thrown up new and testing leadership challenges within our sector. A different skillset has been, and will be, required – one that prioritises collaboration, agility and interpersonal skills, and one where clarity, and the ability to think and plan strategically, are paramount.

The offer consists of six in-depth coaching sessions, to be held at regular intervals over five months. The programme will start with the use of a market-leading behavioural profile to ensure insight-driven support. Catherine will work closely with the selected CEOs throughout the coaching period.

## Who's this for?

We want this programme to benefit the next generation of sector game-changers, those with ambition and the desire to drive change.

In particular this offering is aimed towards CEOs who:

- lead organisations tackling some of the biggest challenges and stubborn inequalities in the sector
- consider themselves to be part of an under-represented group within the leadership of the sector
- demonstrate a desire to learn and improve, and an ability to commit to the process.

## How can I apply?

In order to take advantage of this unique offering, Catherine would like to receive applications direct to her at [catherine@sportandbeyond.co.uk](mailto:catherine@sportandbeyond.co.uk) with the subject line 'Leading for Renewal'. Your application can take whatever format you prefer but must cover why you would like to be accepted onto this programme and what you hope to achieve with it. Catherine will then arrange chemistry meet sessions.

 **Application deadline: 5 March 2021**



# Management Futures



# CEO executive coaching

**Management Futures will be offering bespoke executive coaching packages to 10 of the sector's most forward-thinking CEOs. Each CEO will have up to four sessions.**

Management Future's coaches are amongst the most experienced in Europe. All have experience of leading themselves, as well as many years' experience of coaching CEOs like yourself. This coaching support will be tailored and confidential, providing practical timely support on specific challenges you're facing. Your coach will help you think through issues and support independent thinking and decision-making.

Your coach may also provide support materials and offer tools and techniques as needed, but their primary role is to support your independent thinking and decision-making around topics of your choice.

It's your choice what you focus on.

Examples of topic areas include:

- Achieving greater clarity on priorities
- Resolving dilemmas
- Supporting personal resilience
- Developing critical leadership skills you want to work on.



## Who's this for?

We want this programme to benefit people who consider themselves to be more established in their role as CEO and are ready to take the next step in their leadership.

We're particularly interested in hearing from CEOs who:

- have a specific focus on building inclusion into their future strategic thinking
- have complex organisational challenges as a result of the coronavirus pandemic
- lead organisations with a primary focus on tackling inequalities in sport and physical activity
- demonstrate a desire to learn and improve, and an ability to commit to the process.

“ MF took me out of the daily grind. I felt energised by the coaching sessions which were like a shot of vitamins, oxygen and adrenalin all at once.”

CEO

## How can I apply?

To receive a copy of the application form for this coaching, please email [leadingforrenewal@managementfutures.co.uk](mailto:leadingforrenewal@managementfutures.co.uk), putting 'CEO coaching application' in the subject of your message. What you share in your application will remain confidential between yourself and your coach at Management Futures.

 **Application deadline**  
**Friday 5 March 2021**





# CEO Collaborative learning spaces

**One of the greatest sources of insight and support will be that of fellow CEOs within the sector. We want to help you tap into that.**

We're setting up a community of learning. Once a month we'll gather CEOs together and provide a structured space for peer support and learning on challenges faced.

Management Futures will facilitate these forums. Throughout the pandemic they've supported a successful network for performance directors across multiple sports around the world.

We'll alternate the format of these sessions each month between:

## 1 Round table discussions

- Focused discussion between peers, concentrating on a specific and timely topic relevant to all.
- The session will open with some short, focused input to provoke the discussions.
- We'll then facilitate the sharing of ideas and experience between leaders in smaller groups – grounding sessions in what's working/not working.
- Examples of topics for these round tables include

- Exploring what people currently need from us as leaders
- How are we all innovating and adding value with reduced financial resource?
- How are we serving people who are more at risk of catching coronavirus?

## 2 Facilitated learning sets

- Focus on supporting each other to work through key challenges
- We split into groups of 4-5. Each CEO brings a challenge.
- The group spends 10 minutes on each challenge, following a structured process where the group listens to the challenge, and then shares their reflections and advice.

## Who's this for?

This community of learning is open to any CEO operating in the sector. You'll still need to register your interest with us, so we can manage numbers. There's no deadline for registering an interest and CEOs are welcome to join at any time.

## How can I register my interest in these events?

Please email [leadingforrenewal@managementfutures.co.uk](mailto:leadingforrenewal@managementfutures.co.uk), saying that you'd like to be a part of the CEO Community of Learning. This'll mean you're added to a mailing list to receive notifications on all events.



# Senior leaders executive coaching with Management Futures

**We're offering a limited number of 1:1 executive coaching packages for senior leaders who feel they'd benefit from some additional support to problem solve.**

This coaching offer will be provided by Management Futures, whose coaches are the most experienced in Europe. All have experience of leading themselves and all have many years' experience of coaching senior leaders such as yourself.

You'll be able to access up to 3x40-minute sessions with your coach. The coaching will be tailored and confidential, providing practical timely support on specific challenges you're facing.

Your coach will help you think through issues and support independent thinking and decision-making and may also provide support materials and offer tools and techniques as needed.

It's entirely your choice what you focus on but examples of topic areas include:

- Achieving greater clarity on priorities
- Resolving dilemmas
- Supporting personal resilience

- Developing critical leadership skills you want to work on.

## Who's this for?

A senior leader is someone who has senior management responsibility that includes contributing to the leadership, direction and vision of an organisation. These are people who operate at a strategic level and may sit within an executive team or senior management group. We realise roles will vary between organisations but job titles could include director, strategic lead or head of.

We're particularly interested in hearing from senior leaders who:

- have a particular focus on building inclusion into their future strategic thinking
- consider themselves to be part of an under-represented group in the sector's leadership
- demonstrate a desire to learn and improve, and an ability to commit to the process.

## How can I apply?

To receive a copy of the application form for this coaching, please email [leadingforrenewal@managementfutures.co.uk](mailto:leadingforrenewal@managementfutures.co.uk) putting 'Senior leader coaching application' in the subject of your email.

 **Wave 1 application deadline:  
5 March 2021**



# Leadership skills online workshops

## Practical insights on areas of leadership we need to excel at right now.

We've developed a series of 90-minute workshops, focusing on the skills that are setting the best leaders apart at this time.

These sessions will be highly practical and interactive. Combining input of insights with breakout discussions to explore how you can apply these insights. The aim is to help you be more effective the minute you leave the workshop.

These interactive workshops will be led by Management Futures, experts in high performance leadership. They've been running similar sessions for performance directors on behalf of UK Sport, the NHS, Asthma UK and their private sector clients like Dyson and Coca Cola Hellenic.

The first five proposed sessions include:

### 1 Adaptive leadership

Defining adaptive leadership and what's different. Highlighting pitfalls that can slow our ability to respond. Tools to identify opportunities for innovation and change. Practice and feedback on the skills for selling the need for change. Insights on five key building blocks for creating a high-performance culture.

 **Dates: 2 and 18 March 2021**

 **Times: 15:00-16:30**

[BOOK HERE](#)

### 2 Crucial conversations

Developing skills to achieve good outcomes from critically important and potentially challenging conversations. Creating a culture of candour.

 **Dates: 13 and 22 April 2021**

 **Times: 15:00-16:30**

[BOOK HERE](#)

### 3 Maintaining resilience – ours and others

Insights and techniques to help ourselves and others perform at our best under pressure and recover well.

 **Dates: 13 and 26 May 2021**

 **Times: 15:00–16:30**

[BOOK HERE](#)

### 4 Maximising collaboration in challenging times

Lessons from great examples of collaboration during a crisis. Input, practice and feedback on the key skills for improving collaboration across departments and organisations at a fast pace. Getting the best out of your team. Including insights on leading teams virtually.

 **Dates: 8 and 17 June 2021**

 **Times: 15:00–16:30**

[BOOK HERE](#)

### 5 Coaching skills for enabling others to rise to the challenge

Input on and practice in the core skills of a coaching approach to leadership – including powerful questions for unlocking people’s resourcefulness.

 **Dates: 6 and 21 July 2021**

 **Times: 15:00–16:30**

[BOOK HERE](#)

## How can I be a part of this?

To view dates available for each of these topics and register your interest, please use the Eventbrite booking pages by clicking the hyperlinks above.

You can attend all five or pick and choose the topics that feel most relevant to you.

If the dates have already passed please email [leadingforrenewal@managementfutures.co.uk](mailto:leadingforrenewal@managementfutures.co.uk), putting ‘Coronavirus Leadership Skills’ in the subject of your email.

These sessions are open to leaders and managers at all levels. Spaces are limited, so please book as soon as possible once bookings opens.

## Who’s this for?

These sessions are open to leaders and managers at all levels. Spaces are limited, so please book as soon as possible once bookings opens.





# Inclusive Employers

# Introduction

**Inclusive Employers will be offering three separate tiers of activity targeting different audiences within your organisation.**

Inclusive leadership, Inclusion enablers and Inclusion influencers programmes will be on offer to executives, senior management teams and the whole workforce, respectively.

An organisation can choose to participate in up to all three tiers if they wish, in fact this is recommended as the different programmes will form a solid foundation for embedding inclusivity into your organisation's strategy and activity, with the purpose of making inclusion an everyday reality.





# Inclusive leaders

**Delivered by Inclusive Employers, a select group of 25 CEOs (or equivalent) will participate in a one-year transformational programme to help them better understand what inclusion means for them and their organisation and help them shape their future strategy.**

The programme will be delivered through three (half day) events over 12 months. Participants will have access to guidance, resources and toolkits; and tailored advice through their Inclusive Employers account manager; three inclusion surgery webinars and attendance at a final event where they will share their experience, and the impact from their participation, with the cohort of CEO (or equivalent) peers joining in year two.

At the end of the programme participants will:

- be comfortable and confident in articulating the inclusive vision of their organisation
- be authentically driving equality, diversity and inclusion in their organisation and influencing inclusion across sport and physical activity
- understand their impact upon inclusive culture and be role models for inclusion
- actively challenge inequalities that exist within the system and empower change.

## Who's this for?

This Inclusive leaders offer is for CEOs (or equivalent) from NGBs, Active Partnerships and funded partners who are genuinely committed to being part of transformational sector change by making inclusion an everyday reality.

## How can I apply?

To find out more about the programme, how to apply and the application deadline, visit our application portal at: [www.smartsurvey.co.uk/s/L4Rinclusivesport](http://www.smartsurvey.co.uk/s/L4Rinclusivesport).

If you would like to speak to someone about the programme then email us at: [sport@inclusiveemployers.co.uk](mailto:sport@inclusiveemployers.co.uk)

Leaders are strongly encouraged to promote the Inclusion enablers and Inclusion influencers programme tiers to relevant colleagues within their organisation.

## When will the programme start?

We'll be in touch to confirm whether you have secured a place on the programme in late March and the programme will commence in late April.



# Inclusive enablers

## **Inclusive Employers will work with the senior leadership teams of 10 organisations to embed inclusive leadership into their work, their team and their organisation's strategy and everyday operations.**

This one-year programme will commence with a one-day (virtual) event. Participants will have access to guidance, resources and toolkits, as well as tailored advice through their Inclusive Employers account manager, three inclusion surgery webinars and attendance at a final event where they will share their experience, and the impact from their participation, with the cohort of senior leadership team peers joining in year two.

At the end of the programme participants will:

- be clear on what inclusion is
- be able to wire-in inclusion to their strategic objectives so it's a core activity rather than initiative focused
- be ensuring inclusive policies are in place and further developing inclusive practice
- understand how they can measure and report on inclusion impact/diversity dividend
- be driving accountability on inclusion and be role models for inclusion.

## **Who's this for?**

This offer is for senior leadership teams from NGBs, Active Partnerships and funded partners who are genuinely committed to being part of transformational sector change by making inclusion an everyday reality. We're looking for organisations who are ready to weave inclusion into their strategic direction, to lead the way and have the capacity and commitment to embed inclusive thinking.

## **How can I apply?**

To find out more about the programme, how to apply and the application deadline, visit our application portal at: [www.smartsurvey.co.uk/s/L4Rinclusivesport](http://www.smartsurvey.co.uk/s/L4Rinclusivesport)

If you'd like to speak to someone about the programme then email us at: [sport@inclusiveemployers.co.uk](mailto:sport@inclusiveemployers.co.uk)

Senior leadership team members are strongly encouraged to promote the Inclusive leaders and Inclusion influencers programme tiers to relevant colleagues within their organisation.

## **When will the programme start?**

We will be in touch to confirm whether you have secured a place on the programme in late March and the programme will commence in late April.



# Inclusion influencers online learning series

**Inclusive Employers will deliver a series of online inclusion workshops for up to 400 members of the workforce that will guide people through the process of embedding inclusion within their work deliverables, approaches and organisational culture.**

We have capacity for up to 40 organisations to nominate up to 10 staff members each to be part of this one-year programme.

Inclusion influencers will be delivered through monthly online learning sessions, tailored for the sport and physical activity sector. These sessions will equip colleagues with greater understanding of equality, diversity and inclusion.

Prior to the delivery of the online sessions, a project activation meeting with the participants from each organisation will be held to assess the organisation's level of inclusion maturity. The participants will then be grouped so they can receive a tailored offer based on maturity.

Inclusive Employers will host quarterly virtual events to support participating organisations to evaluate their progress, identify any emerging needs and share learning. Participants will also have access to the wider Inclusive Employers membership webinar programme, advice through their Inclusive Employers account manager and access to resources, guidance and toolkits.

At the end of the programme participants will:

- be clear on what inclusion is
- understand the opportunity of inclusion and be role models for inclusion in their organisation and across sport and physical activity
- be embedding inclusion into everyday activities/projects/programmes
- be looking for opportunities to address the wider societal issues of exclusion through sport and physical activity
- be influencing more inclusive practices throughout their organisation and across sport and physical activity.



## How can I apply?

To find out more about the programme, how to apply and the application deadline, visit our application portal at: [www.smartsurvey.co.uk/s/L4Rinclusivesport](http://www.smartsurvey.co.uk/s/L4Rinclusivesport)

If you would like to speak to someone about the programme you can email us at: [sport@inclusiveemployers.co.uk](mailto:sport@inclusiveemployers.co.uk)

Colleagues are strongly encouraged to promote the Inclusive enablers and Inclusion Influencers programme tiers to relevant colleagues within their organisation.

## When will the programme start?

We will be in touch to confirm whether you have secured a place on the programme in late March and the programme will commence in late April.



# Moving Ahead



# Mission INCLUDE

**As part of the Leading for Renewal offer, Moving Ahead will be delivering one of their proven, practical and powerful mentoring programmes, Mission INCLUDE, to the sport and physical activity sector and will invite individuals from under-represented groups to take part.**

This programme and campaign brings together sporting organisations to create learning, development and inclusion across the sporting sector. Through these mentoring partnerships we aim to shine a light on talent that whispers, ensuring we retain and develop diverse talent across sport.

Through cross-organisational mentoring within the sport and physical activity sector, participants will work with a mentoring partner to create the space to think differently, with fresh perspectives, to embrace and declare our ambitions, and to build the muscles and skills of inclusion through walking in the shoes of another and stretching to be the best we can be.

The programme will be delivered to 50 mentees and 50 mentors from across the sector, with wrap-around line manager development.

To learn more about the Moving Ahead flagship Mission INCLUDE programme watch their video [here](#).

The programme sponsor is Liz Dimmock, founder and CEO of Moving Ahead, while the programme team is Joanne John, Martina Petkov and Dawn Hare.

Mission INCLUDE for Sport England will begin with a series of showcase events for organisations who're interested in finding out more.



## Who's this for?

At Moving Ahead, they define diversity as understanding, respecting, actively advocating and appreciating what makes us different. This spans the nine protected characteristics (including age, gender, ethnicity, religion, disability and sexual orientation) but also broader behavioural and background diversity, such as thinking and personality types, socio-economic background and life experience.

Organisations are invited to identify people who are interested in being part of Mission INCLUDE, either as Mentors or Mentees.

- **Mentees:** high potential, diverse colleagues who consider themselves from an under-represented group, who are committed to their personal growth and development and who'd like to share their diversity story to help others walk in their shoes. Organisations can select mentees from all levels.
- **Mentors:** leaders from middle management up to board level, who are committed to developing their mentoring skills and muscles around being an inclusive leader and walking in the shoes of others.

## Selection Criteria

Mentees	Mentors
<ul style="list-style-type: none"><li>• High-potential under-represented employees from all levels of the career pyramid.</li><li>• Keen to develop and prepared to take responsibility for progressing their career.</li><li>• Ready to be mentored, with a willingness to seek feedback and receive advice.</li><li>• Aware of their own strengths and limitations.</li><li>• Resilient and consistently committed to getting things done.</li><li>• Willing to take ownership of the mentoring relationship and adopt a proactive approach to working with mentors.</li></ul>	<ul style="list-style-type: none"><li>• Typically, with 10–15 years' experience.</li><li>• Have line manager responsibilities.</li><li>• Can act as a positive role model.</li><li>• Understand how an organisation works and can share broad perspectives based on their experiences.</li><li>• Are committed, reliable and able to keep confidences.</li><li>• Have great listening skills and are easy to talk to.</li><li>• Want to make a positive difference and help someone work through a challenge.</li></ul>

## How can I be a part of this?

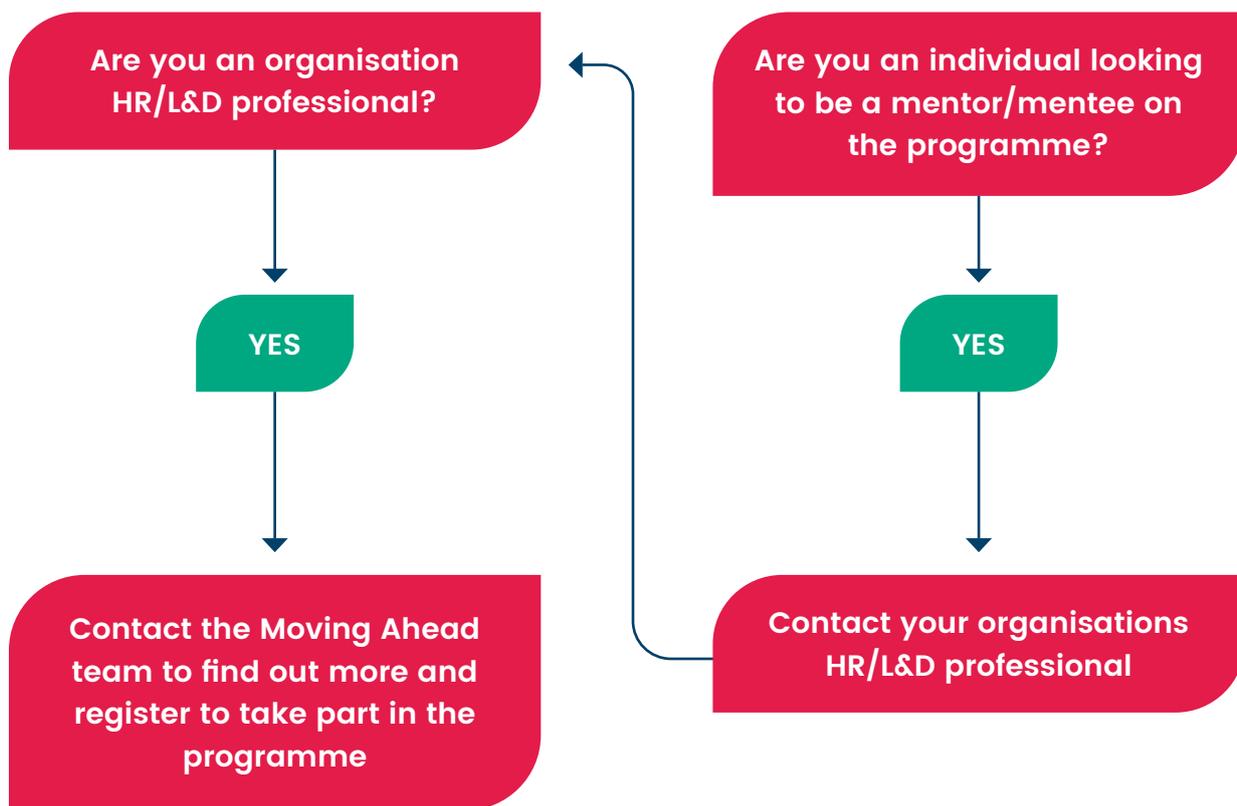
Each participating organisation will need to provide a programme partner as lead contact for the coordination of the programme. This person could be a senior leader, manager or HR/L&D professional.

Programme partners are invited to put forward the names of interested individuals from their organisation. We'd expect a minimum of one pair (one mentee and one mentor) to participate and suggest no more than six\* pairs per organisation.

Individuals interested in taking part in the programme are required to reach out to their organisational HR/L&D lead or line manager who can help to endorse their application, as participation is only via organisations signing up to take part. Individual applicants can't be accepted as we'd require a minimum of two applicants per organisation.

To find out more, join us at one of our programme showcase events. The showcase is open to all organisations affiliated and funded by Sport England. [Click here to book.](#)

## Decision tree



\* Please let us know if you have additional interest for the programme from mentors or mentees.



# Meet the Leading for Renewal partners

The five suppliers are:

[Inclusive Employers](#) >

[Moving Ahead](#) >

[Management Futures](#) >

[Sport and Beyond](#) >

[The Activation Project](#) >

# Inclusive Employers



## Making inclusion an everyday reality in sport and physical activity.

Inclusive Employers are the UK's leading membership organisation focused on workplace inclusion, offering fresh approaches, support and guidance on how to embed inclusion into the everyday. The inclusive sport team at Inclusive Employers have extensive experience and a proven track record working with sport and physical activity organisations. The team includes: Debbie Epstein, head of inclusion and diversity - sport, Michelle Daltry, senior inclusion and diversity consultant (who has over 20 years' experience in the sector) and Richard McKenna, founding partner of Inclusive Employers.

Inclusive Employers recognise that every organisation is at a different point in its understanding of and commitment to equality, diversity and inclusion. This programme, (offered through Leading for Renewal) aims to guide you through the process of embedding inclusion in a way that is supportive and relevant.

Using interactive blended learning approaches we will upskill colleagues in different roles and at different levels of the organisation to feel confident to deliver on equality, diversity and inclusion, to drive change and embed inclusion into all aspects of sport and physical activity.

We're offering three separate programme tiers that target different segments of the workforce within your organisation:

- Inclusive leaders (executive or equivalent programme)
- Inclusion enablers (senior management team programme) and
- Inclusion influencers (whole workforce programme),

Organisations can choose to participate in as many or as few tiers as they wish. The different tiers of support from Inclusive Employers will form a solid foundation for embedding inclusivity into your activity with a vision of making inclusion an everyday reality.

**Website:** [Inclusive Employers](#)

# Moving Ahead



MOVING AHEAD

**Moving Ahead is a specialist social impact organisation dedicated to advancing workplace diversity and inclusion.**

We do this through mentoring, learning and development programmes, and consultancy.

Everything we do is underpinned by robust research and powerful storytelling. We work cross-company, cross-sector and cross-diversity strand, from gender and ethnicity to thinking and learning styles, and socio-economic background.

We're leading the way in mentoring programmes that connect people and create inclusive organisations, and currently deliver the world's largest cross-company mentoring programme.

We believe in the power of human connection to make the world a better and more inclusive place for everyone.

Since 2014, Moving Ahead has supported 35,000 learners across more than 300 organisations and 30 sectors.

**Website:** [Moving Ahead](#)



# Management Futures



**At Management Futures we partner with ambitious organisations and leaders to help them create a great performance culture.**

We were one of the early pioneers of executive coaching and coaching skills training in the UK, and have been qualifying English Institute of Sport (EIS) performance lifestyle coaches for the last 10 years.

Our social purpose is to make great leadership the norm rather than the exception, thereby benefiting individuals, teams, families and communities.

We have five core service areas: executive coaching, leadership skills, team performance, culture and coaching skills qualifications – with more than 20 years' experience in each.

Current clients include Sport England, UK Sport, EIS, Coca Cola, Dyson, NHS, Asthma UK and British Lung Foundation.

**Website:** [Management Futures](https://www.managementfutures.co.uk)



# Sport and Beyond



**Our focus at Sport and Beyond is improving the performance of senior leaders with tailored, insight-driven coaching.**

We've been selected by Sport England for our knowledge of the sector, together with the cutting edge expertise we bring from the corporate world and our level of quality and professionalism.

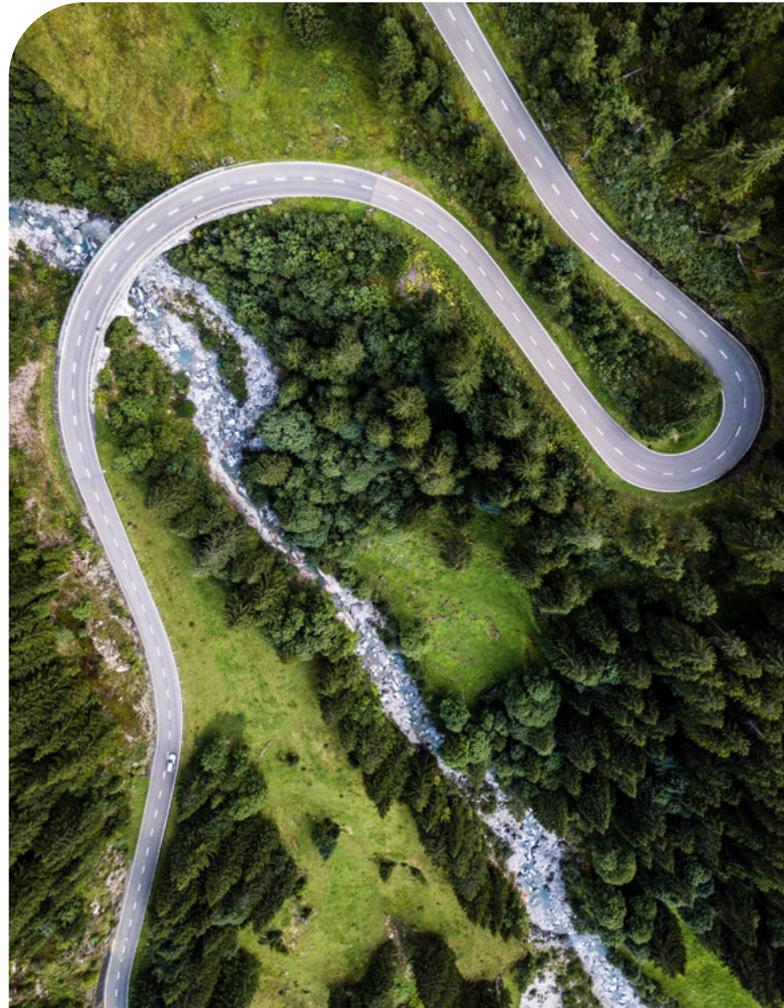
Founder of Sport and Beyond, Catherine Baker, has a wealth of experience of working with leaders from global boardrooms through to leaders in sport, and brings a healthy dose of challenge, support, flexibility and humour to all her coaching.

To meet Catherine, take a look at this short video [HERE](#)

**Website:** [Sport and Beyond](#)

**“Everybody needs a coach.”**

Eric Schmidt, chairman of Alphabet and former CEO of Google



# The Activation Project



**At The Activation Project, we partner with organisations across the UK playing their part in creating a healthier, happier and more active nation.**

Working with them, we're aiming to inspire, encourage, develop, coach and support every single person who's working, volunteering or leading in sport, activity, health and wellbeing. We equip individuals and organisations with the capability to improve their organisations to make even more of a difference.



Meet our team of innovators:

## **Phil Davis**

- 30 years of experience in innovation, change and leadership development.
- Children's football coach.

## **Simon Gardner**

- 25 years in innovation, large scale change and team development.
- Running enthusiast.

## **Nick Fawcett**

- 20 years in customer service and experience, change and leadership development.
- Aspiring trail runner.

## **Charlotte Leyland**

- 20 years in innovation, team and performance coaching.
- Outdoor explorer.

We draw on an extended team of specialists to help support our programmes and beyond.

**Website:** [The Activation Project](#)

# Sport England privacy notice

## Privacy Notice – Leading For Renewal Program

Leading for Renewal is a leadership support package designed by Sport England in collaboration with several funded independent organizations who we term collaboratively as our partners. There will be a total of five partners involved in this project and each partner will provide different tools or services which may require the processing of personal data. It is important for you to be aware of how and by whom your personal data is managed as each partner has a responsibility to comply with UK GDPR obligations.

### Purpose

In delivering the leadership support package different organizations may require use of your personal data. The purpose of this notice is to tell you what role each organisation plays in relation to your personal data and to advise you where to go to find out more about your data rights.

### Sport England

Sport England provides funding to four of the entities and has contracted the fifth (Sport and Beyond Ltd). In all cases Sport England is not the data controller of your personal data that may be processed when you sign up to a service offered by any of these five partners. Additionally, Sport England will not process or receive personal data from any of the partners throughout the course of their service.

More details about what data will be processed by a partner, how it will be managed, and what your rights to that data are can be found in the respective privacy notices that will be made available to you by each partner.

However, in the ordinary course of communication Sport England may process personal data should you choose to get in touch with us for any reason. In those circumstances the terms of our privacy notice which can be found here will apply.

### Partners

The following five partners will be providing resources under the Leading for Renewal Program. Each partner provides their services in their own capacity.

1. Inclusive Employers Limited
2. Management Futures Limited
3. Moving Ahead Limited
4. The Activation Project C.I.C
5. Sport and Beyond (Sport England contractor)

These five partners will be independent data controllers of your personal data. This means that they will have their own obligations with respect to UK GDPR compliance. They will not be sharing your personal data with Sport England in any instance.

When you leave this prospectus to complete your application with these respective partners, your personal data will be managed by that partner and details of that processing will be advised to you by their respective privacy notices.



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